

BOARD AND COMMITTEE MEETINGS SCHEDULE

March 16-17, 2023

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Virtual Viewing link on March 16, 2023:

<https://mediasite.video.ufl.edu/Mediasite/Play/d4a1ecab655b4c75866f7960151b8ad71d>

Thursday, March 16, 2023

8:00 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:15 a.m.	Chairman Meeting Remarks
~9:15 a.m. to 9:35 a.m.	Committee on Advancement (Zucker (Chair), Cole, Corr, Heavener, Powers, Ridley)
~9:35 a.m. to 9:55 a.m.	Committee on Audit and Compliance (Powers (Chair), Brandon, Cole, Hosseini, Lemasters, Patel, Ridley, Zucker)
~9:55 a.m. to 11:05 a.m.	Committee on Facilities and Capital Investments (Brandon (Chair), Corr, Hosseini, O'Keefe, Ridley, Zucker)
~11:05 a.m. to 11:15 a.m.	Break (~10 minutes)
~11:15 a.m. to 12:15 p.m.	Committee on Finance, Strategic Planning and Performance Metrics (Powers (Acting Chair), Brandon, Corr, Heavener, O'Keefe, Patel, Phalin)
~12:15 p.m. to 1:15 p.m.	Lunch
~1:15 p.m. to 3:30 p.m.	Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications (Patel (Chair), Heavener, Hosseini, Lemasters, O'Keefe, Phalin)
~3:30 p.m. to 4:00 p.m.	Committee on Governance, Government Relations and Internal Affairs (Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zucker)
6:15 p.m. to 8:00 p.m.	Board Dinner at IFAS Beef Teaching South Unit 3721 SW 23rd Street, Gainesville, FL 32608

BOARD AND COMMITTEE MEETINGS SCHEDULE

March 16-17, 2023

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Virtual Viewing link March 17, 2023:

<https://mediasite.video.ufl.edu/Mediasite/Play/e8f3afe549f249dab5ee165119ed8e8e1d>

Friday, March 17, 2023

8:30 a.m. to 9:30 a.m.	Breakfast
9:30 a.m. to 10:00 a.m.	President Kent Fuchs Recognition Chairman Mori Hosseini
~10:00 a.m. to 10:15 a.m.	Break (~15 minutes)
~10:15 a.m. to 12:00 p.m.	Board of Trustees' Meeting (Full Board)
12:00 p.m. to 1:00 p.m.	Lunch

**COMMITTEE ON ADVANCEMENT
AGENDA**

**Thursday, March 16, 2023
~9:15 a.m.**

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

Anita G. Zucker (Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Marsha D. Powers, Fred S. Ridley

- 1.0 Call to Order and Welcome Anita G. Zucker, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes..... Anita G. Zucker, Chair
[December 8, 2022](#)
[February 14, 2023](#)
- 4.0 Discussion Item..... Anita G. Zucker, Chair
 - 4.1 UF Foundation Update Maria Gutierrez Martin,
Interim Vice President for Advancement
- 5.0 New Business Anita G. Zucker, Chair
- 6.0 Adjourn Anita G. Zucker, Chair



COMMITTEE ON ADVANCEMENT

Meeting Minutes

December 8, 2022

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 11:15 a.m.

Time Adjourned: 11:40 a.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Lauren D. Lemasters, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Amanda J. Phalin, Marsha D. Powers and Fred S. Ridley.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Zucker welcomed everyone in attendance and called the Advancement Committee meeting to order at 11:15 a.m. She asked Vice President Tom Mitchell to verify the quorum.

2.0 Verification of Quorum

Vice President Mitchell verified a quorum.

3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the June 16, 2022, committee meeting, which was made by Trustee Cole and seconded by Trustee Powers. The

Committee Chair asked for further discussion, after which she asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Discussion Item

Committee Chair Zucker proceeded to address the discussion item.

4.1 Telling the Go Greater Story

Committee Chair Zucker began by announcing that the Go Greater campaign, which began in July 2014, is expected to close in December with commitments totaling \$4.5+ billion dollars, far exceeding our \$3 billion goal. Go Greater will be the 5th largest public university fundraising campaign in higher education history. The Go Greater story – our story – began with the inauguration of President Kent Fuchs, who has led with humility and kindness to all. It will be with bittersweet emotion that we watch as the baton is passed to our new incoming president Dr. Ben Sasse. Committee Chair Zucker expressed thanks to President Fuchs for everything he has done, and then she and Vice President Mitchell proceeded to share some key campaign highlights.

Al and Judy Warrington were UF's first \$100+ million donors. Coming from humble beginnings, Al was extremely proud of his UF education and considered it the springboard to his professional success as an accountant and entrepreneur. He financially supported UF throughout his lifetime, and he and Judy helped launch the Go Greater campaign with their landmark \$75 million commitment. Although Al passed away in May 2020, Judy continues to carry on their shared vision to support UF's momentum to become one of the nation's best universities.

The Starting Ahead, Staying Ahead Early Childhood National Summit held in Orlando in February 2017 was spearheaded by Committee Chair Anita Zucker. This was UF's first multidisciplinary transformational initiative, hosted by UF and the Colleges of Education, Medicine, Public Health & Health Professions and Law. The summit brought together over 100 scholars, policy makers, philanthropists and practitioners from prestigious universities like Harvard, Virginia, North Carolina, Michigan, Washington and many others.

The Machen Florida Opportunities Program has made an incredible life-changing impact for countless amazing students, providing opportunity and access. We currently have over 1,200 MFOS scholars enrolled and over 3,700 MFOS alumni nationwide. We owe a great deal of gratitude and thanks to former BOT Chair and Distinguished Alumnus David Brown and his wife, Wanda, as they not only were early champions of this program, but they also provided the lead gift to officially launch the private gift portion of the campaign.

Harris Rosen is the founder and president of Rosen Hotels & Resorts and a highly regarded business leader. Harris lost his son, Adam, to brain cancer at the age of 26. Dr. Duane Mitchell is our expert in this field, and he is focused on rewriting the story of brain cancer and enabling patients to have a high quality of life for the longest possible time. We owe a deep debt of gratitude to Harris, who has changed the lives of many.

Elisabeth DeLuca made a transformational gift of 27,000 acres in Southern Osceola County that has had and will continue to have an astounding impact on Osceola County, the state of Florida and the nation. The DeLuca Preserve provides rare opportunities for students and faculty alike to study this unique environment and learn about the natural world. Generations of scientists and environmentalists to come will benefit greatly from the research conducted on the DeLuca Preserve, and the University of Florida is honored and privileged to serve as the steward of this living laboratory.

Chris Malachowsky has made a great impact on UF. He inspired the College of Engineering to think big and create moonshots and a vision that has greatly impacted the future success of the college and the University. Chris made the lead gift to name Malachowsky Hall – Data Science & Information Technology Building, which will catapult the study and practice of Electrical & Computer Engineering and Computer Science with hands-on virtual teaching and research labs. Chris also facilitated a partnership with NVIDIA, which led to UF receiving the largest, fastest AI supercomputer in higher education.

Fred Levin, in 1999, made the largest current use gift in UF's history at that time to the College of Law, which was named in his honor. From that point on, the Levin family took a special interest in the college and continued to support UF Law and UF in the years that followed. When Fred passed away in early 2021, he continued that support of the college via an additional \$40 million estate gift that will ensure the quality of the college for years to come.

Trustee Richard Cole has served at the highest levels of leadership, including UF Student Body President. Trustee Cole is one of the most consistently generous annual donors to the law school, and he made the second largest financial commitment to UF Law in history with an estate gift to support cutting-edge programming, faculty roles, and scholarships in the Health Law arena, merging two important segments of society. Trustee Cole was recently named UF Law Alumnus of the Year.

Trustee Bill Heavener is one of one. He has made numerous transformational gifts to UF during the Go Greater campaign, including the Heavener School of Business, and most recently, the Heavener Football Training Center. Trustee Heavener also has an unparalleled record of service to UF, and his impact will be felt for years to come.

Herbie Wertheim made a \$50 million naming gift in 2015 – the largest cash gift in UF's history at that time – that launched a \$300 million public and private investment in UF's College of Engineering. Most recently, Herbie Wertheim and his family made a \$100 million lead gift – the largest individual gift in UF history – to name the Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology, thereby launching a 10-year, \$1 billion public-private partnership that will ultimately drive the future of biomedical research and innovation.

Lee and Lauren Fixel pledged \$50 million during the Go Greater campaign. Their story is an intensely personal one, demonstrating a son's gratitude and commitment to his father, Norman, who unfortunately was diagnosed with Parkinson's Disease. The Fixel family was able to connect with our neurodegenerative disorders team of Drs. Michael Okun and Kelly Foote,

and through the sage advice and wise counsel of our team, Norman has been able to lead the best quality of life and the longest possible life. As a result, Lee and Lauren want others who are afflicted with the same dreadful disease to have the same positive experience their family has had.

Sam and Robbie Vickers of Jacksonville gave the Harn Museum the largest gift of art ever donated to the University of Florida in December 2020. They gave their entire collection of 1,200 Florida works of art, some of which were created by the foremost artists of their time. The Vickers Collection is a transformational donation for the Harn Museum. The scope and importance of the collection will add considerably to the museum's strategic plan, which includes the construction of a new wing that will include galleries and a print study center and a conservation studio for the display and study of the collection.

Steve and Becky Scott named the Chemistry/Chemical Biology building, which was completed in 2016. The Scotts previously funded the Scott Professorship in Chemistry. The entire Scott gift will go into an endowment that will primarily support the department's outstanding graduate students. In Scott Family Hall, undergraduate students now experience modern teaching laboratories and a creative curriculum redesigned to take maximum advantage of the new facilities and equipment. The state-of-the-art research facilities have been crucial to hiring world-class faculty members and attracting high-performing graduate students.

Stephen Ross holds the distinction of being one of the catalysts for the Global Technology and Innovation Campus in downtown West Palm Beach. He reached out to leadership in March 2021 to share his transformational vision of partnering with UF to build an innovation center in West Palm Beach. Stephen not only planted the seed, but he also made the lead gift to help us secure our Phase 1 goal of \$100 million in private support needed to obtain the state matching funds of \$100 million for this critical project.

Go Greater by the Numbers is interesting. During the 8 ½ years of the campaign, we received more than 265,000 gifts. We had 62 donors who made 88 gifts of \$5 million or more that totaled \$1.85 billion, which was 41% of the campaign. We had over 1,700 volunteers, 37,000 gifts from students, 17,000 gifts from faculty, and gifts from every county in the state of Florida, every state in the U.S. and over 119 countries.

The Campaigns at Peer Institutions showed the campaigns that have been completed or are in progress. The top three – Washington, UCLA and Michigan – have all completed \$5+ billion campaigns. North Carolina will complete their \$5 billion campaign this month. When UF completes the Go Greater campaign on December 31, we will be, at that time, the 5th largest fundraising campaign among public universities.

Board Chairman Mori Hosseini has been one of our most dedicated key advocates during the Go Greater campaign. He has promoted UF in every conceivable way, spending long, exhausting hours being a champion for the future of our university on many different fronts. He has been running his own Go Greater campaign. Some of the highlights include National Ranking Operating Support (Faculty 500; Student Success Support; Faculty and Staff Raises), Facilities

(Data Science & Information Technology; Whitney Lab; Architecture; Dental Science; Deferred Maintenance) and Big Opportunities (AI 100; Scripps Acquisition; West Palm Beach Initiative; NCI Designation Support; New Worlds Reading Initiative). Total incremental new dollars for UF-wide operations and new money for capital projects during the Go Greater campaign totaled an impressive \$2.4 billion. Our hats are off to Board Chairman Hosseini for everything he has done and continues to do for UF.

Progress and Growth achieved during the Go Greater campaign have been impressive: rankings moved from 14 to 5; alumni participation rate moved from 12% to 20%; five big ideas were launched: Starting Ahead, Staying Ahead, the ReMission Summit, the AI Initiative, UF Scripps, and the West Palm Beach Urban Campus; seven transformational gifts of \$50 million or more were received; research expenditures surpassed \$1 billion; applications for admission grew to over 66,000; over 600 new faculty were hired; private gift support set all-time records; and the Go Greater campaign will close at the end of this month in the \$4.5+ billion range.

A Campaign Highlight Video covering some of the key points of pride was shared with the Trustees.

5.0 New Business

Committee Chair Zucker stated that the video was absolutely fantastic and truly special. Tremendous progress has been made during the campaign, and everyone should be proud of the part they played in this fabulous success. It is with great anticipation and excitement that we look forward to our next. To quote Ralph Marston, *"Dare to dream big dreams. For those are the dreams that have the power to push your whole world forward."*

She asked if anyone had any new business that they would like to share.

President Fuchs remarked that as we conclude the Go Greater campaign, it is spectacular to see how friends of the university have stepped up. As a result of the hard work that has taken place in Vice President Mitchell's organization and across every college and every area, we now have this organization, a machine and momentum that is just amazing. The alumni participation rate has also increased in addition to the \$4.5B+ opportunities mentioned by Vice President Mitchell. We did not all think we would get there, but we have passed the goal, and friends of UF have made a transformational difference. He expressed his pride in the entire community and extended his congratulations.

Vice President Mitchell remarked that as we close the books on this campaign, he hoped that the Trustees will open the memory books that are in front of them and look back and reflect on what we all have accomplished together. Much has been accomplished due to the efforts of many. He then went on to thank Committee Chair Zucker for chairing the committee and serving as the co-chair of the Go Greater campaign, dedicating her time, traveling all over the country and being a positive advocate. He asked that the Trustees join him in thanking Committee Chair Zucker for her many efforts.

Committee Chair Zucker closed by stating that the campaign is an amazing piece of history, and we could not have done it without everyone's help. The University of Florida is an amazing place, and we have so much more to go and many years ahead.

6.0 Adjourn

There being no further discussion, the meeting was adjourned at 11:40 a.m.

DRAFT

COMMITTEE ON ADVANCEMENT

Pre-Meeting Minutes

Virtual Meeting

February 14, 2023

Time Convened: 10:25 a.m.

Time Adjourned: 10:32 a.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, and Fred S. Ridley.

Others present:

Ben Sasse, President; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Thomas Mitchell, Vice President for Advancement; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Maria Gutierrez Martin, Associate Vice President/Chief Development Officer; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Anita G. Zucker welcomed President Sasse and everyone in attendance and called the meeting to order at 10:25 a.m. She noted that information will be shared at today’s pre-meeting, but there will be no voting.

2.0 Roll Call

Board Staff conducted a roll call of all Committee and Board members present except Trustee Bill Heavener.

3.0 Review Draft Agenda for March 2023 Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

Committee Chair Zucker stated that today we will be talking about discussion items for our meeting in March, and the minutes from the December 2022 meeting will be reviewed at the March Board of Trustees meeting.

3.2 Review Discussion Items

Committee Chair Zucker called on Vice President Mitchell to provide updates on the three discussion items on the agenda.

Post Go Greater and New Initiatives

Vice President Mitchell shared that we are working with President Sasse on a framework of priority projects that were not fully funded in the Go Greater campaign and a few new initiatives that are starting to emerge. It is possible that a new mini campaign of some type will be launched. There will be more to come on a possible mini campaign and timeframe.

Proposed Urban Advancement Model

Vice President Mitchell shared that we have major initiatives moving forward in urban areas, and this new statewide urban advancement model will differ from the Gainesville model. We are putting together a framework on how we think we would like to develop that model and will test some of our assumptions and research to see if it makes sense to reimagine our advancement footprint in some of these urban areas.

Concepts for Next Campaign

Vice President Mitchell shared that we will be talking about a framework around UF's next campaign. Four dynamics are happening now that will cause us to rethink and reimagine our thoughts regarding the next campaign:

- **New Floridians** who have the potential to become new friends to UF are moving into the state in large numbers. What is our strategy to engage these new Floridians in the life of the university?
- There is a huge opportunity to think through strategic alliances and partnerships with **corporations** around the state, the nation and even internationally. Could we launch CEO roundtable discussions and align corporate leaders in the life of the university?
- With UF Health's footprint expanding, there are enormous opportunities to engage **grateful patients** and connect their passions with our purpose not only through UF Health but also through the University of Florida.
- What type of **talent** do we need moving forward, and where is that talent located? How does the future of work align with our future strategies?

Committee Chair Zucker expressed her excitement about moving forward and looking at things differently, especially strategic alliances. She noted that we are becoming a different institution, and we must change. Our ability to grow these partnerships will be critical. Philanthropy goes through change, and we will have to look at other ways to bring in resources to the university.

Trustee Cole asked Vice President Mitchell if he would be prepared at the March meeting to tell the Board about individuals or positions we have either started looking for or have filled for the South Florida area, such as Miami, West Palm Beach and Naples. Jacksonville is another area we should be looking at. Until the bodies are in, we are going to want to recruit people differently than the ones we currently have.

Vice President Mitchell responded that Trustee Cole could not be more aligned with our thinking. They are not only very different, but the native intelligence they have for those areas, their backgrounds, how we connect with them and how we connect them back to Gainesville are always big discussion points. We will touch base on the leadership positions we are looking at and the status of those positions.

President Sasse expressed his thanks for the welcome and shared that he and Vice President Mitchell are having good, healthy discussions, and the new Floridians and CEO roundtable ideas are very constructive. We will have some things to discuss before we get to our West Palm Beach time together in March.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 10:32 a.m.

DRAFT



**COMMITTEE ON AUDIT AND COMPLIANCE
AGENDA**

Thursday, March 16, 2023

~9:35 a.m.

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

Marsha D. Powers (Chair), David L. Brandon, Richard P. Cole, Morteza “Mori” Hosseini, Lauren D. Lemasters, Rahul Patel, Amanda J. Phalin

- 1.0 Call to Order and WelcomeMarsha D. Powers, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of MinutesMarsha D. Powers, Chair
[December 8, 2022](#)
[February 13, 2023](#)
- 4.0 Action ItemMarsha D. Powers, Chair
[AC1](#) FY23 Internal Audit Workplan Update
- 5.0 Discussion ItemMarsha D. Powers, Chair
 - 5.1 Internal Audit Activity.....Dhanesh Raniga, Chief Audit Executive and Joe Cannella, Audit Director
- 6.0 New Business.....Marsha D. Powers, Chair
- 7.0 Adjourn.....Marsha D. Powers, Chair



COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

December 8, 2022

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 11:41 a.m.

Time Adjourned: 11:45 a.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz, Lauren D. Lemasters, Daniel T. O'Keefe, Rahul Patel, Amanda J. Phalin, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Joe Cannella III, Director of Audits; Chris Cowen, Senior Vice President and Chief Financial Officer; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Dhanesh Raniga, Chief Audit Executive; Curtis Reynolds, Vice President for Business Affairs; Olga Weider, Assistant Vice President and University Controller, members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 11:41 a.m.

2.0 Verification of Quorum

Chief Compliance, Ethics, and Privacy Officer Terra DuBois verified a quorum with all members present.

3.0 Review and Approval of Minutes

Chair Powers asked for a motion to approve the minutes of the June 16, 2022 Audit and Compliance committee meeting, and the August 16, 2022, and November 15, 2022 Audit and Compliance Committee pre-meetings which Trustee Cole made, and a second, which was made by Trustee Brandon. Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

AC1 University of Florida Performance Based Funding and Preeminent Status Metrics – Data Integrity (Audit Report) and Annual Data Integrity Certification

Committee Chair Powers noted that an annual audit is required to verify that the data submitted by the university complies with the data definitions established by the Board of Governors and that Chief Audit Executive Dhanesh Raniga had reviewed the audit report in detail at the November 16 pre-meeting and was available to respond to any questions or information related to the Work Plan.

Committee Chair Powers asked for a motion to approve Action Item AC1 which was made by Trustee Phalin, and a second, which was made by Trustee Cole for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AC2 Institutional Compliance Annual Report

Committee Chair Powers noted that Chief Compliance, Ethics, and Privacy Officer Terra DuBois reviewed the annual report in detail at the November 16 pre-meeting and was available to respond to any questions or information related to the report.

Committee Chair Powers asked for a motion to approve Action Item AC2 which was made by Trustee Patel, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Item

5.1 BOG's Request – Report on Review of Financial Internal Controls at University Support Organizations

Assistant Vice President and University Controller Olga Weider gave an update on the final report of the BOG-initiated review of financial and internal controls of the University's 27 direct support organizations conducted by Crowe, the external public accounting firm engaged by the BOG. The report had two recommendations: enhance written policies and procedures for key tasks across applicable functional areas and improve documentation for reviews and approvals of reconciliations and posted transactions. AVP/UC Weider advised that all items have been addressed and a corrective action plan will be submitted to the BOG by the due date of December 9, 2022.

Committee Chair Powers commented that all groups involved have done a phenomenal job on this project and she appreciated the coordination and work with the DSO's and business officers.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 11:45 a.m.

DRAFT

COMMITTEE ON AUDIT AND COMPLIANCE

Pre-Meeting Minutes

Virtual Meeting

February 14, 2023

Time Convened: 10:33 a.m.

Time Adjourned: 11:03 a.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Morteza “Mori” Hosseini (Board Chair), Lauren D. Lemasters, Daniel T. O’Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

Benjamin Sasse, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Curtis Reynolds, Vice President for Business Affairs; Joe Cannella, Audit Director, Terra DuBois, Chief Compliance, Ethics and Privacy Officer, Dhanesh Raniga, Chief Audit Executive, Alan West, Assistant Vice President and University Treasurer; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 10:33 a.m.

2.0 Roll Call

Terra DuBois, Chief Compliance, Ethics and Privacy Officer, conducted a roll call of all Committee members present except Trustee Amanda Phalin.

3.0 Review Draft Agenda for March 2023 Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- December 8, 2022

3.2 Review Discussion Items

- **Internal Audit Activity**

Chief Audit Executive (CAE) Dhanesh Raniga reported that one internal audit had been completed since the December 2022 Committee meeting: Title IX Policy and Procedure. CAE Raniga gave an overview of the Title IX report scope and observations included in the report and advised that five additional audits were in the final stages of completion,

including an audit of Major Construction, which management is in discussions to develop action plans, and six other audits which are in planning or in progress.

Board Chair Hosseini advised that he had received and was reviewing the Major Construction report and wanted to request that the report and the related action plans are presented to President Sasse so that any governance-related issues are addressed before the report is finalized. Committee Chair Powers commented that outside construction audit experts, Ankura consultants, were engaged to perform the audit, and she and Trustee Brandon had reviewed the draft report. Before the report is issued as final, the report will be presented to the Board Chair and President Sasse for review. Chair Powers also commented that legal and compliance had developed further detailed action plans for the Title IX report in addition to what was included in the final report. She added the committee is working with Terra DuBois' team and the General Counsels office to create a more detailed action plan and ensure proper oversight is in place. SVP and COO Charlie Lane commented that Title IX is taken seriously, and he is working closely with the Office of Compliance, Privacy and Ethics and the Office of General Counsel to ensure that management actions are implemented to address the audit recommendations.

CAE Raniga then updated the Committee on other audit-related activities, including the proposed changes to the FY23 approved audit plan. He also updated the Committee on the follow-up process and status of internal audit recommendations that were due for implementation. Committee Chair Powers advised that the proposed changes to the audit plan would need to be an Action Item for the March 2023 committee meeting.

- **January 2023 Foreign Gifts and Contracts Report Summary**

Chief Compliance, Ethics, and Privacy Officer (CCO) Terra DuBois shared recent activities at the state and Board of Governors (BOG) level on the topic of foreign influence. She commended the UF Research team who gave a very well received presentation to the Florida Senate Education Postsecondary Committee. She summarized the January 2023 BOG Audit and Compliance Committee meeting, noting that all SUS universities had satisfied the BOG Regulation 4.003 requirements in a recent compliance review. CCO DuBois also summarized the University's January 2023 foreign gifts and contracts reports. COO DuBois also noted the administrative burden this data heavy report takes, this report taking over 575 man hours, and thanked her team for their hard work.

President Sasse asked if the University distinguished known troubled governments from others. CCO DuBois noted that UF has a robust and extensive review and risk assessment process for activities with countries of concern.

Vice President for Government and Community Relations Mark Kaplan notified the Committee about a proposed bill in the Florida House of Representatives regarding engagements with foreign countries of concern. Chair Hosseini suggested that the University should review the bill and offer assistance. President Sasse noted that, with regard to engagements with countries of concern, different diligence is warranted based

upon the technology areas involved i.e. agricultural (citrus greening) versus digital (drones).

4.0 New Business

Board Chair Hosseini welcomed President Sasse to his first Audit and Compliance Committee pre-meeting. He added that we could use the presidents help reviewing the bill mentioned. He then summarized the pre-meeting and committee process.

5.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 11:03 a.m.

DRAFT

**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC1
March 16, 2023**

SUBJECT: FY23 Internal Audit Workplan Update

BACKGROUND INFORMATION

The Office of Internal Audit has a risk-based internal audit plan which is presented to the Audit and Compliance Committee at its June meeting each year. The current FY23 annual audit plan was approved at the Committee's meeting on 16 June 2022. Each quarter, internal audit reviews the approved projects to address any changes in the university's risk profile and to confirm that the business reasons to conduct the audit are relevant and applicable. Based on the current review and follow up discussions with University management, the following changes are proposed to the FY23 internal audit plan:

- 1) Defer two audit projects to FY24 for the following reasons:
 - a. PCard – The university is implementing a new Travel and PCard system called UFGO, which will change current business processes. Internal audit recommends assessing the key internal controls for travel and PCard related transactions in FY24, post implementation of UFGO. In addition, the PCard was recently reviewed by the Auditor General as part of their operational audit and there were no findings.
 - b. IT Governance – UFIT has commenced a project to update the Data Governance Framework to support the pending UF Cloud Administrative Systems modernization initiative. Management has requested that we defer this audit to FY24 to allow time to approve and implement the Data Governance Framework.
- 2) University Athletic Association (UAA) – Add Ticket Operations as an additional internal audit for UAA. This was also discussed at the UAA Audit Committee. The audit will assess key internal controls for business process and evaluate IT general controls.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the proposed changes to the FY23 Internal Audit Plan.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None.

Submitted by: Dhanesh Raniga, Chief Audit Executive

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
AGENDA

Thursday, March 16, 2023
~9:55 a.m.

President's Room 215B Emerson Alumni Hall
University of Florida, Gainesville, Florida

Committee Members:

David L. Brandon (Chair), Christopher T. Corr, Morteza "Mori" Hosseini, Daniel T. O'Keefe, Fred S. Ridley, Anita G. Zucker

- 1.0 Call to Order and Welcome...David L. Brandon, Chair
2.0 Verification of Quorum... Vice President Liaison
3.0 Review and Approval of Minutes...David L. Brandon, Chair
December 8, 2022
February 14, 2023
4.0 Action Items...David L. Brandon, Chair
FCI1 Naming: The David A. Cofrin, M.D. and Mary Ann Harn Cofrin Terrace...
Maria Gutierrez Martin, Interim Vice President for Advancement
FCI2 Naming: Bud Shorstein Center for Jewish Studies... Maria Gutierrez Martin
FCI3 Construction Projects Budget Amendments... Curtis Reynolds,
Vice President for Business Affairs
5.0 Discussion Items...David L. Brandon, Chair
5.1 Campus Construction Update... Curtis Reynolds
5.2 Campus District Energy Efficiency Contracts... Curtis Reynolds
5.3 Parking Fee Restructure for FY 2023-24 and 2024-25... Curtis Reynolds
5.4 Campus Safety Update...Charlie Lane,
Senior Vice President and Chief Operating Officer
6.0 New Business...David L. Brandon, Chair
7.0 Adjourn...David L. Brandon, Chair



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

December 8, 2022

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:36 a.m.

Time Adjourned: 10:54 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Lauren D. Lemasters, Daniel T. O'Keefe, Rahul Patel, Amanda J. Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; Maria Martin, Interim Chief Development Officer for Advancement; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 9:36 a.m.

2.0 Verification of Quorum

Vice President Curtis Reynolds verified a quorum with all members present.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the June 16, 2022, FCI Committee Meeting, August 9, 2022, FCI Committee Pre-meeting, August 11, 2022, FCI Subcommittee Meeting and November 7, 2022, FCI Committee Pre-Meeting, which was made by Trustee Zucker, and a second, which was made by Board Chair Hosseini. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

Committee Chair Brandon paused the meeting agenda to present a few pictures from the recent Design, Construction and Planning groundbreaking ceremony and to also make a gift presentation to the Board of Trustee members. Committee Chair Brandon thanked Dean Chimay Anumba, Design, Construction and Planning and his staff for a well-organized groundbreaking as well as noting the participation from university leadership and students.

4.0 Action Items

Committee Chair Brandon asked Vice President Curtis Reynolds to review the action items as follows:

FCI1 Educational Plant Survey Addendum

Vice President Reynolds gave a brief overview of the Educational Plant Survey Addendum noting the Chemical Engineering Building Renovation/Remodel project prompted the need for the survey addendum.

Committee Chair Brandon asked for a motion to approve Action Item FCI1 which was made by Trustee O’Keefe, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI2 Transportation and Parking Auxiliary–Covenants Relating to Facilities with Outstanding Revenue Bonds

Vice President Reynolds noted the Board of Governors requires that certain auxiliary facilities bond covenants must have the Board approve a detailed revenue and expense budget, which shall be set forth in facility maintenance repair and reserve accounts. Vice President Reynolds highlighted debt service reserves, maintenance/equipment reserves and general reserves for Transportation and Parking Services and noted the operations were financially sound and meet the requirements for reserves accounts. Committee Chair Brandon noted that Transportation and Parking Services had no outstanding deferred maintenance issues.

Committee Chair Brandon asked for a motion to approve Action Item FCI2 which was made by Board Chair Hosseini, and a second, which was made by Trustee Heavener for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI3 Construction Projects Budget Amendments

Vice President Reynolds gave an overview of the current Construction Projects Report along with a request for budget amendment to the projects provided including the Data Science and Information Technology Building (DSIT) project. There was a budget increase to accommodate the request from the donor to acquire Platinum Leadership in Energy and Environmental Design (LEED) certification for the DSIT building. Committee Chair Brandon gave a brief explanation of LEED certification and noted the donor provided 100% of the additional funding. Board Chair Hosseini stated when the Board of Trustees gives approval for a project to proceed, it is intended for said project to move forward; and if an issue arises, staff should notify the Board Chair immediately, per the Governance Standards, so that the Board can make the appropriate decisions. He added this committee should collaborate with the FSPPM Committee to make sure money is in place before coming to the Board. Trustee O'Keefe noted the transparency of the Construction Projects Budget information was helpful. Committee Chair Brandon thanked Board Vice Chair Kuntz for his input in the development of the current format.

Committee Chair Brandon asked for a motion to approve Action Item FCI3 which was made by Trustee Zucker, and a second, which was made by Trustee Corr for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI4 Naming: B.J. & Eve Wilder Therapeutic Horticulture Garden at Wilmot Botanical Gardens

Maria G. Martin, Associate Vice President/Chief Development Officer, UF Foundation gave a brief overview of the B.J. & Eve Wilder Therapeutic Horticulture Garden at Wilmot Botanical Gardens naming and a short highlight from B.J. Wilder's biography. Miss Martin noted all due diligence has been performed and prior approvals have been received per the BOT Naming Policies and Governance Standards.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 which was made by Trustee O'Keefe and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda action as required by Board of Governors regulations for facility, road and landscape naming. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

Committee Chair Brandon asked Vice President Curtis Reynolds to present the discussion items as follows:

5.1 UF Food Services Provider Update

Vice President Reynolds noted a detailed overview of the UF Food Services Provider was discussed during the November 7, 2022 Pre-meeting. Vice President Reynolds highlighted the following: the new food services provider has reopened 38 locations; the meal plan sales have increased approximately 22%; 32 management professionals, 772 hourly associates, and 373 student workers were hired and on-boarded. Board Chair Hosseini asked Eddie Daniels, Assistant

Vice President for Business Services and Heather White, Vice President of Student Life to collaborate to develop a survey plan to evaluate the new food services provider's services and report the results at the September 2023 Board of Trustees Meeting. Board Chair Hosseini noted more meal plan options better serves the students and will affect student satisfaction. Committee Chair Brandon noted that the food services provider's capital improvement commitment exceeds \$50 million over the life of the contract to upgrade the dining facilities. Vice President Reynolds noted the capital improvements started in the design process and other campus food services areas have plans for renovations. President Fuchs shared his office staff's positive experience at one the dining facilities during the fall semester. Board Chair Hosseini commended staff on their incredible work securing the new food services contract.

5.2. Housing Review Presentation

Committee Chair Brandon stated the housing review presentation would be a high-level review. Committee Chair Brandon also stated the intent to begin initial phases of the review on January 1, 2023 and results would be reported during the June meeting.

Vice President Reynolds gave an overview of the Housing Review and highlighted the following:

- Assess the On-Target classifications to confirm specific description of work function are without conflict per trade/staff positions.
 - Areas of Considerations
 - Facilities Management
 - Construction Services
 - Warehousing Services (material/supplies)
 - Custodial Services
 - Pest Control Services
- Transition to a standardized Computerized Maintenance Management System (CMMS) named AssetWorks.
- Complete ISES Facilities Condition Assessment of Housing deferred maintenance to confirm consistency of need and nomenclature per BOG/SUS standards.
- Planning Design and Construction (PDC) shall manage all Housing major and minor construction projects.
- Consolidate warehousing services for procurement of material/supplies.
- Review all service contracts (i.e., elevators, fire, uniforms, etc.) for consolidation and collective renegotiation were appropriate.
- Maintain a consistent staffing level to meet work demands, however, we will anticipate vacancy savings where appropriate.

Committee Chair Brandon reminded the committee of the charge of transparency and One UF. Committee Chair Brandon presented a recommendation to move forward with a Facilities Condition Assessment of Student Housing. A discussion ensued regarding the need to conduct a survey of Housing and the potential cost associated for the consultants to prepare a report. Board Chair Hosseini asked the Facilities and Capital Investments and Finance, Strategic Planning and Performance Metrics Committees to collaborate on identifying the funding source and bring back to the Board for action in June.

5.3 Campus Safety Plan Update

Committee Chair Brandon asked Vice President Reynolds to present the Campus Safety Plan Update video. Vice President Reynolds noted the video focused on campus safety with updates on the status of implementations. Vice President Reynolds briefly outlined the conception of the Campus Safety Plan in 2018. Vice President Reynolds noted that safety consultants were engaged to identify and recommend key areas of campus that needed safety enhancements. Vice President Reynolds acknowledged the consultants identified three primary areas of focus: access control, technology/surveillance and exterior lighting.

Vice President Reynolds introduced Joe Carriker as the Director of Campus Physical Security. Mr. Carriker joined UF on November 1, 2022, most recently from the University of Tennessee, where he served as Director of Physical Security since 2020.

Vice President Reynolds continued the Campus Safety Plan Update with a PowerPoint presentation highlighting the following:

- Access control improvements:
 - Implemented access control points to more than 90 buildings.
 - Currently 2,718 electronically controlled doors for access to buildings and other areas.
 - New construction requires access control for primary exteriors, classrooms, and critical facility spaces.
 - Gator One Card security enhancements include:
 - Transition to a new, multi-function card with encrypted contactless technology.
 - Later transition to NFC mobile technology to provide secure, fast transactions.
- Technology/surveillance improvements:
 - Implementation of campus video management and storage environment.
 - Consolidation of 1,167 campus video surveillance cameras, improved video quality and meet state video retention requirements.
 - 1,700 surveillance cameras to date.
- Construction efforts:
 - Provided subject matter guidance to 44 construction, renovation or dedicated security projects.
- License Plate Readers (LPRs) & Blue Light:
 - 82 License Plate Reader (LPR) cameras installed and monitoring 34 campus entry points and 114 lanes of travel in and out of campus.
 - Over 400 blue light phones operable on campus.
- Campus Lighting Improvements:
 - Enhanced more than 2,400 exterior lights to LED...including sidewalks, walkways, roadways, and parking lots.

Vice President Reynolds discussed the next steps in continuing with the campus safety plan as follows:

- Finalize construction standards for physical security in all new construction.
- Surveillance cameras: Addition of approximately 200 surveillance cameras to exterior entrances, high value areas, common areas, and critical facility areas.

- Access Control: More than 300 entry points added/upgraded to include exteriors, classrooms, and critical facility spaces.
- License Plate Readers (LPR): Complete final phase implementation to include 9 intersections, 23 cameras, and 25 lanes of travel.
- Campus Lighting: Upgrade 1,200 additional exterior lights to LED.

Vice President Reynolds concluded his presentation discussing the infrastructure funding needed in focused areas to include access control, surveillance cameras and exterior lighting. Vice President Reynolds also noted the need for recurring funds to support the installed safety infrastructure (i.e., staffing, technology and software costs, technology maintenance and capital replacements).

Committee Chair Brandon asked Linda Stump-Kurnick, Assistant Vice President and University Police Chief to give comments regarding the safety enhancements discussed during the update. Chief Stump-Kurnick gave a brief overview of the benefits of the new LPRs to the university police department and the fruitful collaborations with local government in solving several cases. Board Chair Hosseini asked Chief Stump-Kurnick if she had everything needed for the new public safety building under construction to be completed in April. Chief Stump-Kurnick affirmed the planned technology and added that space has been provided for the Emergency Management Department in case of an emergency event. Board Chair Hosseini noted the Board wanted to make sure the public safety building would be equipped with everything needed to ensure the safety of the students, faculty and staff. Trustee Lemasters added her thanks and that she experienced the Blue Light firsthand. She asked about the Mobile Blue Light. Chief Stump-Kurnick noted the Mobile Blue Light is in the Gator Safe app that allows for UFPD tracking. Chief Stump-Kurnick added the Blue Light System has a speaker system and video for additional tracking.

Trustee Corr asked Chief Stump-Kurnick if the department had a way to capture accidents and injuries. Chief Stump-Kurnick affirmed there is a system to report campus incidents. Trustee Corr asked for an update on the street safety plan on University Ave/DOT. Committee Chair Brandon asked Senior Vice President Charlie Lane to provide an update at a future meeting.

Trustee Corr asked Vice President Reynolds when he anticipated the safety plan update would be 100% completed. Vice President Reynolds stated that additional funding, \$4-6 million, would be required to complete the plan, however, it was anticipated that the implementation would take several phases to complete. Committee Chair Brandon noted it was 58% complete and staff had made great strides on the campus safety plan recommendations and would continue to work on them until completion.

Trustee Cole noted the need to make sure parents receive campus safety communications.

5.4 Campus Construction Report

Committee Chair Brandon asked Vice President Reynolds to present the Campus Construction Report. Vice President Reynolds gave a brief overview noting supply delays that are causing some changes to the construction managers schedules. Vice President Reynolds highlighted the following projects were considered complete and would drop from subsequent reports: UF-653-

Architecture Building Renovation/Remodeling and DCP Collaboratory, UF-640 - IFAS Blueberry Research Facility, UF-642 - SW Campus Transportation Improvements, Northeast Gateway Entrance (off 13th Street) and Newell Gateway (off University Avenue). Vice President Reynolds noted the new section of the report dedicated to tracking deferred maintenance projects to Board of Trustees and Board of Governors. Vice President Reynolds also noted projects come off the list when 'substantially complete' and 'done'. Vice President Reynolds added UF has not yet received \$48 million from the state which impacts progress on those deferred maintenance items. Board Chair Hosseini asked Vice President Reynolds to communicate with Vice President Mark Kaplan, Vice President for Government and Community Relations and University Secretary regarding state deferred maintenance funds.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 10:54 a.m.

DRAFT

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Pre-Meeting Minutes

Virtual Meeting

February 14, 2023

Time Convened: 9:30 a.m.

Time Adjourned: 10:23 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair, Richard P. Cole, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

Ben Sasse, President; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Colt Little, Senior Counsel, Associate Vice President for Enterprise Projects and Senior Counsel; Maria Gutierrez Martin, Associate Vice President/Chief Development Officer; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 9:30 a.m.

2.0 Roll Call

Curtis Reynolds, Vice President for Business Affairs conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for March Meeting

3.1 Review Draft Minutes

Committee Chair Brandon noted the draft minutes from the December 8, 2022, FCI Committee Meeting were available for review prior to the vote by the full board at the March meeting.

3.2 Review Action Items

Committee Chair Brandon asked Maria Gutierrez Martin, Associate Vice President/Chief Development Officer to begin the review with FCI1 action item as follows:

FCI1 Naming: The David A. Cofrin, M.D. and Mary Ann Harn Cofrin Terrace

Maria Gutierrez Martin, Associate Vice President/Chief Development Officer gave a brief overview of the proposed naming and bio of the donor. Miss Martin stated the proposed naming met all requirements and was in alignment with the UF Namings & Memorials Policy. Miss Martin noted that the naming would commence upon receipt of 20% and the realized estate monies have been received. Miss Martin stated that internal due diligence had been completed and the naming had been reviewed by the Foundation Namings & Memorials Advisory Council, approved by the Chief Advancement Officer of UF Health, the Senior Vice President of UF Health, the UFF Executive Vice President and the former UF President.

Board Chair Hosseini asked that all previously approved gift agreements for the March meeting be forwarded to Dr. Sasse for approval. Committee Chair Brandon asked Board Chair Hosseini if he needed to execute the agreements as well. Board Chair Hosseini indicated the president signs and he has not been signing off on these naming agreements. Dr. Sasse stated he would like to review the gift agreements to get up to speed and would also like to understand the 20% threshold piece of the policies for revisions. Vice President Amy Hass stated staff were also in the process of governance re-evaluations including if the thresholds should stand or be raised.

A discussion ensued regarding the timing of funds for bridging, the 20% threshold policy and the duration, and/or payment schedule of donor gifts and if it matches the construction side. Committee Chair Brandon mentioned a white paper on bridge funding Dr. Lane drafted. He asked Dr. Lane to send to President Sasse. Trustee Zucker stated the board needed to know what is in the gift agreements and to make sure the agreements meet BOT expectations. Committee Chair Brandon recommended all gift agreements go to General Counsel for final review before they are forwarded to the President.

FCI2 Naming: Bud Shorstein Center for Jewish Studies

Maria Gutierrez Martin gave a brief overview of the proposed naming and the bio of the donor and noted this gift is an exception to the Naming Policy due to it being a bequest gift. Miss Martin stated the proposed naming met all requirements and was in alignment with the UF Namings & Memorials Policy and the naming would commence upon receipt of 20%. Miss Martin stated the donor's cumulative giving to the Center for Jewish Studies is 20% of the committed estate gift, is making annual pledge payments to the center and, upon his death, his estate will pay the remaining balance. Miss Martin noted that internal due diligence had been completed and the naming had been reviewed by the Foundation Namings & Memorials Advisory Council, approved by the Chief Advancement Officer of UF Health, the Senior Vice President of UF Health, the UFF Executive Vice President and the former UF President. Miss Martin stated the gift agreement would be sent to President Sasse for approval and with an explanation of the exception. Trustee Zucker gave a brief personal testimony regarding her knowledge of the life and works of Mr. Shorstein.

FCI3 Construction Projects Budget Amendments

Committee Chair Brandon gave a brief explanation of the Construction Projects Budget Amendments document. Vice President Reynolds provided details for the UF-606 Whitney budget amendment of \$8 million noting the sources of funds.

Board Chair Hosseini asked Vice President Reynolds and Vice President Kaplan to increase the legislative budget request to \$8 million from the legislature and noted the college could use the \$1.5 million raised for operations. Committee Chair Brandon requested that VP Reynolds provide a revised draft.

A discussion ensued regarding the \$8 million need and what was driving the increases. Vice President Reynolds stated a redesign was required to meet development plans in Marine Land City's Development Plan resulting in repositioning of the building. Board Chair Hosseini noted that Whitney Lab has been waiting approximately 10 years for this project.

Vice President Reynolds provided details for the UF-653 - Architectural Building Renovation/Remodeling and the DCP Collaboratory Addition budget amendment of \$1,263,600. Vice President Reynolds explained the funding sources are being realized/confirmed by UFF as donor funds. Committee Chair Brandon stated he is working with Dean Chinemelu Anumba, Design, Construction and Planning to continue college fundraising to match funds received from the state. Trustee O'Keefe gave a brief history on the Design, Construction and Planning building and the efforts to fund raise.

3.3 Review Discussion Items

- **Campus Construction Update**

Vice President Reynolds gave a brief overview of the projects in construction as well as those in the planning and design phases. Vice President Reynolds stated a detailed report and video to highlighting projects under construction would be presented during the BOT March meeting. Trustee O'Keefe asked about campus security and if there would be an update following the information provided at the BOT December meeting.

Committee Chair Brandon indicated that Dr. Charlie Lane, Senior Vice President and Chief Operating Officer, would provide an update in March and he is working with Trustee Amanda Phalin regarding faculty safety. Lane noted that he sent a message to faculty regarding safety measures in the classroom

- **Campus District Energy Efficiency Contracts**

Vice President Reynolds gave a brief overview of the Holland Law Energy Performance Contract (ESCO) project and noted his staff was working with the Chief Financial Officer's office to award the financing package for the project. Vice President Reynolds informed the committee that the ESCO performance contract would be provided through Siemens. Committee Chair Brandon gave a brief history of ESCO projects and noted they are taking care of some deferred maintenance needs. Vice President Reynolds noted the Health Science Center was currently undergoing an Investment Grade Audit by Siemens and the results should be forthcoming. Vice President noted that once the audit has been finalized, a report would be provided to the committee with findings.

- **Parking Fee Restructure for FY 2023-24 and 2024-25**

Vice President Reynolds informed the committee that he had discussed the rationale regarding the Parking Fee Restructure with Committee Chair Brandon and Trustee Powers separately prior to this committee meeting. Vice President Reynolds gave the committee an overview of Transportation and Parking Services (TAPS) financial challenges. A discussion ensued regarding the financial issues as a result of the pandemic, student/faculty permit sales decline, resulting in revenue decreases, while net operating expenses have increased. Committee Chair Brandon noted the need for a discussion with Dr. Sasse regarding RTS ridership and a different price structure. Dr. Sasse asked if student differentiated pricing (i.e. cars vs. scooters) was being reviewed and if TAPS distinguished between location of parking lots. He added he did not want to slow down these conversations.

Vice President Reynolds noted that there is a cost difference for parking lots but there was no proximity parking for student parking at this time. Dr. Lane stated there has been a change in modes of transportation for students which has decreased the demand to purchase permits through TAPS. Committee Chair Brandon noted that TAPS had done well funding capital projects under the past fee model but needs to revise the fee structure for permits and unfunded perks for transportation. Board Chair Hosseini noted the cost savings and efficiencies gained during the most recent garage construction.

- **Update on Pedestrian and Traffic Safety**

Senior Vice President and Chief Operating Officer Dr. Charlie Lane informed the committee that he would update the board of trustees on the traffic safety projects around campus and the city during the March meeting.

Dr. Lane presented photographs of the current Baby Gator Lake Alice expansion project. Dr. Lane noted the project was within budget and on time. Dr. Lane also noted a future project for Diamond Village when the current Baby Gator project was completed. Dr. Sasse asked Dr. Lane for the total demand for childcare at Baby Gator. Dr. Lane indicated currently there is a waiting list, and he would send the current numbers to him.

Board Chair Hosseini asked Dr. Lane to look into faculty and staff needs for childcare. Dr. Sasse asked if consideration was made in assigning services close to where the parents work. Dr. Lane indicated that staff try to be fair in proximity of where services are located. Trustee Zucker stated this was an important project for recruiting faculty and staff but needed to be affordable. Trustee Zucker also asked that Dr. Lane share the project plans Dr. Sasse.

4.0 New Business

Committee Chair Brandon asked if there were any additional comments. Board Chair Hosseini noted he would be in touch with Vice President Reynolds, Carlos Dougnac, Assistant Vice

President, Planning, Design and Construction and Dr. Lane regarding other project updates. He asked Senior Vice President Lane to then make a report to President Sasse. Dr. Sasse noted he'd learned a lot from the meeting. Vice President Kaplan stated he would follow up on the Whitney Laboratory and other requests. Vice President Hass stated that staff would share the work product for naming guidelines enhancement with the president.

5.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 10:23 a.m.

DRAFT



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI1
March 16, 2023

SUBJECT: Naming: The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by David A. Cofrin, M.D., and Mary Ann Harn Cofrin to the University of Florida, the University and the University of Florida Foundation seek to name the outdoor terrace at the UF Health Cancer Hospital the "The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the naming of the outdoor terrace at the UF Health Cancer Hospital the "The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace" (Resolution R22-298) for recommendation to the Board of Trustees for approval on the Non-Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required, but Board of Governors' regulations require all facility, road, and landscape naming to be approved separately on the Non-Consent Agenda. [Note: BOG Reg. 9.002]

Supporting Documentation Included: See [attached](#) materials and attached Resolution [R22-298](#).

Submitted by: Maria Gutierrez Martin, Interim Vice President for Advancement

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R 22-298

Subject: Naming The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace at UF Health Cancer Hospital

Date: March 17, 2023

WHEREAS, David A. Cofrin, M.D., and Mrs. Mary Ann Harn Cofrin have made many generous and significant contributions to the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the outdoor terrace at the UF Health Cancer Hospital the "The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace;"

WHEREAS, the University of Florida Foundation seeks to name the outdoor terrace at the UF Health Cancer Hospital the "The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace;"

WHEREAS, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

NOW, THEREFORE, the University of Florida Board of Trustees hereby resolves that the outdoor terrace at the UF Health Cancer Hospital be named the "The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace."

Adopted this 17 day of March, 2023, by the University of Florida Board of Trustees.

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



Dr. David A. Cofrin and Mrs. Mary Ann Cofrin

Dr. Cofrin (1923-2009) practiced general surgery in the Gainesville area for 30 years, retiring in 1985. He received an honorary Doctor of Fine Arts from UF in 1993. He has served UF as a member of the Veterinary Medicine Advisory Council, and on the Harn Museum Founders Council. He was a member of the UF President's Council, and served on the UF Foundation Board. He graduated from Cornell University with a BA in 1945 and the from the Medical College in 1947 with an MD. He completed post-graduate training and his military service in 1955.

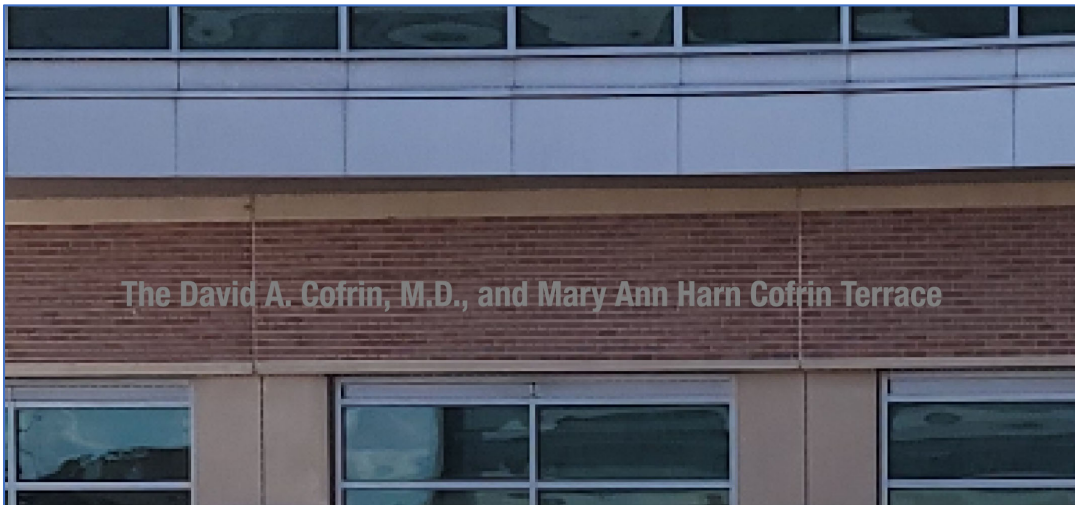
Mrs. Cofrin (1924-2022) was from a prominent Gainesville family. Her mother was a Gracy and she grew up in the Gracy Mansion, an old Gainesville home in the historic duck pond area. Her father, Samuel P. Harn, a UF graduate, ran the College Inn for years before working in his field of training with the state plant board. Mrs. Cofrin's energy was directed to raising their children as well as volunteering with the Alachua County Medical Society Auxiliary and the Junior League of Gainesville. In addition, she was devoted to the preservation and history of Gainesville and Alachua County. The documentation of her own family history was an area of interest for Mrs. Cofrin.

The Cofrins focused their philanthropic efforts on the arts, education, nature preservation, medicine and community development wherever they or their children had lived. Most agree that the Samuel P. Harn Museum of Art would not exist without the Cofrin family's generosity.

The Cofrins had five children.

Signage rendering –

The David A. Cofrin, M.D., and Mary Ann Harn Cofrin Terrace



Signage location – UF Health Shands Cancer Hospital 3rd floor terrace



1515 SW Archer Road, Suite 23C1
Gainesville, FL 32608
P.O. Box 100014
Gainesville, FL 32610-0014
Phone: 352.733.1700
Fax: 352.733.1701
UFHealth.org

January 10, 2023

Mr. Thomas J. Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Avenue
Gainesville, FL 32603

Dear Tom,

Our development team has been working with the Cofrin family on a proposed naming for The David A. Cofrin M.D. and Mrs. Mary Ann Harn Cofrin Terrace at the UF Health Cancer Hospital.

Dr. and Mrs. Cofrin had a long history of supporting the arts, education, nature preservation, medicine and community development in communities where they and their children lived. Their philanthropy and support can be felt across the University of Florida.

I respectfully request your support and assistance advancing this proposed naming to President Fuchs, the Board of Trustees, and any other university approvals as necessary.

Thank you for your consideration and please let me know if you have any questions.

Sincerely,



David R. Nelson, M.D.
Senior Vice President, Health Affairs, UF
President, UF Health



**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FC12
March 16, 2023**

SUBJECT: Naming: Bud Shorstein Center for Jewish Studies

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by Samuel R. “Bud” Shorstein, the Shorstein Family Foundation, Inc., and the Bud Shorstein Foundation to the University of Florida, the University and the University of Florida Foundation seek to name the Center for Jewish Studies at the College of Liberal Arts and Sciences the “Bud Shorstein Center for Jewish Studies.”

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the naming of the Center for Jewish Studies at the College of Liberal Arts and Sciences the “Bud Shorstein Center for Jewish Studies” (Resolution R22-299) for recommendation to the Board of Trustees for approval on the Non-Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required, but Board of Governors’ regulations require all facility, road, and landscape naming to be approved separately on the Non-Consent Agenda. [Note: BOG Reg. 9.002]

Supporting Documentation Included: See [attached](#) materials and attached Resolution [R22-299](#).

Submitted by: Maria Gutierrez Martin, Interim Vice President for Advancement

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza “Mori” Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R22-299

Subject: Naming Bud Shorstein Center for Jewish Studies at College of Liberal Arts and Sciences

Date: March 17, 2023

WHEREAS, Samuel R. “Bud” Shorstein, the Shorstein Family Foundation, Inc., and the Bud Shorstein Foundation have made many generous and significant contributions to the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the Center for Jewish Studies at the College of Liberal Arts and Sciences the “Bud Shorstein Center for Jewish Studies;”

WHEREAS, the University of Florida Foundation seeks to name the Center for Jewish Studies at the College of Liberal Arts and Sciences the “Bud Shorstein Center for Jewish Studies;”

WHEREAS, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

NOW, THEREFORE, the University of Florida Board of Trustees hereby resolves that the Center for Jewish Studies at the College of Liberal Arts and Sciences the “Bud Shorstein Center for Jewish Studies.”

Adopted this 17 day of March, 2023, by the University of Florida Board of Trustees.

Morteza “Mori” Hosseini, Chair

Ben Sasse, President and Corporate Secretary

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI3

March 16, 2023

SUBJECT: Construction Projects Budget Amendments

BACKGROUND INFORMATION

The Construction Projects Report has been developed to provide the Trustees with a quarterly update of University-wide construction activity, highlight specific or high-profile projects and present requests for changes to approved project budget thresholds.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is being asked to approve the current Construction Projects Report, along with request for budget amendment to the respective projects as noted below:

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$29,000,765	\$587,853	Unrestricted	\$29,588,618
UF-606	Whitney Laboratory for Marine Bioscience	\$31,200,000	\$8,000,000	State Appropriation	\$39,200,000
UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	\$45,000,000	\$1,263,600	Donor	\$46,263,600

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: UF Projects Construction Update [Report](#)

Submitted by: Curtis A. Reynolds, Vice President Business Affairs

Approved by the University of Florida Board of Trustees, March 17, 2023.

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

University of Florida Board of Trustees

Major Capital Construction Projects - Update

Meeting Date: March 16, 2023

Report Date: March 09, 2023

Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Requested Budget Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$ 26,000,000	\$ 29,000,765	\$ 587,853	Unrestricted	\$ 3,000,765	N	\$ 29,588,618	May-2023	Centrex: Substantially Completed and Occupied Public Safety: Construction 98% completed with HVAC delays
Construction	UF-623B	Thermal Utilities Infrastructure (Package 01)	\$ 50,000,000	\$ 56,359,048	\$ -		\$ 6,359,048		\$ 56,359,048	May-2023	Construction 90% Complete
Construction	UF-632	Data Science and Information Technology Building	\$ 135,000,000	\$ 150,504,692	\$ -		\$ 15,504,692		\$ 150,504,692	June-2023	Construction 88% Complete.
Construction	UF-638	Student Health Care Center Phase 2 (Infirmary)	\$ 26,000,000	\$ 26,062,284	\$ -		\$ 62,284		\$ 26,062,284	March-2023	Construction 98% Complete.
Construction	UF-654	Honors College Residential Facilities	\$ 220,000,000	\$ 220,000,000	\$ -		\$ -		\$ 220,000,000	August 5, 2023 and November 1, 2023 and July 2024	Construction 70% Complete Bldgs 1 & 3 Completion: August 5, 2023 - Occupancy Fall 2023 Bldgs 2 & 4 Completion: November 2023 - Occupancy Spring 2023 Bldg 5 completion: July 2024 - Occupancy Fall 2024
Construction	UF-668	Racquet Club Dining Renovation	\$ 7,000,000	\$ 7,000,000	\$ -		\$ -		\$ 7,000,000	May-2023	Construction 40% Complete. Project budget through Chartwells.
Construction	UF-644	Inner Road Resurfacing & Landscape Improvements	\$ 7,058,000	\$ -	\$ -		\$ -		\$ 7,058,000	July-2024	Construction to Commence in March 2023
Construction	UF-644A	Inner Road Thermal Infrastructure Improvements	\$ 14,085,000	\$ -	\$ -		\$ -		\$ 14,085,000	December-2024	Construction to Commence in March 2023
Construction	UF-644B	Steam and Electrical- Hub to Newell (Phase 2)	\$ 15,070,000	\$ -	\$ -		\$ -		\$ 15,070,000	December-2024	Construction to Commence in March 2023
Construction Total	(10 Projects)		\$ 500,213,000	\$ 488,926,789	\$ 587,853		\$ 24,926,789		\$ 525,727,642		
Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Requested Budget Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Design	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$ 30,000,000	\$ -	\$ -		\$ -		\$ 30,000,000	October-2024	ASD Phase
Design	UF-606	Whitney Laboratory for Marine Bioscience	\$ 28,500,000	\$ 31,200,000	\$ 8,000,000	State Appropriation	\$ 2,700,000	Y	\$ 39,200,000	October-2024	Re-designing to comply with the requirements of the Town of Marinland.
Design	UF-623	Central Energy Plant and Utility Infrastructure (P3)	TBD	\$ -	\$ -		\$ -		TBD	TBD	Project is currently undergoing P3 Development
Design	UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	\$ 45,000,000	\$ -	\$ 1,263,600	Donor	\$ -	N	\$ 46,263,600	March-2025	Construction Documents Phase
Design	UF-671	Harn Museum American Art Wing	\$ 20,000,000	\$ -	\$ -		\$ -		\$ 20,000,000	TBD	On hold. Donor fundraising underway.
Design	UF-675	New Disability Resource Center	\$ 8,200,000	\$ -	\$ -		\$ -		\$ 8,200,000	January-2025	Architect selected. Design underway. CM selection in progress.
Design	UF-685	Holland Law ESCO Heating Hot Water Conversion	\$ 39,000,000	\$ -	\$ -		\$ -		\$ 39,000,000	TBD	Redesign of portion of piping in progress.
Design Total	(7 Projects)		\$ 170,700,000	\$ 31,200,000	\$ 9,263,600		\$ 2,700,000		\$ 182,663,600		
Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Planning	UAA-62	Ben Hill Griffin Stadium Facility Upgrades	\$ 300,000,000	\$ -	\$ -		\$ -		\$ 300,000,000	TBD	Program and budget confirmation is underway.
Planning	UF-318	Dental Science Building	\$ 235,000,000	\$ -	\$ -		\$ -		\$ 235,000,000	TBD	Design Criteria Package selection fall 2022
Planning	UF-626	Academic & Research Collaboration Center	\$ 22,000,000	\$ -	\$ -		\$ -		\$ 22,000,000	TBD	AE & CM selection on hold
Planning	UF-652	Biomedical & Life Sciences Research Building & Various Renovations	\$ 250,000,000	\$ -	\$ -		\$ -		\$ 250,000,000	TBD	AE selection in Progress. CM selection in Progress. CxA selection to start shortly.
Planning	UF-658	Phillips Center Feasibility Study and Renovation	\$ 15,000,000	\$ -	\$ -		\$ -		\$ 15,000,000	TBD	Feasibility study complete. Fundraising underway.
Planning	UF-672	New Music Building	\$ 45,000,000	\$ -	\$ -		\$ -		\$ 45,000,000	TBD	Project placed on hold.
Planning	UF-673	Early Childhood Collaborative	\$ 25,000,000	\$ -	\$ -		\$ -		\$ 25,000,000	TBD	Facility Program Development
Planning	UF-677	PK Yonge Gymnasium	\$ 15,000,000	\$ -	\$ -		\$ -		\$ 15,000,000	TBD	Facility Program Development
Planning	UF-679	Ronald McDonald House Renovation & Expansion	\$ 8,000,000	\$ -	\$ -		\$ -		\$ 8,000,000	TBD	Design - fundraising underway
Planning	UF-681	Flavet Outdoor Recreation	\$ 6,900,000	\$ -	\$ -		\$ -		\$ 6,900,000	TBD	Facility Program completed. A/E selection in progress.
Planning	UF-682	Parking Garage 15	\$ 18,000,000	\$ -	\$ -		\$ -		\$ 18,000,000	TBD	Traffic study, GeoTech Exploration and Site Survey report completed. Program completed being executed.
Planning	UF-687	Broward Dining Facility	\$ 20,000,000	\$ -	\$ -		\$ -		\$ 20,000,000	TBD	D/B selection in progress. Cx selection to begin mid-March.

Planning	UF-688	Gator Corner Refresh	\$ 12,000,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000,000	TBD	Facility Program Development. D/B selection to begin June 2023
Planning	UF-690	New Welcome Center (Student Experience Center)	\$ 16,300,000	\$ -	\$ -	\$ -	\$ -	\$ 16,300,000	TBD	Facility Program Development. Conceptual traffic study in progress.
Planning	UF-691	Health Science Center IGA ESCO (Dental Tower)	\$ 34,000,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000,000	TBD	Siemens developing Investment Grade Audit, Design basis, Design Development and 100% engineering design.
Planning	UF-692	Chemical Engineering Renovation & Remodeling	\$ 30,000,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	TBD	Facility Program Development
Planning	UF-693	Communicore Ground and third level Renovation	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	TBD	Facility Program Development
Planning	UF-694	ARB renovation for COM	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	TBD	Facility Program Development
Planning	UF-695	Black Hall & Material Engineering Renovation	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	TBD	Facility Program Development
Planning	UF-698	Center for Applied Artificial Intelligence - Balm	\$ 25,000,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000,000	TBD	Facilities Program in Progress.
Planning	UF-1112	Basic Science Third Floor Renovation	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	TBD	Project on hold. NIH Grant not approved and users are seeking other funding for project.
Planning	UF-TBD	IFAS Microbiology Teaching Lab Addition	\$ 4,800,000	\$ -	\$ -	\$ -	\$ -	\$ 4,800,000	TBD	Facility Program Development
Planning	UF-TBD	West Palm Beach Global Center for Technology & Innovation	\$ 400,000,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000,000	TBD	Parcel study/report in progress
Planning Total (23 Projects)			\$ 1,519,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,519,500,000		
Grand Total (40 Projects)			\$ 2,190,413,000	\$ 520,126,789	\$ 9,851,453	\$ -	\$ 27,626,789	\$ 2,227,891,242		

Chronology below sorted by Amendment Approval Date:

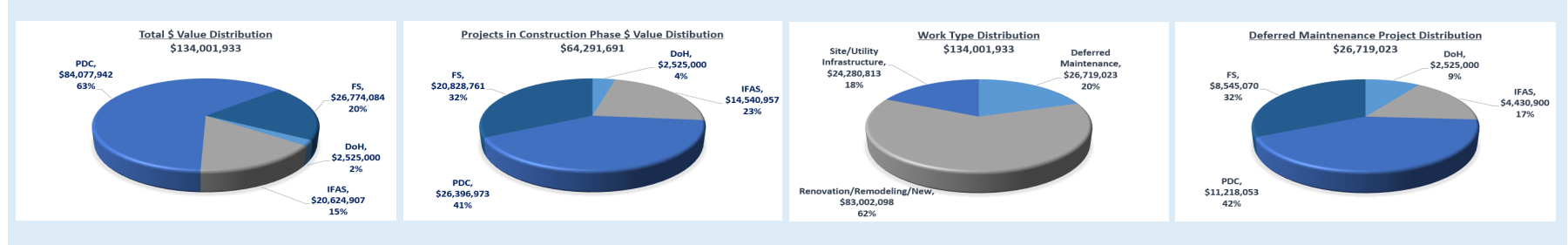
Chronology of Project Budget Amendments		Amendment Approval Date	Prior BOT Approved Budget	Requested Budget Amendment	Amendment Funding Source	BOT Approved Budget Amendment	Revised Project Budget	Requires BOG/FCO Amendment (Y)	Comments	
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	March 16, 2023	\$ 29,000,765	\$ 587,853	Unrestricted	\$ -	\$ 29,588,618	N	Additional \$587,853 is to utilize alternate Q-Pac Fan in lieu of the Carrier system which is still not in production in effort to complete this project in May 2023.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	March 16, 2023	\$ 31,200,000	\$ 8,000,000	State Appropriation	\$ -	\$ 39,200,000	Y	Additional \$8,000,000 is the adjustment to account for construction cost escalation to meet the program for the Whitney Lab. The additional funding has been requested as a CIP State Appropriation.
Design	UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	March 16, 2023	\$ 45,000,000	\$ 1,263,600	Donor	\$ -	\$ 46,263,600	N	Additional \$1,263,600 is the adjustment to account for construction cost escalation to meet the program for the Architecture Building and DCP Collaboratory Addition. The additional funding has been provided from Donor gifts.
Construction	UF-632	Data Science and Information Technology Building	December 8, 2022	\$ 150,000,000	\$ 504,692	Donor, Business Services & Accrued Interest on account	\$ 504,692	\$ 150,504,692	N	Additional \$460,000 donated by Chris Malachowsky for Solar panel system to achieve LEED Platinum certification, \$25,000 received from UF Business Services to repay for design services of Café and \$19,691.66 added from accrued interest on account principle.
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	June 16, 2022	\$ 28,250,765	\$ 750,000	Unrestricted	\$ 750,000	\$ 29,000,765	N	Additional \$750,000 from Unrestricted Funds to account for budget shortfall due to the cost escalation for technology, telecommunications and security systems.
Construction	UF-638	Student Health Care Center Phase 2 (Infirmary)	June 16, 2022	\$ 26,000,000	\$ 62,284	Auxiliary	\$ 62,284	\$ 26,062,284	N	Additional \$62,284 was provided by the department for User group requested changes to the scope of the project including additional floor boxes, changes to planter wall, adding interior sliding windows, etc.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	June 16, 2022	\$ 28,500,000	\$ 2,700,000	Donor	\$ 2,700,000	\$ 31,200,000	N	The additional \$2,700,000 is to account for adjustments in the net to gross square footage and construction cost escalation to meet the original program for the Whitney Lab. This additional funding provided by private donor
Construction	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	April 21, 2022	\$ 53,429,048	\$ 2,930,000	Facilities Services Auxiliary Funds, Carry Forward	\$ 2,930,000	\$ 56,359,048	N	Facilities Services is providing \$2,900,000 for the added scope of domestic water pipe replacement, additional Construction Administration services and change orders from the contractor and additional unforeseen conditions after 50% construction. Business Affairs is adding \$30,000 in Carry Forward funding for on-campus digital signage to help with traffic and pedestrian flow related to active construction.
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	December 2, 2021	\$ 26,000,000	\$ 2,250,765	Auxiliary, Unrestricted	\$ 2,250,765	\$ 28,250,765	N	The project incurred market pricing increases on all major building materials including, but not limited to steel and concrete (Due to the "hardened" nature of the facility, including the bulk of the building's robust structure and skin), metal studs, plumbing and fire protection piping, mechanical units and ductwork, and electrical conduit. Further, increased fuel prices increased virtually all materials costs starting from mining of the raw materials, to production of products, to final delivery to jobsite. The User Group recognized the increased financial demands upon the project and infused additional funding to insure its viability.
Construction	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	December 2, 2021	\$ 51,394,812	\$ 2,034,236	Facilities Services Auxiliary	\$ 2,034,236	\$ 53,429,048	N	Legacy underground utilities maps insufficiently captured the entirety of existing underground conditions, and considerable abandoned and/or undocumented utilities have required removal or relocation for installation of new piping, manholes, and other systems. Also, several major isolation valves required replacement due to inability to withstand system-wide pressure intensities. The project also incurred some material price increases during this interval.
Construction	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	June 10, 2021	\$ 50,000,000	\$ 1,394,812	Facilities Services Auxiliary Funds	\$ 1,394,812	\$ 51,394,812	N	The original planning/programming budget for the project is \$50,000,000. The project was "Hard Bid", and requires budget increase of \$1,394,812 to accommodate bid results. Additional funding has been provided by Facilities Services from Auxiliary sources.
Construction	UF-632	Data Science and Information Technology Building	March 18, 2021	\$ 150,000,000	\$ -	Carry Forward	\$ -	\$ 150,000,000	Y	This amendment does not increase the project budget total, but revises funding commitments by the College of Engineering to include \$2,210,927 in Carry Forward Funding. This "flavor of funding" use of Carry Forward funds is permissible under BOG Regulation 14.003(2)c.i. BOG Facilities staff has indicated this amendment should be reported during the annual FCO Budget Update/Submission.

University of Florida Board of Trustees
Minor Capital Construction Projects (\$2M - \$4M)
(Summary Below for Projects <\$2M)

Meeting Date: March 16, 2023
Report Date: March 09, 2023

Project Phase	Project Number	Project Title	Program Planning Budget	Rated Budget	Requested Budget Amendment	Requested Budget/ Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Construction	MP06867	Baby Gator Addition	\$ 4,530,491	\$ 4,830,491	\$ -	Unrestricted Funds	\$ 300,000		\$ 4,830,491	August-2023	Construction 35% Complete
Construction	MP04667	Powell Hall (FLMNH), 0130-EXHIBITION NW	\$ 3,642,125	\$ 3,642,125	\$ -	Department Component Unit Funds	\$ -		\$ 3,642,125	February-2024	Construction Started
Construction	UT00469	McCarty East Chilled Water Extension	\$ 3,500,000	\$ 3,500,000	\$ -	Auxiliary Funds	\$ -		\$ 3,500,000	August-2023	Construction Started
Construction	UF-357B	CTRB - Slab Correction	\$ 3,474,586	\$ 3,474,586	\$ -	Insurance/Litigation, Unrestricted Funds	\$ -		\$ 3,474,586	March-2023	Construction 65% Complete
Construction	MP05424	Weimer Hall - Infrastructure & Structural Upgrades	\$ 3,390,200	\$ 3,390,200	\$ -	Unrestricted Funds	\$ -		\$ 3,390,200	May-2023	Construction 80% Complete
Construction	MP06934	LMP Shared Use Path at Physics	\$ 3,200,000	\$ 3,200,000	\$ -	Auxiliary, Carry Forward	\$ -		\$ 3,200,000	July-2023	In construction by February
Construction	IF21103	B0981 - Phase 2 Roof Replacement	\$ 3,000,000	\$ 3,000,000	\$ -	Carry Forward	\$ -		\$ 3,000,000	April-2023	Construction 75% Complete
Construction	UF-266D	Chemical Engineering Student Center corrections	\$ 2,952,529	\$ 2,952,529	\$ -	Insurance/Litigation	\$ -		\$ 2,952,529	February-2024	Design complete. In construction by May.
Construction	MP06916	Orthopaedics Institute Renovation	\$ 2,893,656	\$ 2,893,656	\$ -	Unrestricted Funds	\$ -		\$ 2,893,656	July-2023	Design Completed
Construction	UT00348	Water Reclamation Facility Filtration System Replacement	\$ 2,800,000	\$ 2,851,500	\$ 51,500	Auxiliary Funds	\$ 51,500		\$ 2,851,500	December-2022	Construction Progressing
Construction	UT00307	Reclaimed Water Booster Pump Station VFD	\$ 2,263,432	\$ 2,600,500	\$ 337,068	Auxiliary Funds	\$ 337,068		\$ 2,600,500	July-2023	Construction 80% Complete
Construction	UT00470	Chilled Water Infrastructure, Phase II - Honors	\$ 2,300,000	\$ 2,300,000	\$ -	Auxiliary Funds	\$ -		\$ 2,300,000	February-2023	Construction 95% Complete
Construction	IF21021	Horticultural Sciences New Addition	\$ 2,150,000	\$ 2,284,301	\$ 134,301	Horticulture Grant	\$ 134,301		\$ 2,284,301	May-2023	Construction Started
Construction Total		(13 Projects)	\$ 40,097,019	\$ 40,919,888	\$ -		\$ 822,869		\$ 40,919,888		
Design	MP07152	CERC Building Renovation	\$ 3,535,628	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 3,535,628	March-2024	Conceptual Schematic
Design	MP06892	Baby Gator Diamond Village	\$ 2,665,390	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 2,665,390	February-2024	Design Progressing
Design	MP07381	Nuclear Field Building Renovation	\$ 2,083,983	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 2,083,983	October-2023	Advanced Schematic
Design	MP07458	Baby Gator Parking Project	\$ 1,640,000	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 1,640,000	July-2023	Design Completed
Design	MP04827	Chemical Engineering Building Repair	\$ 3,900,000	\$ -	\$ -	Carry Forward	\$ -		\$ 3,900,000	December-2023	Design Progressing
Design	MP05287	Chem Bldg - AHUs 16, 21 and 22 Replacement	\$ 3,700,000	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 3,700,000	May-2023	Design complete
Design	MP07232	Engineering Building Renovation	\$ 2,732,843	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 2,732,843	January-2024	Design Started
Design	MP04134	Renovate MAE C Area for UF Transportation Institute	\$ 2,219,111	\$ -	\$ -	Carry Forward	\$ -		\$ 2,219,111	September-2023	Conceptual Schematic
Design	MP07893	Stetson Medical Sciences 4 AHUs and FCU Replacement	\$ 2,014,500	\$ -	\$ -	Carry Forward	\$ -		\$ 2,014,500	December-2023	Design Progressing
Design Total		(9 Projects)	\$ 24,491,455	\$ -	\$ -		\$ -		\$ 24,491,455		
Planning	MP06749	Gator Band Bldg - Phase 2 Band Practice Field Facility	\$ 3,267,913	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 3,267,913	April-2024	AE Selection in Progress
Planning	MP07456	Chem Bldg - 2nd-3rd Floor HVAC Replacement	\$ 3,700,000	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 3,700,000	September-2024	Project in Planning
Planning	PL00016	UF Wayfinding	\$ 3,476,539	\$ -	\$ -	Auxiliary Funds	\$ -		\$ 3,476,539	December-2023	Project in Planning
Planning Total		(3 Projects)	\$ 10,444,452	\$ -	\$ -		\$ -		\$ 10,444,452		
Grand Total		(25 Projects)	\$ 75,032,926	\$ 40,919,888	\$ -		\$ 822,869		\$ 75,855,795		

Capital Minor Projects <\$2M "Graphical Summary"



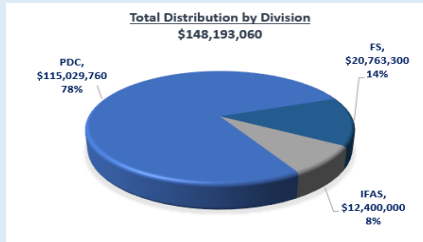
University of Florida Board of Trustees
2022-2023 General Appropriations Act, Section 197, Deferred Building Maintenance Program
 (Summary Below for Projects <\$2M)

Meeting Date: March 16, 2023

Report Date: March 09, 2023

Major Projects											
Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Requested Budget/ Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Construction Total		(0 Projects)	\$ -	\$ -	\$ -	-	\$ -	-	\$ -		
Design Total		(0 Project)	\$ -	\$ -	\$ -	-	\$ -	-	\$ -		
Planning	UF-665	O'CONNELL CENTER REPLACE POOL AND MECHANICAL EQUIPMENT	\$ 6,000,000	\$ -	\$ -	-	\$ -	-	\$ 6,000,000		Reviewing scope.
Planning	UF-683	Dental Science Building Envelope Repairs	\$ 10,000,000	\$ -	\$ -	-	\$ -	-	\$ 10,000,000		Programming in progress.
Planning	UF-684	O'CONNELL CENTER REPLACE ROOF AND RECOAT FLUMES (PHASE 1 & 2)	\$ 6,714,800	\$ -	\$ -	-	\$ -	-	\$ 6,714,800		Programming complete. A/E section in progress.
Planning	UF-TBD	FLORIDA GYM POOL REPLACE (PHASE 1 & 2)	\$ 5,595,700	\$ -	\$ -	-	\$ -	-	\$ 5,595,700		
Planning	UF-TBD	Dental Tower Air Quality/Replacements/ESCO	\$ 10,000,000	\$ -	\$ -	-	\$ -	-	\$ 10,000,000		
Planning	UF-TBD	COMMUNICORE ELECTRICAL DISTRIBUTION THROUGHOUT	\$ 4,271,300	\$ -	\$ -	-	\$ -	-	\$ 4,271,300		
Planning Total		(6 Projects)	\$ 42,581,800	\$ -	\$ -	-	\$ -	-	\$ 42,581,800		
Total Majors		(6 Projects)	\$ 42,581,800	\$ -	\$ -	-	\$ -	-	\$ 42,581,800		
Capital Minor Projects											
Construction Total		(0 Projects)	\$ -	\$ -	\$ -	-	\$ -	-	\$ -		
Design Total		(0 Projects)	\$ -	\$ -	\$ -	-	\$ -	-	\$ -		
Planning		NORMAN HALL TILE ROOF SECTIONS REPLACE RC	\$ 3,917,000	\$ -	\$ -	-	\$ -	-	\$ 3,917,000		
Planning		ENGINEERING BUILDING HVAC CONTROLS SYSTEM WET	\$ 2,797,900	\$ -	\$ -	-	\$ -	-	\$ 2,797,900		
Planning		CHEMICAL ENGINEERING REPLACE AHU-16, 18, 19, 20	\$ 2,797,900	\$ -	\$ -	-	\$ -	-	\$ 2,797,900		
Planning		ANDERSON HALL RESTORE HISTORIC ROOF, UNDERLAYMENT IS GONE-MAJOR LEAKS	\$ 2,797,900	\$ -	\$ -	-	\$ -	-	\$ 2,797,900		
Planning		IFAS- Animal Sciences Building-459-499- HVAC Duct & BAS Replacement (Phase 4 of 8)	\$ 2,350,000	\$ -	\$ -	-	\$ -	-	\$ 2,350,000		
Planning		GRINTER HALL HVAC CONTROLS SYSTEM AND DISTRIBUTION NETWORKS	\$ 2,238,300	\$ -	\$ -	-	\$ -	-	\$ 2,238,300		
Planning		STETSON MEDICAL SCIENCES AHU REPLACEMENT- 4 UNITS AND FCUs	\$ 2,014,500	\$ -	\$ -	-	\$ -	-	\$ 2,014,500		
Planning Total		(7 Projects)	\$ 18,913,500	\$ -	\$ -	-	\$ -	-	\$ 18,913,500		
Total Capital Minors (\$2m-\$4m)		(7 Projects)	\$ 18,913,500	\$ -	\$ -	-	\$ -	-	\$ 18,913,500		
Total Majors (<\$4m)		(6 Projects)	\$ 42,581,800	\$ -	\$ -	-	\$ -	-	\$ 42,581,800		
Total Minors (<\$2m)		(165 Projects)	\$ 86,697,760	\$ -	\$ -	-	\$ -	-	\$ 86,697,760		
Grand Total		(178 Projects)	\$ 148,193,060	\$ -	\$ -	-	\$ -	-	\$ 148,193,060		

Capital Minor Projects <\$2M "Graphical Summary"





**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS**

AGENDA

Thursday, March 16, 2023

~11:15 a.m.

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

Marsha D. Powers (Acting Chair), David L. Brandon, Christopher T. Corr, James W. Heavener, Daniel T. O’Keefe, Rahul Patel, Amanda J. Phalin

- 1.0 Call to Order and Welcome Marsha D. Powers, Acting Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes Marsha D. Powers, Acting Chair
 - [June 1, 2022](#), FSPPM Workshop
 - [August 10, 2022](#), FSPPM Workshop
 - [November 14, 2022](#), FCI/FSPPM Joint Chairs Planning Meeting
 - [December 8, 2022](#), FSPPM Committee
 - [February 13, 2023](#), FSPPM Committee Pre-Meeting
- 4.0 Discussion Items Marsha D. Powers, Acting Chair
 - [4.1](#) CFO Report Chris Cowen, Senior Vice President & CFO
 - [4.2](#) Quarterly Financials..... Chris Cowen
 - [4.3](#) UFICO Update William Reeser, Chief Investment Officer, UFICO
 - 4.4 DSO & Affiliates Presentation..... Dr. Pradeep Kadambi, President and CEO, University of Florida Jacksonville Physicians, Inc.
- 5.0 New Business..... Marsha D. Powers, Acting Chair
- 6.0 Adjourn Marsha D. Powers, Acting Chair



**FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS WORKSHOP**

Minutes

June 1, 2022

400 S. Park Avenue, Winter Park, FL 32789

Time Convened: 10:00 a.m.

Time Adjourned: 1:00 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair), Christopher T. Corr, James W. Heavener, Daniel T. O’Keefe, Amanda J. Phalin, and Marsha D. Powers.

Others present were:

Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Melissa Orth, Senior Director for Government Relations and Assistant Secretary; and Joseph Beare, The Yuba Group LLC.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the workshop to order at 10:00am. He noted that Trustees David Brandon and Rahul Patel had unavoidable conflicts.

2.0 Discussion Items

Senior Vice President Chris Cowen and Joseph Beare, with The Yuba Group LLC reviewed a summary of all university debt outstanding and the debt structure. They provided an overview of the higher education industry including debt issuance trends. They discussed the market view of the sector and credit issues affecting higher education including a variety of metrics for UF and peer institutions. They discussed ratios and the way they are measured and why they are measured. They touched on the recent market activity.

Chair Kuntz asked Vice President and General Counsel Amy Hass to confirm that the Provost Strategic Fund was being reviewed bi-annually. VP Hass confirmed it was and Trustee Rahul Patel was assigned to do this review with the Provost. VP Hass indicated she would confirm the last review date and let him know. SVP Cowen added that once a year he and Bill Reeser, with UFICO, meet to review accounts and advise if any changes should be recommended to the Board.

Mr. Beare highlighted trends in bond security among university peers. He noted over the last 30 years most public flagship universities have migrated from issuing debt based on narrow/limited revenue streams, like housing and parking, to a more flexible and cost-effective general revenue structure. UF has several named debt pledges, like housing. He strongly encouraged UF to consider a general revenue structure. SVP Cowen agreed, and this would follow the One UF approach. He also reminded the group the debt structure is based on current legislation and Board of Governors guidelines. Approval and changes would need to be made at that level, not the university level. Chair Kuntz asked who holds the bonds until they are requisitioned by the university. SVP Cowen noted the State Treasury does. UF gets reimbursed by the State not when the bonds close.

Mr. Beare then highlighted that UF's debt ratings, based on the narrow revenue pledges, are among the strongest nationally. UF Health's debt ratings are strong for a health care enterprise. He then touched on credit ratings. It was noted that a challenge UF faces related to ratings is the narrow revenue streams. Rating agencies like Moody's are developing methodologies and scoring frameworks for each factor to provide transparency on how to evaluate ESG (environmental, social and governance) factors and how they relate to credit ratings. Moody's has assigned scores to sovereigns, along with the 50 largest cities and states with more than \$1 billion in debt outstanding. Moody's plans to continue rolling out its scoring to all issuers it rates, and it is expected that the University will have its scores assigned in the next 12-24 months. Although the University is a public institution, Moody's will evaluate it under the Enterprise (private) sector due to its similarities with private institutions. We should expect to receive this at the end of the year or early next year. SVP Cowen added there will be an opportunity to provide feedback to them to show the things UF is doing in these areas that may not be taken into consideration.

Mr. Beare discussed how UF financial ratios compare to select peers. He noted areas of financial performance and key metrics that should be considered.

SVP Cowen noted, and Mr. Beare agreed, UF does receive strong state support from the legislature that many other universities do not. He mentioned that UF and MIT were invited to host a CFO event with other top ranked universities. Our peers are interested in what UF is doing and how it has been successful with its limited resources.

3.0 Adjourn

Committee Chair Kuntz thanked all for attending. He asked the group if the workshop was worthwhile and if they should meet again. All agreed and decided to meet again in August and November (dates pending). It was noted to consider asking representatives from facilities to attend and review all projects not just bond projects. The workshop adjourned at 1:00 p.m.



**FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS WORKSHOP**

Minutes

August 10, 2022

400 S. Park Avenue, Winter Park, FL 32789

Time Convened: 10:10 a.m.

Time Adjourned: 2:00 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair), David Brandon, James W. Heavener, Daniel T. O’Keefe, Amanda J. Phalin, and Marsha D. Powers.

Others present were:

Chris Cowen, Senior Vice President and Chief Financial Officer; George Kolb, Assistant Vice President for Financial Analysis and Budget; Amy Hass, Vice President and General Counsel; Colt Little, Senior Counsel and Associate Vice President for Enterprise Projects, Kevin Lintner, Huron Consulting; Taylor Jantz, Huron Consulting; and Tim Walsh, Huron Consulting.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the workshop to order at 10:10am. Trustees Chris Corr and Rahul Patel were unable to attend.

2.0 Discussion Items

Senior Vice President Chris Cowen and Huron Consulting went through a detailed and thorough presentation outlining the work to date on the new enterprise budget model and its roll out. (The Budget Enhancement Initiative presentation is attached to these minutes and the content of each slide was discussed in detail.) SVP Cowen noted the purpose of the budget optimization was to better allocate resources based on University priorities. SVP Cowen also noted the new model will address the need for better transparency, accountability, and communication around the stewardship of funds. Finally, Cowen summarized the extensive engagement process he and the team has undertaken with UF vice presidents, deans and other leaders on campus to seek input along the way, including the current Budget Enactment Committee co-chaired by Dean Saby Mitra.

The Committee engaged in this day-long workshop and conversation in order to gain a more detailed understanding of historical budgeting at UF, overhead assessments from various units, processes for allocations of monies, and other areas including college assessments, research allocations and strategic fund allocations. The group also engaged in a robust discussion around

external revenue sources and amounts, cost-sharing and reserve cash. The group asked for SVP Cowen to provide a total cash reserve balance as well as a breakdown of each college's cash reserve balance at the next workshop.

The workshop then transitioned to a discussion of University carryforward dollars, led by George Kolb, Assistant Vice President for Financial Analysis and Budget. The group reviewed the current carryforward allocations, engaged in robust discussion around the definition of unrestricted funds and amounts set aside for both deferred maintenance and capital (ongoing maintenance) funding. The group reviewed the carryforward spending plan that is required to be voted on by the full Board of Trustees and submitted to the Board of Governors. The Board also reviewed the final operating budget for the University, including affiliates and DSOs that is required to be voted on by the full Board of Trustees and submitted to the Board of Governors. The committee requested some follow up information regarding the UF Scripps operating budget and the proposed research budget, which SVP Cowen agreed to provide to Chair Kuntz and the committee. Adjustments were made in order to accurately reflect the amount of reserve dollars set aside for a set of ongoing and new capital facilities projects on campus.

3.0 Adjourn

Committee Chair Kuntz thanked all for attending. The group unanimously commented that the workshop forum was very productive and the time spent to discuss and understand the complete details around historical budgeting and the new process was invaluable. Committee Chair Kuntz mentioned that this workshop provided a foundation to better understand budgetary issues going forward and would be the basis for multi-year forecasting and expense management. He mentioned that the information and discussion was essential for an understanding of the University's finances. Chair Kuntz notified the group of the next workshop to be held on November 1 with location and topics to be confirmed. The workshop adjourned at 2:00 p.m.



**FACILITIES AND CAPITAL INVESTMENTS COMMITTEE/FINANCE, STRATEGIC
PLANNING
AND PERFORMANCE METRICS COMMITTEE JOINT CHAIRS PLANNING MEETING
Minutes**

November 14, 2022

199 S. Knowles Avenue, Winter Park, FL 32789

Time Convened: 12:00 p.m.

Time Adjourned: 2:00 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair), David Brandon (Committee Chair)

Others present were:

Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Charlie Lane, Senior Vice President and Chief Operating Officer; Curtis Reynolds, Vice President for Business Affairs; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; and Alan West, Assistant Vice President and University Treasurer.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 12:00 pm.

2.0 Discussion Items

1. Capital Gift Pledge Schedules and Current Major Projects.

The chairs and administrators discussed at length six current major projects that are funded in significant part by philanthropy commitments. These include the College of Design, Construction and Planning project, wherein the philanthropy commitment totals \$20 million; the Dental School, wherein the philanthropy commitment totals \$25 million; the Early Childhood Education project phases 1 and 2, wherein the philanthropy commitment totals \$5 million; the Honors building project, wherein the philanthropy commitment totals \$12 million; the West Palm Beach Campus project, wherein the philanthropy commitment totals \$100 million; and the Whitney Lab renovation project, wherein the philanthropy commitment totals \$7 million. The group discussed each project individually, noting the need to generally enhance existing policies around funding commitments, amount of cash in hand prior to commencing a project and timeline for full gift amounts to be paid. The group also discussed the need for any gift agreement that would be used to fund a capital project to be reviewed and signed off on by the Chief

Financial Officer and the General Counsel's office to ensure the final agreement is binding in its commitment and timeline terms. The joint chairs also proposed that the enhanced policy on capital construction projects, where donor funds are to be used, require the following prior to commencement of any project:

- a. At least 50% of the total funds from the gift portion have been received; and
- b. Remaining 50% from the gift portion are received in at least equal installments over the next 5 years.

The group also determined that projects not meeting the above requirements would not qualify for bridge funding.

2. Guidelines for Capital Construction Projects.

The chairs and administrators discussed enhanced guidelines for approving and prioritizing new capital construction projects on campus. Senior Vice President Charlie Lane presented a draft document memorializing the enhanced guidelines, attached hereto. The group discussed and decided that an executive committee of the Construction Project Planning & Approval Committee (CPPEC) was needed in order to make final recommendations on projects that should go to the President and Board for approval and how to prioritize those projects to match the strategic needs and plans of the University.

The group also briefly discussed funds to be set aside for building maintenance and ensured all understood the current statutory and Board of Governors requirements.

3. Bridge Funding to Allow Universities to Better Leverage Private Funds.

The chairs and administrators reviewed a draft of amended legislation (Florida Statutes 1010.62) that we would propose as a state university system to change current policy and allow a university to draw on commercially common tools like a bank line of credit, commercial paper program, or similar vehicle to provide bridge financing. The proposed policy and legislation places conditions on such funding, and is attached hereto.

The meeting concluded at 2:00 pm.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS**

Meeting Minutes

December 8, 2022

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:05 p.m.

Time Adjourned: 2:40 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Lauren D. Lemasters, Daniel T. O'Keefe, Rahul Patel, Amanda J. Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim, Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Heather White, Vice President for Student Affairs; William Reeser, Chief Investment Officer for UFICO; Scott Sumner, Chief of Finance and Administration, College of Medicine; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Kuntz welcomed everyone in attendance and called the meeting to order at 1:05 p.m.

2.0 Verification of Quorum

Senior Vice President Chris Cowen verified a quorum with all members present except Trustee David L. Brandon who had an approved absence.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the November 14, 2022, committee meeting, which was made by Trustee Patel, and a second, which was made by Trustee Phalin. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

Committee Chair Kuntz gave a brief overview of the agenda and introduction to the action items. He then asked Senior Vice President Cowen to present the action items to the Board.

FSPPM1 Research Bond - \$50M Renovations

Senior Vice President Cowen provided an overview of the action item noting that the request has changed from the original ~\$200M to now only include renovations to identified biomedical and life sciences laboratories within the health sciences colleges, engineering, CLAS, and IFAS, and that the resolution for the new research building would likely be presented at a future meeting. He shared anticipated uses of the proceeds of the bond along with a term sheet with the Board. Additionally, SVP Cowen explained the impact that the bond will have on the University's indirect cost recovery rate. There was a discussion about where and how the bond proceeds would be allocated, in which SVP Cowen, SVP Nelson, and SVP Norton indicated that proceeds would be used to renovate space used for sponsored research in various colleges around campus. SVP Cowen explained that all areas are working together to identify labs needing renovations and will continue to work together to ensure that the labs are used in adherence to grant requirements to guarantee indirect cost recovery eligibility. Concluding the discussion, SVP Cowen provided an overview of eligible indirect costs and explained that the current rate of 52.5% the University is receiving is up for negotiation. He indicated that the University is in its base year for the first time in eight years and securing this bond will result in more eligible costs and the potential for maintaining or potentially achieving a higher recovery rate. Committee Chair Kuntz asked what the rate could raise to, to which SVP Cowen explained that it would likely remain the same but would begin the process/ability to negotiate a higher rate in the future. President Fuchs provided a few peer rates, and SVP Cowen suggested that a 5% increase in the rate could result in an additional \$10M annually for the University.

The Committee Chair asked for a motion to approve Action Item FSPPM1 which was made by Trustee Powers, and a second, which was made by Trustee Patel for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSPPM2 UFICO New Investment Option

SVP Cowen provided an overview of the action item stating that the request is to shift an initial \$300M of operating funds from SPIA to Florida PRIME, resulting in greater return and liquidity, and if beneficial, up to \$500M at the discretion of the CIO of UFICO and consent of SVP Cowen. Committee Chair Kuntz asked UFICO's Chief Investment Officer, Bill Reeser, for current returns in both SPIA and PRIME. CIO Reeser indicated that SPIA is at 1.16% and PRIME is at 3.94%.

Committee Chair Kuntz stated that PRIME has less risk, a higher return, and greater liquidity. He then asked CIO Reeser why more isn't being moved. CIO Reeser indicated that PRIME is a money market account, so he feels the amount is appropriate and suggested that anything over the \$300M be placed in Treasuries to get a similar return.

The Committee Chair asked for a motion to approve Action Item FSPPM2 which was made by Trustee Heavener, and a second, which was made by Trustee O'Keefe for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

5.1 CFO Report

The CFO Report included a brief overview of the following discussion items but was not discussed as a separate item.

5.2 Quarterly Financials

SVP Cowen provided highlights from the quarterly financials noting that revenues of \$1.03B are exceeding the budget but are falling just below last year's revenues of \$1.14B. He explained that the variance was driven by weaker investment income along with the expiration of federal COVID relief funds. SVP Cowen also noted net income of \$51.2M, which was substantially below last year's \$225.9M but roughly equal to the budget of \$44M. There were no questions from the Board.

5.3 New Budget Process

SVP Cowen gave an update on the new budget model, indicating that they have completed two initiatives and are moving into the next phases of multi-year forecasting, administrative operations review, and FY24 budget development. Committee Chair Kuntz reminded the Board that the new model does not change the amount of money the University has, but rather provides better accessibility to track how and where they money is being spent. SVP Cowen also gave a brief update on Scripps financial model stating that they are working to develop a sustainable budget model and minimize the transfer of funds between there and the University. Committee Chair Kuntz asked for comments from SVP Nelson, to which he responded that he is comfortable with the proposed model and that he and SVP Norton have been working closely with SVP Cowen and Scripps CFO Jim Lapple to develop the best model for UF Scripps.

5.4 Housing Update

SVP Cowen stated that on-campus housing rates will increase 4.5% this year, as previously approved by the Board. He provided a market comparison showing housing costs are up ~9% in the surrounding area and explained that UF remains competitive with on-campus rates at 56% less than market average. Additionally, SVP Cowen gave updates on deferred maintenance needs and the anticipated closing of the acquisition of Varsity House in the first quarter of 2023 to provide graduate housing. Committee Chair Kuntz noted the importance of the market data explaining that it shows how on-campus housing is more affordable than living off-campus. Board

Chair Hosseini questioned whether upping the rate increase by an additional 4% would help to cover costs. VP White suggested that it would help, but Student Affairs/Housing would still be behind. VP Parker stated that a jump to 8% would impact not only the student's ability to pay but also their willingness to live on campus. She suggested a survey be sent out to gather data around this before raising the rate beyond 4.5%. Committee Chair Kuntz agreed and indicated that they are seeking the option to increase the rate further if needed. Trustee Heavener asked about occupancy rates off campus. Provost Glover suggested that occupancy rates will likely decline next year due to the number of new builds in the area. VP White indicated that on-campus housing remains at approximately 100% capacity, although a significant number of new beds are projected to come on line this fall. Provost Glover indicated it would be helpful to see the business plans of the outside market to see where the need is arising from. Trustee Lemasters commented that students ultimately decide where to live based on cost and amenities, and she too suggested a survey be conducted prior to raising the rates higher than 4.5%.

5.5 ERP Initiative Update

SVP Cowen began the discussion by providing a brief overview of the ERP initiative and explaining that the ERP system impacts all aspects of the University's operations including finance, payroll, human capital management, grant administration, and data and reporting. He also explained the need for modernization before introducing VP Eldayrie, who led the remainder of the discussion. VP Eldayrie explained that the current system is 18+ years old and is inefficient and does not meet the needs of the University. He suggested that modernizing and moving to a cloud-based system boasts a number of benefits while also allowing for ongoing updates as technology advances. VP Eldayrie then provided the details of the initiative including stakeholder engagement and the phasing scope, along with a list of peer institutions who currently operate on cloud-based systems. He explained that phase one implementation has a 30-month timeline, and phase two, which adds UF Health to the system, will take an additional 18 months to implement. Board Chair Hosseini indicated that many universities are operating modernized, cloud-based systems and suggested that, if possible, UF adopt an existing contract. He also mentioned that the University may partner with Florida State University and Florida Agricultural and Mechanical University on the initiative. SVP Cowen stated that the cost of the new system for all three schools' totals ~\$450M, with UF costing ~\$160M alone. Committee Chair Kuntz asked for the total cost of phase 1, to which SVP Cowen stated ~\$200M. Board Chair Hosseini asked the committee to provide a 3-year breakdown of costs so he can then go to BOG to ask for funding from the state. SVP Cowen agreed to provide a breakdown. Finally, there was a conversation about adopting the Workday contract from the University of Central Florida, in which SVP Cowen stated that a legal team is currently reviewing it to be sure it includes the terms the University wants/needs. He also stated that the committee will return in March to ask for approval.

5.6 UFICO Update

Chief Investment Officer of UFICO, Bill Reeser, gave brief highlights of both the operating and endowment portfolios. He explained that both portfolios ended the quarter ahead of benchmarks despite market volatility, and he provided an update to asset allocation, which has been restructured based on UFICO Board of Directors approval. Additionally, CIO Reeser introduced new policy benchmarks and provided a geographic breakdown of investment for each

portfolio indicating only ~7% exposure in China. Trustee Cole asked if the state could pull any funds or if there were any directives for it. CIO Reeser responded there were not.

5.7 DSO & Affiliates Presentation – Florida Clinical Practice Association

Scott Sumner, Chief of Finance and Administration of the College of Medicine began his presentation by providing an overview and background of the Faculty Clinic Practice Association. He discussed the entity's governing Boards, structure including employment and flow of funds, and growth over the past 10 years. Mr. Sumner then provided information on the entity's operating revenues, expenses, and transfers to the College of Medicine and highlighted key risks including inflation and liquidity. Committee Chair Kuntz noted the affiliates revenue and transfers to the College of Medicine over the past 5 years have gone up 50 percent and indicated the importance of DSO and Affiliates presentations to the Board.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 2:40 p.m.

DRAFT

**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS**

Pre-Meeting Minutes

Virtual Meeting

Monday, February 13, 2023

Time Convened: 10:21 a.m.

Time Adjourned: 11:09 a.m.

Committee and Board members present:

Marsha D. Powers (Acting Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, and Fred S. Ridley.

Others present:

Ben Sasse, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Mary Parker, Associate Provost and Vice President for Enrollment Management; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 10:21 a.m.

2.0 Roll Call

Senior Vice President Chris Cowen called roll and verified a quorum with all members present except Trustees Bill Heavener and Amanda Phalin

3.0 Review Draft Agenda for March Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- December 8, 2022

3.2 Review Action Item

- **ERP Update – Workday**

SVP Cowen provided an overview of the action item, stating that the committee will come to the Board in March with a request to approve the selection of Workday for the Enterprise Resources Planning (ERP) project. He stated that once selected, the

project will move forward with the solicitation of an implementation partner. Board Chair Hosseini gave a brief timeline and history of the need for a new ERP and asked the committee to explore funding options if the State does not approve the request. He also asked that SVP Cowen bring President Sasse up to date on the project. Trustee O'Keefe questioned when the funds would be needed – whether all up front or over time. SVP Cowen explained that the upfront cost was around \$16M then ramps up over the next two years with the bulk of the costs in FY24 and FY25. There was a discussion about linking the ERP to PDC's current system. VP Eldayrie explained that there would be some marginal improvements, but the University would ultimately either have to purchase additional modules to support PDC or explore other options as a replacement. Board Chair Hosseini noted that Workday is primarily for finance and human resources so a separate system to support construction projects will have to be explored. SVP Cowen explained that the University will still have a number of separate systems that will work together with Workday.

3.3 Review Discussion Items

- **CFO Report**

SVP Cowen indicated that the CFO Report is available for the committee and Board to review, and that he is available for any questions.

- **Quarterly Financials**

SVP Cowen gave a brief update on financials, stating that for quarter two the University remains in a good position. He explained that we are still experiencing the effects of a greater inflationary environment but overall performing as expected. SVP Cowen also noted the effects of bringing Scripps onto the balance sheet. Board Chair Hosseini suggested taking a closer look at UF Health's financials and asked that they come to the Board retreat with a vision and plan going forward. SVP Cowen stated that he meets with UF Health's SVP and CFO, Jim Kelly, monthly and sits on their Board. Acting Chair Powers noted that both SVP Cowen and Trustee Zucker both sit on UF Health's Board and are involved. SVP Cowen then gave an update on current and upcoming bonds, including the \$50 million Research bond being issued in April for renovations. Board Chair Hosseini asked whether we should wait on the bond since construction on the new building is 8-10 months away. SVP Cowen explained that the initial \$50M will be used specifically for lab renovations that have immediate needs, then they will return to the Board at a later date to request an additional bond to cover new construction. He also noted that this \$50M bond will be included in the indirect cost recovery. Finally, SVP Cowen gave a brief update on the energy plant project, stating that it is currently delayed to explore options to bring down the overall costs.

- **Housing Increase Update**

SVP Cowen began this discussion by reminding the committee of the discussion surrounding increasing housing rates by 8% at the December meeting. He suggested that rather than increase the rates significantly at one time, they instead continue to increase by 4.5% over 10-years but in FY24, FY25, and FY25 increase by 5% before returning to 4.5% for the remainder of the time. SVP Cowen stated that he would like to bring this to the Board for approval at the June meeting. Board Chair Hosseini

asked that SVP Cowen and VP White work with VP Kaplan to come up with a plan and then bring it for approval at the December meeting. President Sasse asked to be included in these conversations. There was then a discussion about capital maintenance and the needs of each building. VP Reynolds explained that they do not yet have a quote but are working on obtaining a third-party analysis. VP White stated that she can provide a study that was done by Housing within the last few years to help get started on the process. Board Chair Hosseini expressed the need for a comprehensive analysis study for all building, noting cost to fix or if unrepairable, and a plan to execute. He asked for Trustee Brandon, VP Reynolds and VP White to get the study completed, present the study to the president and come back to the FSPPM and FCI committee with the results and plan for the buildings.

UFICO Update

SVP Cowen stated that Bill Reeser will provide an update on UFICO at the March meeting.

- **DSO & Affiliates Presentation**

SVP Cowen stated that Dr. Pradeep Kadambi from University of Florida Jacksonville Physicians, Inc. will present at the March meeting.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 11:09 a.m.

**REPORT OF THE CHIEF FINANCIAL OFFICER
COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS
UNIVERSITY of FLORIDA BOARD OF TRUSTEES
MONDAY, FEBRUARY 13, 2023 (PRE-MEETING)
MARCH 16, 2023 MEETING**

INTRODUCTION

Stanley and I wish everyone a very happy Valentine’s Day!

At the March board meeting there will be one action item related to the *Empowering UF*, an Enterprise Resource Planning (ERP) implementation, and there will be five discussion items including the regular quarterly (December 2022) budget and UFICO updates, as well as the presentation by a University Affiliate, which at this meeting will be UF Jacksonville Physicians, Inc. (the UF Health Jacksonville physician practice plan). In addition, we will discuss the status of the campus thermal energy plant, provide an update to the on-campus student housing rate increase, and mention a number of capital markets bond activities planned for March/April.



**FSPPM ACTION ITEM – ERP IMPLEMENTATION
("EMPOWERING UF")**

At the December 2022 Finance committee meeting, Charlie Lane, Elias Eldayrie and I presented an overview of the need for an upgrade to the University’s ~20-year-old Enterprise Resource Planning (ERP) system, which provides critical finance, HR, and research functionality to the university, including the results of a campus readiness assessment. We mentioned that we planned to return to the Board for approval to move forward with selection of a software provider and to provide a status update on the implementation at the March meeting.

After the December Board meeting, UF hosted two weeks of in-person and virtual vendor product demonstrations. The demonstrations were attended by over 550 members of the UF community, including staff from colleges and administrative units, direct support organizations, and UF Health. The product demonstrations were followed by an open feedback period where comments were collected regarding the potential benefits and challenges of implementing a new ERP system. Campus feedback was gathered through a widely shared survey, targeted messaging and debrief sessions with key stakeholder groups. Based on these assessments, UF will make a vendor recommendation to the Board. We have further determined that there is an existing Group Purchasing Organization (GPO) contract that UF may utilize.

We will also begin the process of selecting an implementation partner by distributing a request for response to a group of certified implementors who are available to UF under existing University contracts. We would plan to bring an action item to the Board as early as the June meeting.

Further, to move this initiative forward in a timely and effective manner, UF continues our planning and readiness efforts to begin a 30-month Phase 1 implementation starting as soon as July 2023. The projected costs for the upcoming calendar year are \$13.44 million, with total costs for UF expected to be ~\$163 million, with an additional ~\$140 million for UF Health, and ~\$91 million for a future student services module. We are also continuing discussions with State University System partners, Florida State University and Florida A&M University, to potentially leverage our contracting capacity to yield the greatest impact for our state institutions.

DISCUSSION ITEMS

- Quarterly Financial Statements / Bond Update
- Campus Thermal Energy Plant Update
- On-campus Student Housing Fee Analysis Update
- UFICO Update (Bill Reeser & Brian Mawdsley)
- DSO & Affiliates Presentation – University of Florida Jacksonville Physicians, Inc. (Dr. Pradeep Kadambi, Professor & Senior Associate Dean for Clinical Affairs; President and CEO, University of Florida Jacksonville Physicians, Inc.)

5.2 QUARTERLY FINANCIALS AND BOND UPDATE

Financials Update

The University’s financial performance through the first half of FY23 continued to outperform budget, although we remain focused on increasing costs due to inflation and the resumption of normal business activities post-COVID. In addition, some of the variances are due to the presentation of the budget, including the inclusion of actual investment returns, which dramatically impact results positively or negatively based on the market, and the consistent under-budgeting of research grants by departments. For FY24, we are reviewing changes to the budget format in an effort to provide a more informative presentation of actual-to-budget performance. The following chart highlights high-level actual results, budgeted amounts, and prior year results:

	University			Enterprise		
	Q2 Actual	Q2 Budget	FY22 Q2	Q2 Actual	Q2 Budget	FY22 Q2
Revenue	1,953,759	1,704,954	1,915,786	4,080,930	3,929,339	4,375,724
Expenses	1,868,457	1,701,726	1,696,238	3,961,716	3,991,184	3,662,770
Net Income	85,302	3,228	219,548	119,214	(61,845)	712,954

(all amounts in thousands)

University

In summary, compared to Q2 FY22, total revenues increased modestly by 2% (\$38 million) and expenses increased by 10% (\$172 million). Correspondingly, net income decreased by 61% (\$134 million) year over year mainly driven by investment losses and increases in salaries and benefits and services and supplies.

Some items to note for the University include: (1) Employee compensation, UF's largest expense by far, is on budget but \$100 million over FY22. This result represents a positive trend as UF is not experiencing continued unbudgeted employee cost increases (however, at Shands it is ~7% over budget). While some of the increase over the past year is due to market forces, a significant portion of the increase is due to the hiring of AI faculty and the absorption of the Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology. (2) Other revenue is down significantly primarily due to the expiration of federal COVID relief revenue. (3) Contracts and grants are 57% over budget (\$393 million actual vs. \$250 million budget) and ~11% above last year's actual results of \$354 million for the first half of the year. (4) Transfers from component units increased by \$70 million (12%) largely driven by volume at the practice plans and transfers from the Foundation related to the New Worlds Reading Initiative donations in lieu of State taxes.

On the balance sheet, we highlight the substantial increase in buildings and equipment from \$2.09 billion to \$2.49 billion (20%). This is due to the construction in Gainesville include the Data Science building and Honors College, and also the addition of Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology capital assets (\$156 million).

Enterprise

For the enterprise, we highlight that the healthcare industry is undergoing financial stresses nationally, with patient revenues flat or falling and expenses continuing to increase, including for compensation. UF Health is no different with Gainesville net income ~\$41 million under budget and \$197 million below last year, with negative performance even after considering investment performance (~\$21 million under budget and \$57 million negative variance compared to FY22). Primary drivers affecting net income are the expiration of federal stimulus funds and a decrease in Medicaid supplemental revenue combined with a \$91 million increase in salaries and benefits. In Jacksonville, net income is down \$46 million from \$72 million in FY22, and \$14 million under budget. Cash on hand has fallen from \$118 million last year to \$49 million currently.

Bond Update

There are several bond issues scheduled for March/April. With the recent welcome decline in interest rates, we are working with the State Division of Bond Finance (DBF) to refund \$25.69 million outstanding Student Activity bonds that financed the student union and \$11.98 million outstanding Housing bonds in March. If interest rates hold, UF would realize gross savings of ~\$4 million. In April UF plans to issue through DBF the \$50 million in bonds for research facilities renovations that was approved by the Board of Trustees.

Additionally, the graduate housing bond for the Varsity House acquisition by Capstone that will serve as a replacement for Maguire and UVS and for the refinancing of the Continuum property is planned for March. Note that these bonds do not represent an obligation of the University and are not issued by or on behalf of UF.

We will provide an update on the bond sales after issuance.

THERMAL ENERGY PLANT UPDATE

As scheduled, in December, the University received a response to its thermal energy plant public-private partnership ITN that had been in process for over a year. Due to several factors including construction inflation, supply chain disruptions, and volatility in global energy markets, the costs submitted were significantly above our estimates, and would require further substantial increases to campus utility rates, which already are rising. Therefore, the UF team and our external legal, financial and technical advisors are evaluating alternatives to reduce the financial impact to the University while meeting our needs. We expect to have our analysis completed and a recommendation to the selection committee prior to the June Board meeting.

5.3 STUDENT HOUSING INCREASE UPDATE

At the December meeting, we were asked to examine UF on-campus housing rate increases and to propose any potential changes to the 4 ½% annual increase which was implemented in 2020 and is set to expire in Fall 2025. Over the last two months the Office of the CFO has had discussions regarding this matter with the VP of Student Affairs and the Director of Housing and Residence Life, and we plan to bring an action item for the June meeting.

UF Housing maintains highly competitive rates in relation to the off-campus market, as we presented in December, when the third year of the 5-year rental rate increase strategy was authorized. On campus housing rates increased 4.5% annually for the last 2 years. The off-campus market did not experience the same stability as rates increased an average of 2.8% in 21-22 and 9% in 22-23.

Adopting a one-time increase significantly higher than 4.5% would create greater financial challenges for certain students. Coupled with a 6.5% inflation rate, students would face a higher-than-expected cost of attendance. Further, predictable increases are beneficial for students who can better plan and budget costs, and benefit the University, enabling greater planning efforts for multi-year facility renewal plans. Our current rental rate increase model is modest but consistent. It is shielded from the fluctuations of the off-campus market and allows for steady increases in revenue over time while maintaining affordability. Rather than a short-term large rent increase (e.g., 8%), we recommend continued annual increases of up to 4.5% and extending this planned increase beyond fall 2025 through fall 2034. A sustained long-term rental rate increase strategy emphasizes affordability, allows for incremental changes in cost of attendance and provides Housing with a sustained revenue source for long-term capital planning.

In addition to the regular 4 ½% increase, we would like to propose an additional ½% increase for Fall 2024, 2025 and 2026 (for a total increase of 5% in those years before reverting to 4 ½% from 2027 – 2034). This additional ½% equates to ~\$310,000 and would allow for desired continued IT upgrades in dorms and would provide a stream of funding in future years for technology enhancements, or other maintenance needs for the benefit of students.

5.4 UFICO UPDATE

Bill Reeser and Brian Mawdsley will present the regular quarterly update on the endowment and investment portfolios.

5.5 AFFILIATE PRESENTATION – UNIVERSITY OF FLORIDA JACKSONVILLE PHYSICIANS, INC. (UFJPI)

In our continuing series of presentations from University DSOs and Affiliates, Dr. Pradeep Kadambi will discuss the Jacksonville faculty clinic practice.

ADJOURN

We look forward to the discussion, and as always please contact my office if we can provide any further information prior to the March meeting.



**UF ENTERPRISE
FINANCIAL REPORT
Q2 FY2023**



QUARTERLY FINANCIALS

Financial Statements are presented under the “One UF” model, representing University of Florida Enterprise, including the University of Florida, its Direct Support Organizations and Affiliates. This presentation provides a comprehensive financial profile, which facilitates governance and strategic management.

The information presented on the following pages has three objectives:

- Enhance transparency by utilizing the university's Enterprise Resource Planning (ERP) system to facilitate decision-making and governance
- Be repeatable and readily calculated with generally accepted standards and based on established higher education financial indicators
- Provides ability to compare and benchmark results with industry standards to provide information on institutional health and/or the performance of peer institutions

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Q2 at a Glance

UF Contracts
& Grants



+11%
+\$39M*



Herbert Wertheim
UF Scripps Institute
for Biomedical
Innovation &
Technology
Announced

Advancement



Contributions
+32%
+\$64M

Dr. Ben Sasse
Selected as UF's
13th President

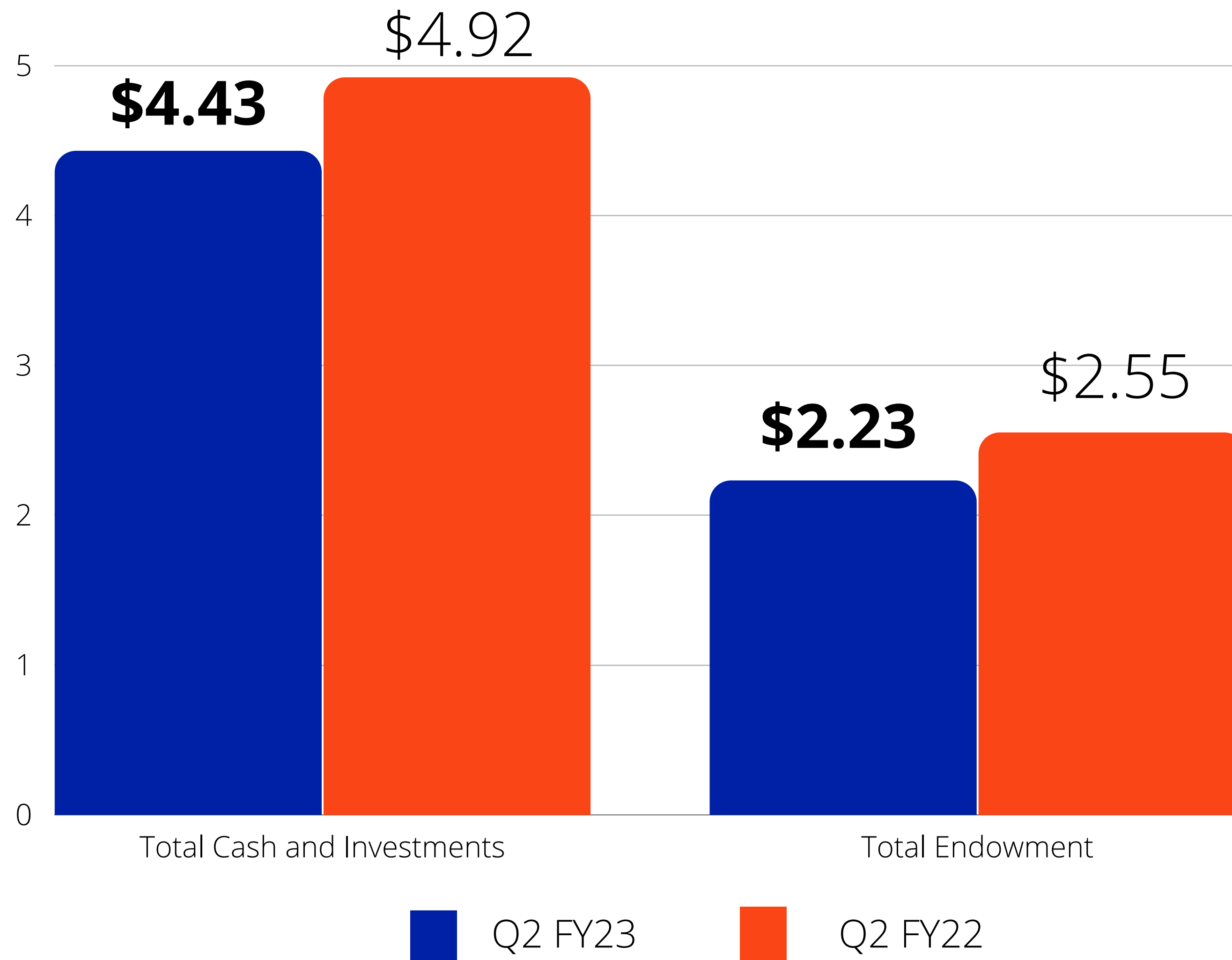


Online Bachelor's
Degree Program
ranked #1 by U.S.
News and World
Report

*Compared to Q2 of FY23

UF Enterprise Cash & Investments

Year-over-year decrease of \$807M for cash and investments and endowments as a result of losses on investments across the enterprise due to unfavorable market conditions.



\$807M decrease from FY22
for cash and investments and endowment

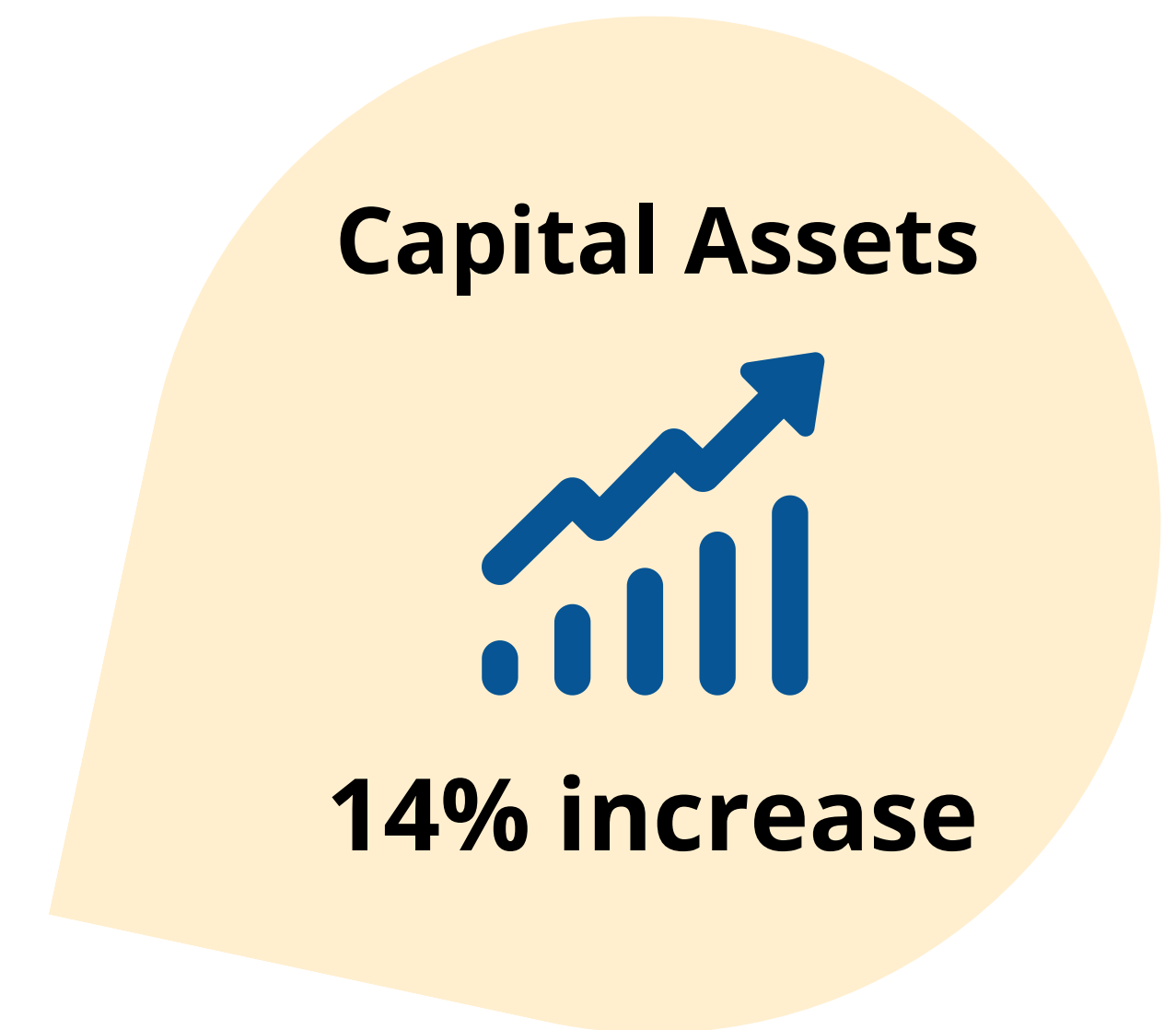
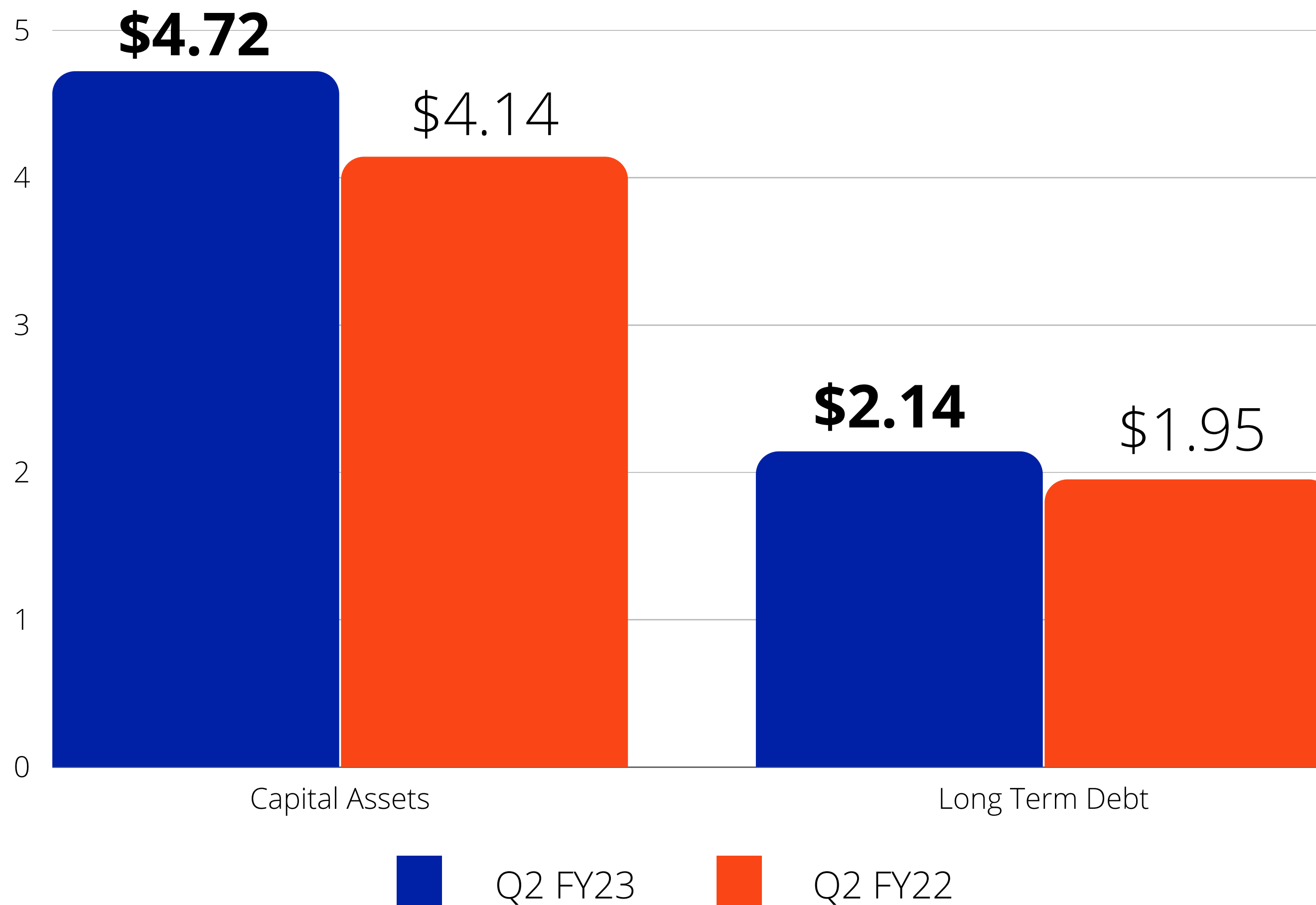
The callout box features a light blue background with a white arrow pointing left towards the main chart. It contains the text '\$807M decrease from FY22 for cash and investments and endowment'. Below the text is a small icon consisting of a bar chart with four bars of varying heights, a downward-pointing arrow, and a green dollar sign.

*Amounts expressed in billions

UF Enterprise Capital Assets & Debt

Includes the key projects shown below to advance the capital improvement plan:

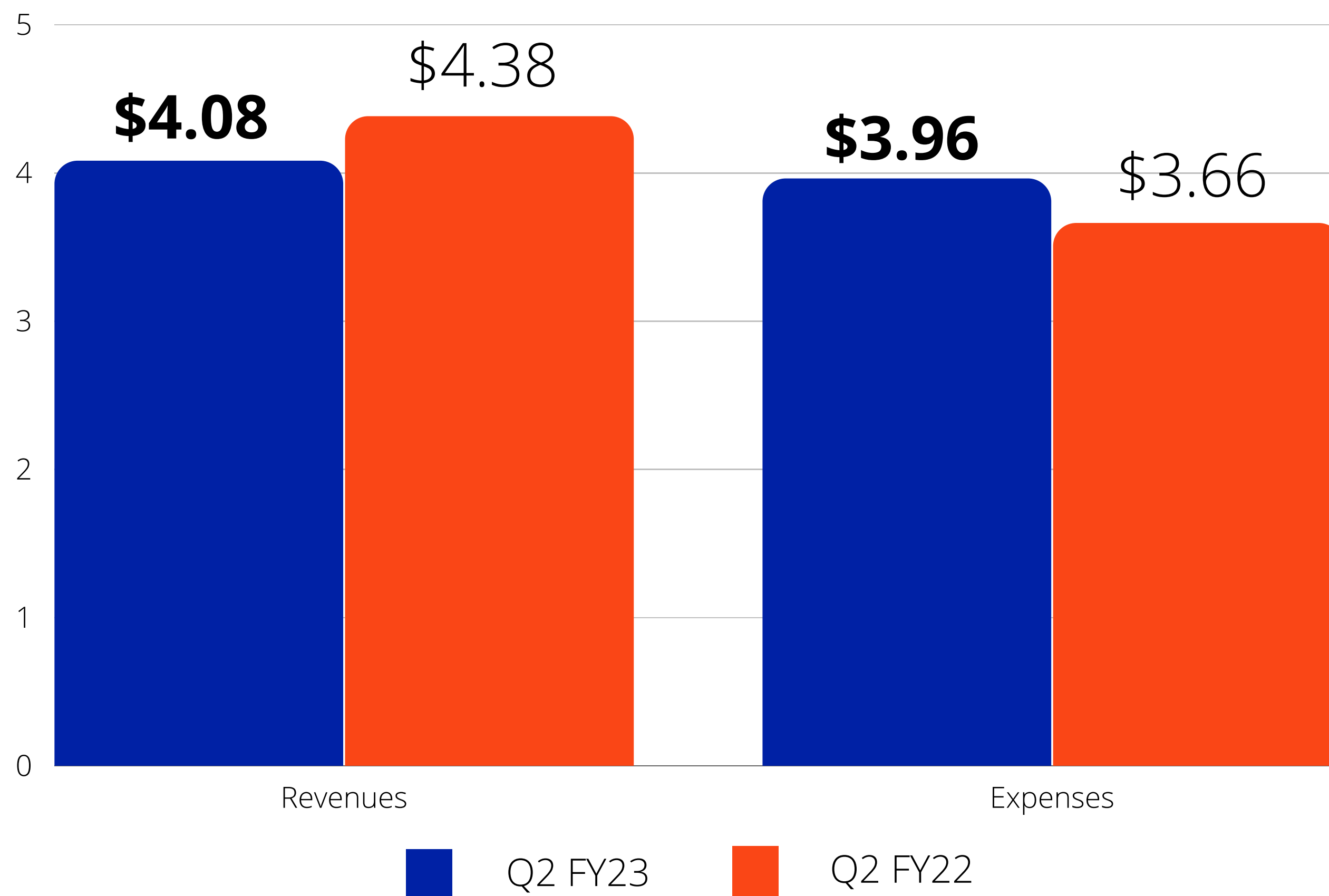
- Capital Assets increased mainly due to the integration of Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology in April 2022.
- In January 2022 Shands Jacksonville issued \$358M in bonds to begin construction on the new 120 bed tower on the North Campus.



*Amounts expressed in billions

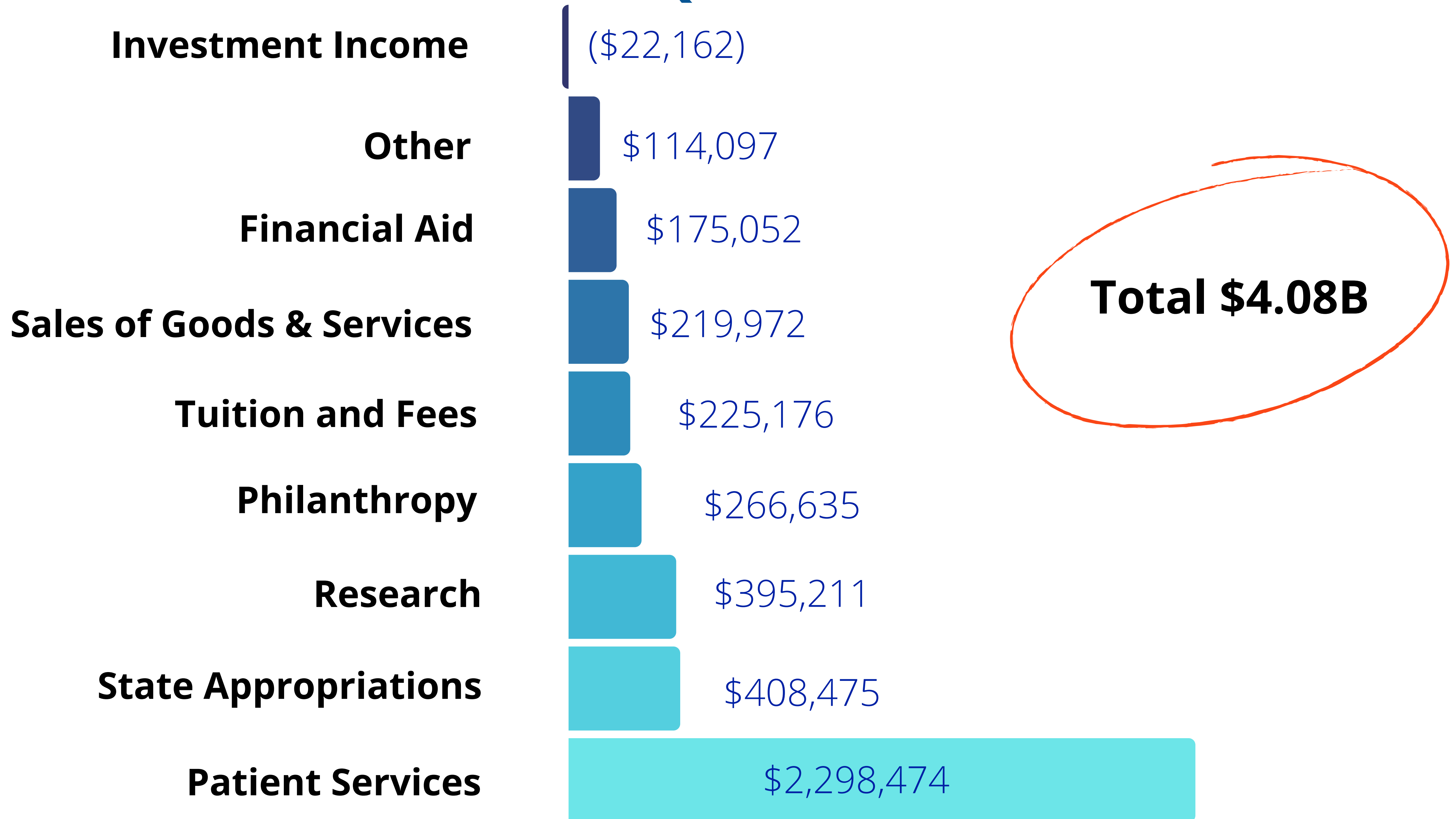
UF Enterprise Revenues & Expenses

- Revenues were significantly impacted by losses on investment income.
- Expenses increased with increases in salaries and wages related to staffing increases, talent recruitment, and retention, particularly in healthcare providers, as well as higher costs for services and supplies driven by inflation.



UF Enterprise Revenue Sources

Q2 FY23

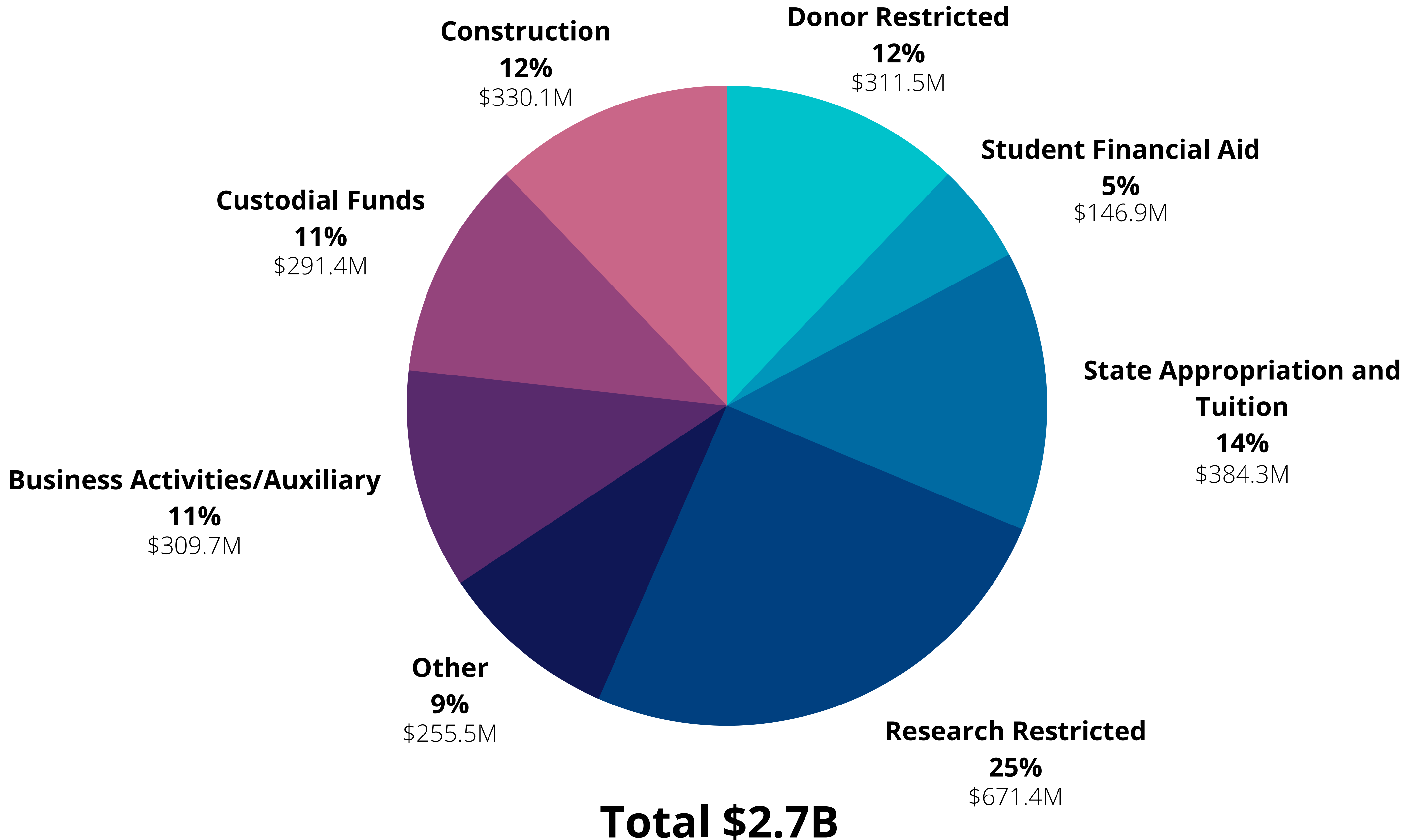


*Amounts expressed in thousands

UF Cash & Investments

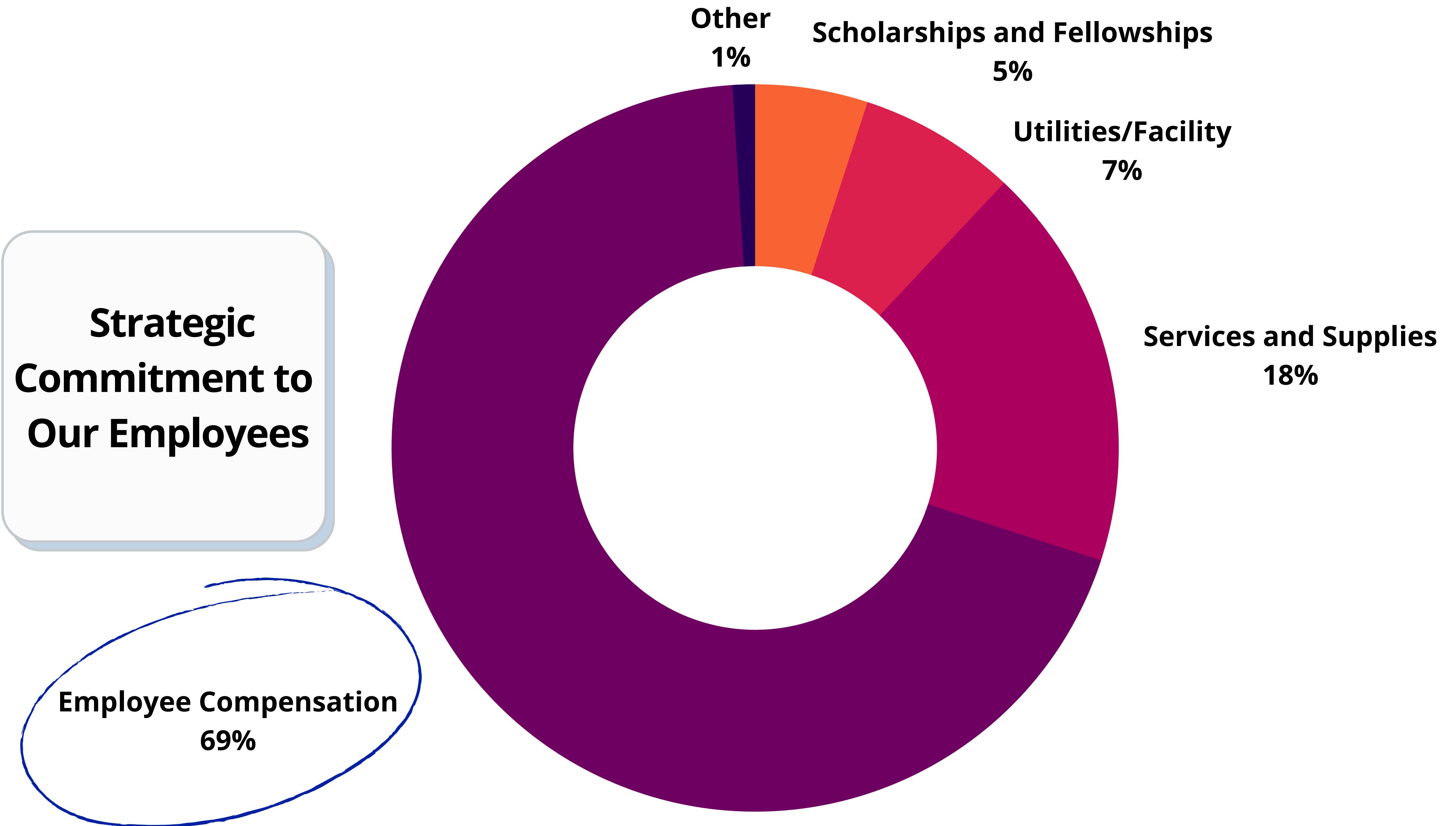
FY23

(as of 12/31/2022)



UF Expenses

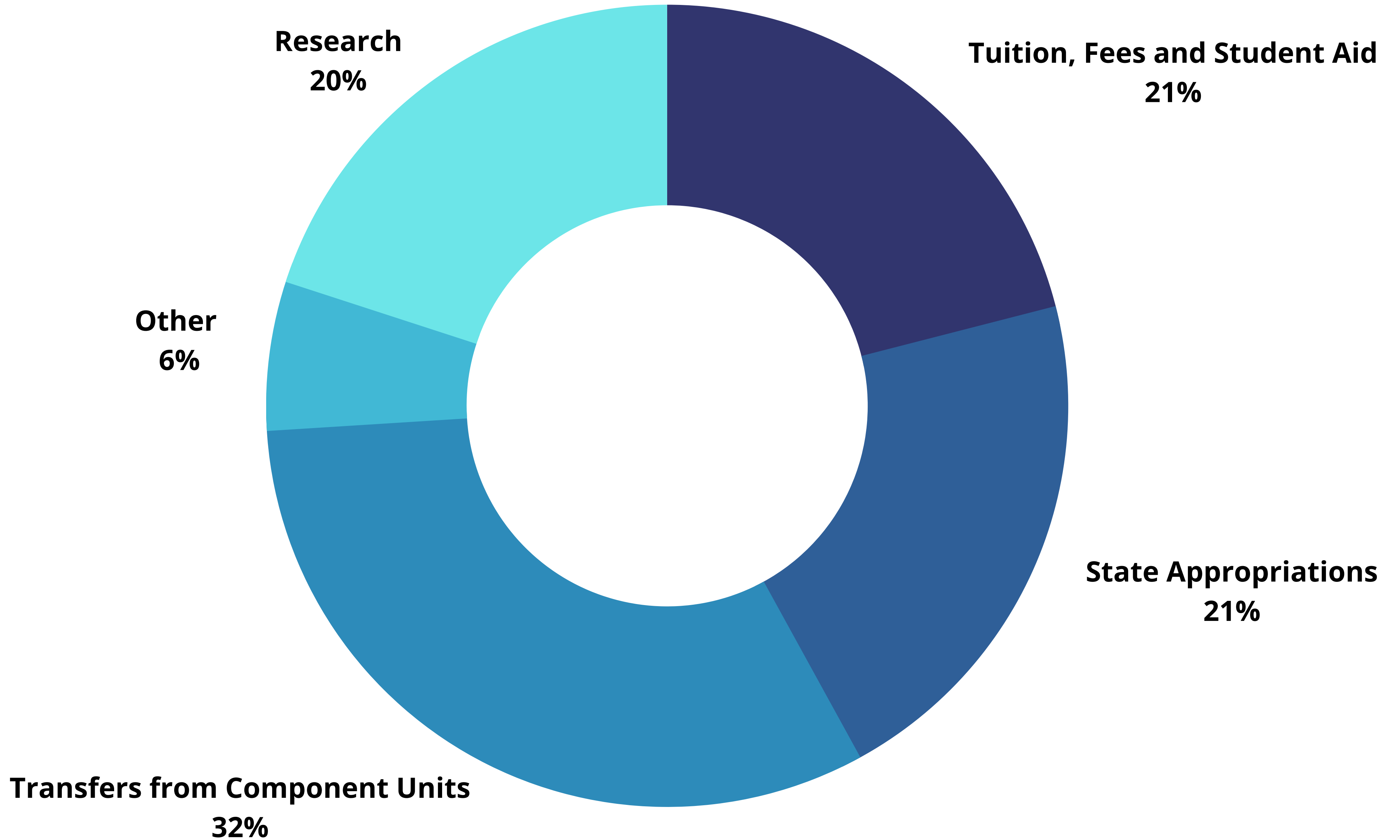
Q2 FY23



Total \$1.87B

UF Revenue Sources

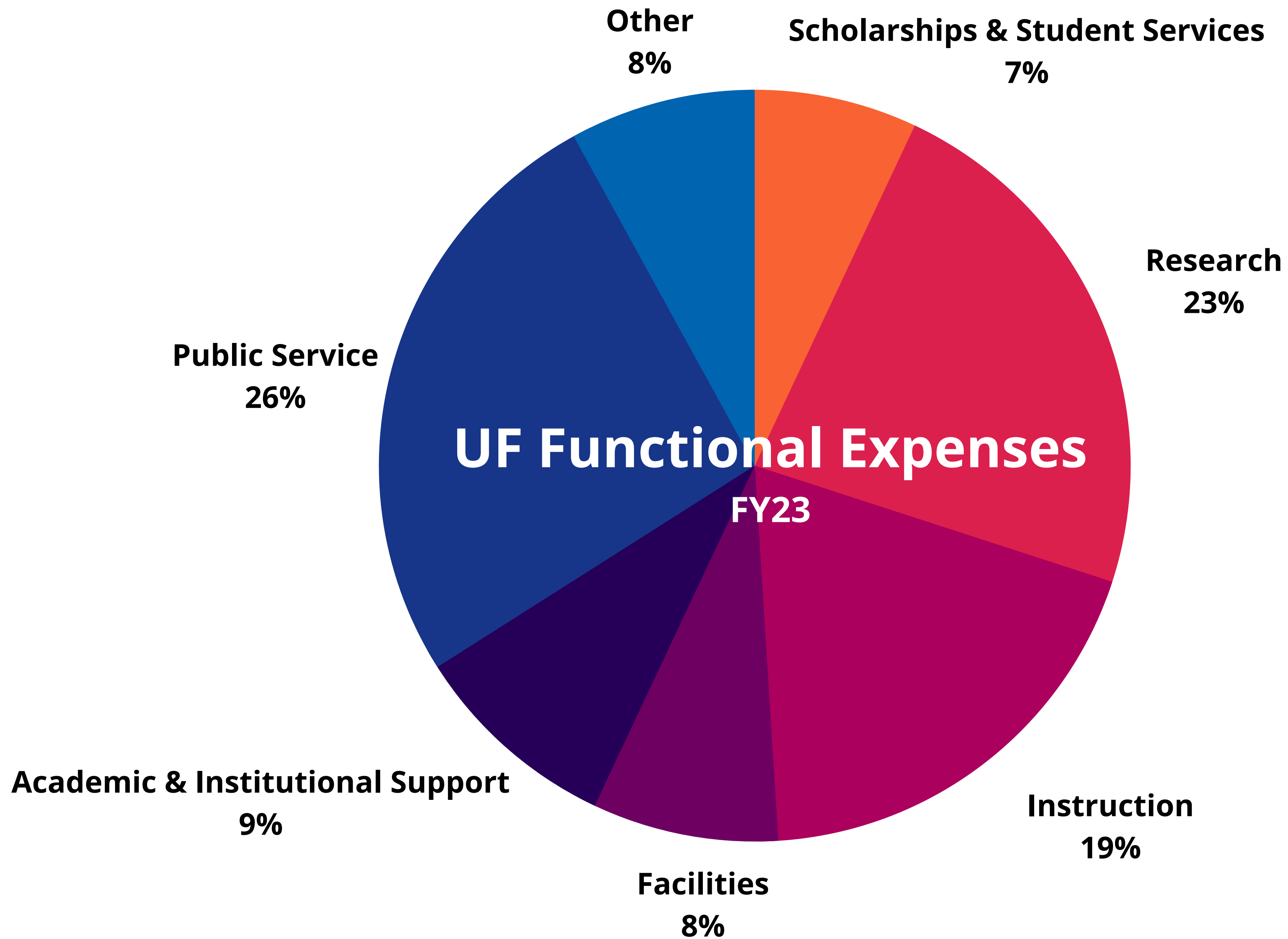
FY23



Total \$1.95B

UF Mission

Teaching, Research and Service



QUARTERLY EXECUTIVE SUMMARIES



Quarterly Executive Summaries

UNIVERSITY OF FLORIDA

Compared to prior Q2 fiscal year-to-date, revenues in FY23 increased by 2% (\$38M) and expenses increased by 10% (\$172M). Net Income decreased by 61% (\$134M) year-over-year mainly driven by investment losses and increases in employee compensation and services and supplies.

Revenues

The revenue increase year-over-year was driven by gains in Contract and Grants, Federal and State Financial Aid, and Transfers from Component Units, offset by reductions in Investment Income and Other Revenue.

Contracts and Grants revenues were up 11% (\$39M) from additional federal agency funding and in particular the Department of Health and Human Services with the integration of the Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology and from the Department of Defense.

Federal and State Financial Aid was up 40% (\$50M) compared to the same period prior year due to the timing of funds received for Bright Futures scholarships. Transfers from Component Units also increased 12% (\$70M) largely driven by transfers from practice plans due to patient growth and transfers from the University of Florida Foundation related to the New World Reading Initiative.

There was a decrease of 154% (\$64M) in Investments compared to prior year due to continued market volatility. A reduction in Other Revenue of 66% (\$68M) is the result of decreased distributions of Higher Education Emergency Relief Funding (HEERF).

Quarterly Executive Summary

UNIVERSITY OF FLORIDA CONTINUED

Expenses

Notable items for the University's year-to-date expenses include increases in Employee Compensation, Services and Supplies, and Utilities due to rising labor costs and inflationary pressures.

An increase of 8.5% (\$101M) year-over-year to Employee Compensation was driven by the ongoing hiring of new AI faculty, regional physicians, the additional employees with the Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology integration, and more graduate and OPS students.

Scholarships and Fellowships decreased by 13% (\$15M) year-over-year mainly driven by the decrease in distributions of one-time student financial aid funded by the Higher Education Emergency Relief Fund (HEERF).

Buildings and Equipment

The Buildings and Equipment balance significantly increased since the end of the same quarter last year with the integration of the integration of the Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology in April 2022 (\$156M in capital assets) and the ongoing construction projects on campus, notably the Honors Residential College, and the Data Science and Information Technology Building.

Quarterly Executive Summaries

THE UNIVERSITY ATHLETIC ASSOCIATION, INC.

The University Athletic Association (UAA) has made a full recovery from the pandemic impact that was experienced over the past two years. Revenues and expenses are operating as expected and in alignment with the full-year budget. The UAA experienced a decrease in employee compensation and benefits compared to the same time last year, which was a result of a football staffing transition in December 2022. Home game event attendance has returned to those similar to the 2019 season. College athletics continues to experience change at a relatively rapid pace, including changes around permissible benefits to student athletes and NIL, along with legislative and judicial rulings on a national level.



About

The University of Florida Athletic Association, Inc. (UAA) conducts various inter-collegiate athletic programs for and on behalf of the University.

UF FOUNDATION, INC.

Items of note through the quarter ended December 31, 2022 were:

- The Foundation closed fundraising for the Go Greater campaign in December with a total of \$4.6B raised.
- The Foundation and Advancement have raised \$411M in commitments* to date in fiscal year 2023 with an ROI of \$14.62.
- Pledges were up \$100M, particularly due to a major \$50M pledge secured in June 2022 and several large pledges secured during FY23. Additionally, contributions exceeded budgeted amounts by \$126M, primarily due to large endowed and private equity contributions received during FY23 as well as these large FY23 pledges.
- Preliminary endowment returns through the end of Q2 FY23 were -0.10%, and the endowment value was \$2.246B.



About

University of Florida Foundation, Inc. (UFF) solicits, collects, manages, and directs contributions to the various academic departments and programs of the University and assists the University in fund raising, public relations, and maintenance of alumni records. Their financial statements include the activities of the University of Florida Alumni Association, Inc.

*Commitments include gifts of cash, pledges, bequests and deferred gifts across the UF Enterprise, not all of which are reflected in the UF Foundation financial statements.

Quarterly Executive Summaries



About

Shands Teaching Hospital & Clinics, Inc. (Shands) was incorporated October 15, 1979, as a not-for-profit corporation. Shands, a major tertiary care teaching institution, is a leading referral center in the state of Florida and the southeast United States and facilitates medical education programs at the University.

SHANDS TEACHING HOSPITAL AND CLINICS, INC.

The healthcare industry is undergoing financial stresses nationally, with patient revenues flat or falling and expenses continuing to increase, including for compensation. UF Health is no different with Gainesville net income ~\$41 million under budget and \$197 million below last year, with negative performance even after considering investment performance (~\$21 million under budget and \$57 million negative variance compared to FY22).

Primary drivers affecting net income are the expiration of federal stimulus funds and a decrease in Medicaid supplemental revenue combined with a \$91 million increase in salaries and benefits.

Revenues

- Investment losses of \$2.1M in FY23 compared to investment gains of \$26.3M in FY22 due to changes in global financial markets.
- Federal Stimulus funds of \$20.9M received in FY22, not recurring in FY23.
- Decrease in State Medicaid supplemental revenue due to one-time payments in FY21, not recurring in FY22

Expenses

- A \$91M increase in salaries and benefits due to increased use of contract labor and increased staff wages due to market adjustments.

Quarterly Executive Summaries



About

Shands Jacksonville HealthCare, Inc. (SJH) is a Florida not-for-profit corporation. Shands Jacksonville was organized primarily to provide healthcare and related services to the community, including the City of Jacksonville and surrounding counties, and to support the teaching and research missions of the University.

SHANDS JACKSONVILLE HEALTHCARE, INC.

Revenues

- The decrease in revenues through Q2 FY23 continues due to lower volume of acute inpatient, surgical, birth, and outpatient cases. While observation cases are above projected, they are reimbursed at a lower rate than the above mentioned, negatively impacting net patient revenues.

Expenses

- Notable items for Q2 FY23 expenses include an increase in Employee Compensation and decrease in Supplies, Services and Other Expenses.
- Employee compensation and benefits costs are higher than FY23 budget and Q2 FY22 as costly contract labor utilization remains high and as a result of merit increases, nursing incentives will be entirely phased out by 02/01/2023.
- Supplies, services and other expenses for Q2 FY23 are consistent Q2 FY22, but are lower than budget as a result of lower spending on medical supplies with lower patient volumes than budgeted.

Cash

- Cash has decreased since December 31, 2021 by repaying \$50.4 million of Medicare Advance funding and \$6.2 million of deferred payroll taxes.

Long Term Debt

- Long Term Debt has increased with the issuance of bonds in January 2022.

Quarterly Executive Summaries



About

The Florida Clinical Practice Association (FCPA) bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Medicine.

FLORIDA CLINICAL PRACTICE ASSOCIATION, INC.

The second quarter was a challenging one on both the revenue and expense fronts for the FCPA. Total revenue saw an unfavorable variance of -2.5% against budget; however, revenue grew by 7.5% when compared to YTD Q2 of FY22.

Although Patient Service Revenue increased \$27.9M compared to prior year, it was 2.9% under budget. The two contributing factors for this budget variance were \$4M of expected revenue from the Hospital that is pending and lower patient charges, primarily caused by the clinic closures and patient cancellations due to the hurricanes that hit the area during the current year second quarter.

Transfers to University variance to budget improved during the second quarter as expected but remains unfavorable at 3.8% under budget through Q2. Significant pressure in the labor market, especially for healthcare providers, requires higher pay levels to maintain a stable and reliable workforce. There are no signs that these labor pressures are easing, so FCPA will continue to monitor this variance through the second half of the fiscal year.

The \$12.8M (11.3%) favorable compared to budget variance for Supplies & Services expense is partially offset by the \$5.1M negative depreciation/other expense variance. The Q2 spending of \$100.7M for Supplies and Services is still \$15M (17.5%) higher than FY22. A key driver of this variance is the UF Physicians lower than budgeted labor costs as staff shortages continue to persist in the market. Some of this favorable variance is temporary and will decline as spending catches up with budget during the second half of the year.

Cash and Investments at 12/31/22 decreased \$42.3M compared to 12/31/21, partially due to an \$8.8M debt reduction, return of \$6M of unused Provider Relief Funds (a reduction to accrued liabilities), and a \$3.6M repayment of a Medicaid advance.

Quarterly Executive Summaries

UF JACKSONVILLE PHYSICIANS, INC.

The University of Florida Jacksonville Physicians operating results for Q1 FY23 reflect changes to assets and liabilities as a result of the implementation of GASB 87 with the recording of right of use assets and deferred inflows for revenue leases as well as lease liabilities.

There was a 9.4% increase in revenues year-over-year due to increase in HMO Fee for Service business as well as accrual of Low Income Pool (LIP) revenues that were previously recognized only when received.



About

University of Florida Jacksonville Physicians (UFJP) bills and collects professional fees from the clinical practice of the University of Florida physicians in order to fund and promote the educational, clinical and research missions, and to support the clinical activities, of the Jacksonville campus of the College of Medicine.

GATORCARE HEALTH MANAGEMENT CORPORATION

Gatorcare continued to see an increase in claims expense for both medical and pharmacy compared to prior year, partially due to the COVID-19 cases as well as the admin fees for COVID-19 testing and vaccines.

Although COVID cases have begun to decline from prior year, there was a continued increase in claims when compared to the same period prior year due to the addition of UF Health Central Florida (CFH) employees to the Gatorcare insurance plans. This addition of CFH to Gatorcare also increased the employer contribution for that period.

Gatorcare also experienced a change in the pharmacy rebates related to the 340B drug pricing program claims, which has negatively impacted the rebate credits that we received compared to prior year.

About

GatorCare Health Management Corporation coordinates and facilitates the management of the self-insured health insurance plan of the University and its participating affiliated employers, collecting and paying employer and employee premiums.

Quarterly Executive Summaries

UF INVESTMENT CORPORATION

During the second quarter of FY23, UFICO did not have any notable major events to report. Operations were normal and aligned with the budget as expected.

Management fees are billed on a quarterly basis based on budget for the year. The average assets under management as of the end of the second quarter are approximately \$4.5 billion.

For the second quarter of FY23, the UFICO expense ratio (total expenses divided by average assets under management) was 14.3 basis points.

About

The University of Florida Investment Corporation (UFICO) promotes the educational purposes of the University of Florida by providing investment research, advice, counsel, and management to and for the University Board of Trustees and affiliated organizations of the University.

UF RESEARCH FOUNDATION, INC.

UF Research Foundation had another strong quarter.

Royalties continue to surpass the revenues from the same period when compared to prior year, including a final royalty payment on an agreement of \$2M. Licensing fees were high and included a \$0.5M changing control fee from a licensee after a merger.

Royalty allocations to the University and startup support increased compared to the last year. Other operating expenses were comparable to the previous year.

About

The University of Florida Research Foundation Inc. (UFRFI) promotes, encourages, and assists research activities of the University through income derived from or related to the development and commercialization of intellectual properties, which include inventions, discoveries, processes, and work products.

Quarterly Executive Summaries

Agricultural DSOs

FLORIDA 4-H CLUB FOUNDATION, INC.

Florida 4-H Club Foundation, Inc. experienced a return to operations as 4-H camps and other 4-H programs opened back up after being closed for two summers due to COVID-19. As a result, revenues through registration fees were significantly higher than prior year.

Although Florida 4-H is seeing a come back, it has been slower than was projected for the FY23 budget. Rising costs for food and supplies and fixed costs requirements related to operations resulted in increased expenses despite lower than anticipated registrations. Assets decreased primarily related to a decrease in investments with market volatility.

About

The Florida 4-H Club Foundation, Inc. promotes the educational objectives of the 4-H Youth Development Program, an official part of the Florida Cooperative Extension Service.

FLORIDA FOUNDATION SEED PRODUCERS, INC.

Operating revenues were higher than Q2 FY23 budget largely due to increase in royalty revenue as a result of increase in sales of products covered by licensed patents.

Expenses increased due to higher distributions of royalty receipts to the University and faculty inventors.

About

The Florida Foundation Seed Producers, Inc. supplies Florida farmers and producers with crop seed and nursery stock. This organization stocks foundation seed of the best known varieties acceptable to Florida climate and soils in adequate quantities and at reasonable prices.

Quarterly Executive Summaries

Agricultural DSOs

CITRUS RESEARCH AND DEVELOPMENT FOUNDATION, INC.

Revenues are down as a continuation of two trends outlined in Q1 affecting appropriations to CRDF.

First, the decreased production of citrus has reduced the funding generated through the box tax provided by growers for research.

Second, the Legislature has been requiring funds to go to the Citrus Research and Field Trial (CRAFT) DSO within the Florida Department of Agriculture and Consumer Services (FDACS) reducing funds directly available to CRDF. Expenses for the quarter were also reduced in line with the decreased revenues.

About

The Citrus Research and Development Foundation, Inc. (CRDF) advances disease and production research and product development activities to ensure the survival and competitiveness of Florida's citrus growers through innovation.

UF LEADERSHIP AND EDUCATION FOUNDATION, INC.

The organization originally projected a loss of \$152K for FY22, however, management is pleased to report the organization ended the year with a positive balance. This was because two large conferences realized additional revenue and Wedgworth Leadership Institute for Agriculture and Natural Resources (WLI) provided \$45K that was not originally budgeted.

About

The University of Florida Leadership and Education Foundation, Inc. furthers agriculture and natural resources education and related activities, promotes agriculture and natural resources leadership, and makes contributions to and confers benefits upon the University.

Quarterly Executive Summaries

UF CATTLE ENHANCEMENT BOARD, INC.

During Q2 of FY23, the Cattle Enhancement Board disbursed final payments to vendors and subgrantees under FY22 Florida Department of Agricultural and Consumer Services (FDACS) contract activities. \$330K in State Appropriations was received during the quarter, representing first installment payment from FY23 FDACS contract (previously budgeted \$250K).

About

The University of Florida Cattle Enhancement Board, Inc. promotes research, education, and extension at, or for the benefit of, the Institute of Food and Agricultural Sciences at the University of Florida on issues related to the Florida cattle industry, including, but not limited to, production, disease prevention, forage development, genetic research and technology.

FACULTY ASSOCIATES, INC.

Professional fees were lower through Q2 FY23 as compared to Q2 FY22 YTD by \$1.48M. Clinical revenues were impacted by hurricane closure days during FY23 and by the slowing economy/inflation as patients delay dental care.

Faculty Associates, Inc. received \$2.57M in federal Provider Relief Funds in August, 2022 from a Phase 3 CARES reconsideration application, which was the main driver to the higher total revenues through Q2 FY23 as compared to budget and prior year.

Overall, total expenses were higher than the previous year's YTD due to higher transfers and the IGT. The majority of practice plan expenses are recognized through transfers to the University for salaries, equipment and supplies. Net income through Q2 FY23 is positive, although slightly lower than through Q2 FY22 due to the decreases in professional fees and increases in transfers to UF.

The cash position compared to last year has increased; the college has preserved these funds to support its share of funding for a new addition and renovations to the existing building. Although accounts receivable (A/R) is up slightly compared to last year, much of the A/R is less than 30 days old.

About

Faculty Associates, Inc. bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Dentistry.

Quarterly Executive Summaries

Other DSO and Affiliates

UF COLLEGE OF PHARMACY FACULTY PRACTICE ASSOCIATION, INC.

The College of Pharmacy Faculty Practice Association is expecting a decrease of approx. 55-60% of revenue and consequently expenditures (transfers to UF). This is primarily due to the loss of one of the customers serviced by the Center of Quality Medication (CQM), including an approx. 35% cut in contractual rates to the remaining customer of CQM. This resulted in the necessary cut of staffing to accommodate the business decline to operate in a lean capacity while trying to develop on business prospects.

We have also lost the ability to service one of our resident filled pharmacy sites post Q1, which accounts for 2% of total budgeted revenue.

About

The UF College of Pharmacy Faculty Practice Association, Inc. performs billing and collection of fees to support the educational, research, and service programs of the University of Florida College of Pharmacy.

FLORIDA VETERINARY MEDICINE FACULTY ASSOCIATION, INC.

Q2 was more favorable than Q1, slightly over budget and prior year, as Association recovered from closed due to Hurricane Ian. UF PETS clinic experienced same as normal patient cases.

The new World Equestrian Center opened on May 26, 2022, and it is expected to bring additional revenues, particularly during horse show season in Q3. The new center continues to see more patients, indicating a promising Q3 with equine patients doubling in January 2023.

About

The Florida Veterinary Medicine Faculty Association, Inc. bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Veterinary Medicine.

Quarterly Executive Summaries

Other DSO and Affiliates

FLORIDA HEALTH PROFESSIONS ASSOCIATION, INC.

Florida Health Professionals Association (FHPA) is continuing to face challenges related to Florida's Medicaid Provider eligibility, resulting in a reduction in receivables. FHPA continues to actively renegotiate to reverse this decision. Also contributing to the decrease in receivables was the closing of the clinic for three days due to Hurricane Ian.

In FY22, FHPA discovered ineligible claims to Medicare and Tricare during FY15-FY21 totaling \$511K. The ineligible claims were refunded to the providers resulting in a significant one time increase in expenses.

During Q2 of FY23, FHPA transferred additional \$554M above budget to the University in support of new college initiatives.

About

The Florida Health Professions Association, Inc. performs billing and collection of clinical professional fees to support the educational, research, and service programs of the University of Florida College of Public Health and Health Professions.

UF COLLEGE OF NURSING FACULTY PRACTICE ASSOCIATION, INC.

Professional fees revenues are on budget. Expenses decreased due to timing of transfers being made to the University.

Overall results are flat relative to budget.

About

University of Florida College of Nursing Faculty Practice Association, Inc. performs billing and collection of professional fees to support the educational, research, and service programs of the University of Florida College of Nursing.

Quarterly Executive Summaries

Other DSO and Affiliates

FACULTY CLINIC, INC.

Faculty Clinic revenue is generated from lease payments for clinical and office space from UF Jacksonville Physicians and Shands Jacksonville, and also consists of operating and maintenance (O&M) funding granted by the State Legislature for the space occupied by University of Florida functions. Because of the nature of the business, operating revenue and expenses do not fluctuate significantly from quarter to quarter.

Year-to-date rental revenue has remained stable as a result of operations returning to normal post-COVID. Faculty Clinic implemented GASB 87, recording a lease receivable in the amount of \$9.1M and a Deferred Inflow of Revenues of \$8.9M. This is significantly different from prior year performance since the standard is newly implemented. Furthermore, repairs and maintenance, which includes utilities, increased by 17% year-over-year due to rising costs, including additional costs for chiller and elevator maintenance.

About

Faculty Clinic, Inc. operates primarily as a facility management company that leases space to Shands Jacksonville and University of Florida Jacksonville Physicians, Inc.

GATOR BOOSTERS, INC.

During the first and second quarters of FY23, football and men's basketball contributions were normal relative to the full capacity seating. Major giving contributions consist of donors paying as scheduled or pre-paying their scheduled gift agreements. Other Revenues include contributions made from donors to support program expenses for various sports, which were not budgeted for during the current fiscal year.

About

Gator Boosters, Inc. solicits funds for the benefit of the University athletic programs.

The contributions received have been transferred to the University Athletic Association to support the athletic programs and provide scholarships to student athletes.

Quarterly Executive Summaries

Other DSO and Affiliates

UF DEVELOPMENT CORPORATION

The new roof that started construction in FY22 has been completed. In addition, the implementation of GASB 87 had a significant impact on the FY22 audited statements, with an \$8 million receivable being booked for all future rents with the offset being a deferred inflow.

Services and supplies were higher in Q1 of FY23 as compared to Q1 of FY22 primarily due to the property manager's annual salary being paid (reimbursed to the University), partially offset by lower legal and accounting fees. Other expenses increased due to higher electricity and gas expense as more individuals returned to the office. Revenue increased due to higher base rents and parking fees due to more individuals returning to the office as the impact from COVID-19 subsides.

Finally, the \$5 million note with Shand's Hospital was forgiven in September of 2022 in exchange for the long-term use of an asset.

About

The University of Florida Development Corporation, Inc. develops and maintains Innovations Square where the University-owned Florida Innovation Hub is located.

UF HISTORIC ST. AUGUSTINE, INC.

Rents from property and parking increased compared to the same period last year as several new leases began at the start of July at higher rates. The documentary film performed very well with an increase to \$48K in revenue. The Colonial Quarter did well and benefited from strong economic activity fiscal year-to-date with revenue of \$115K compared to \$92K as the impacts from COVID-19 have subsided. Other revenue was significantly higher as \$200K was received from FEMA.

Operating expenses increased primarily due to larger expenditures for administrative salaries/overhead and the Governor's House Exhibits, as well as events, programs and research.

About

The University of Florida Historic St. Augustine, Inc. ensures the long-term preservation and interpretation of State-owned historic properties in St. Augustine.

Quarterly Executive Summaries

Other DSO and Affiliates

UF SELF-INSURANCE PROGRAM & HEALTHCARE EDUCATION INSURANCE COMPANY

Investment income continued to show a large variance during Q2 FY23 driven by the rise in interest rates and unfavorable market conditions.

A 5-year average was used to estimate FY22/23 loss adjustment expenses. It is difficult to compare the loss expenses and loss adjustment expenses to previous quarters, because of the nature of how claims are presented and paid. Claims that are brought to court incur additional legal expenses and the unit anticipates these to increase later in the current fiscal year due to upcoming trials unless they are rescheduled.

About

The University of Florida Self-Insurance Program (the Program) was created by the Florida Board of Regents, succeeded by the Florida Board of Governors, pursuant to Section 1004.24, Florida Statutes.

The Program provides comprehensive general liability and professional liability (malpractice) coverage for the University of Florida and affiliated teaching hospitals that are providing education in healthcare or veterinary services.

Healthcare Education Insurance Company (HEIC) was created on September 1, 1994, as a self-insurance mechanism created pursuant to Section 1004.24, Florida Statutes. HEIC writes coverage for the participants of the Self-Insurance Program (the Program) for loss exposure above the Program's retention. HEIC obtains excess loss reinsurance coverage from commercial insurance carriers for certain layers of exposure.

Appendices: Quarterly Financial Reports

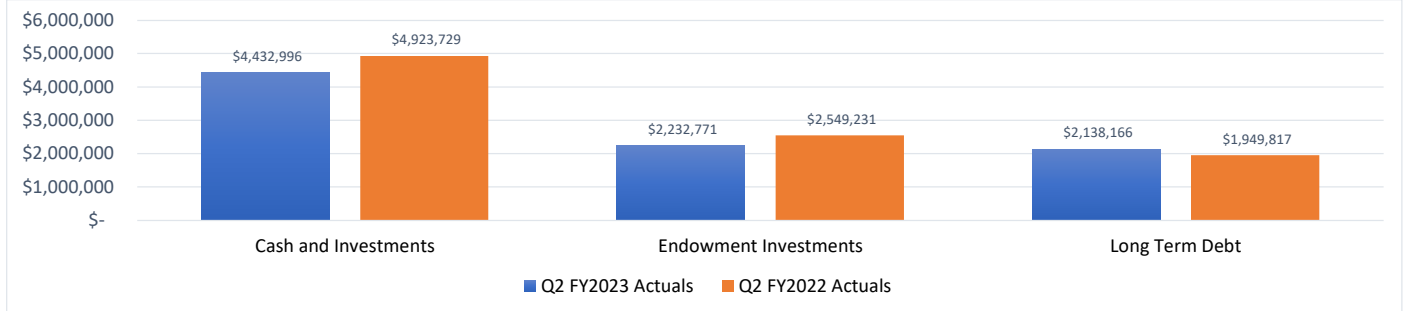
UF Enterprise

- University of Florida
- The University Athletic Association, Inc.
- UF Foundation, Inc.
- Shands Teaching Hospital and Clinics, Inc.
- Shands Jacksonville Healthcare, Inc.
- Florida Clinical Practice Association, Inc.
- UF Jacksonville Physicians, Inc.
- GatorCare Health Management Corporation
- UF Investment Corporation
- UF Research Foundation, Inc.

- Agricultural DSOs
 - Florida 4-H Club Foundation, Inc.
 - Florida Foundation Seed Producers, Inc.
 - Citrus Research and Development Foundation, Inc.
 - UF Leadership and Education Foundation, Inc.
 - UF Cattle Enhancement Board, Inc.
- Other DSO and Affiliates
 - Faculty Associates, Inc.
 - UF College of Pharmacy Faculty Practice Association, Inc.
 - Florida Veterinary Medicine Faculty Association, Inc.
 - Florida Health Professions Association, Inc.
 - UF College of Nursing Faculty Practice Association, Inc.
 - Faculty Clinic, Inc.
 - Gator Boosters, Inc.
 - UF Development Corporation
 - UF Historic St. Augustine, Inc.
 - UF Self-Insurance Program and Healthcare Education Insurance Company

University of Florida Enterprise
Quarterly Financial Report
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



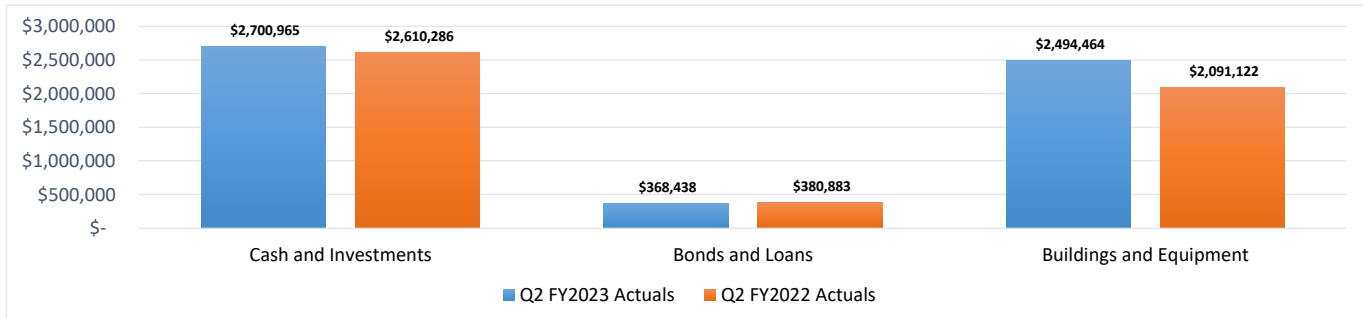
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Tuition and Fees	\$ 225,176	\$ 210,853	\$ 14,323	\$ 213,544	\$ 11,632
State Appropriations	408,475	448,597	(40,122)	420,342	(11,867)
Contracts and Grants	395,211	252,967	142,244	356,494	38,717
Federal and State Financial Aid	175,052	170,360	4,692	125,396	49,656
Patient Service Revenue	2,298,474	2,316,933	(18,459)	2,325,225	(26,751)
Sales of Goods & Services	219,972	210,255	9,717	207,743	12,229
Contributions	266,635	140,559	126,076	202,627	64,008
Investment Income	(22,162)	81,908	(104,070)	279,346	(301,508)
Other Revenues	114,097	96,907	17,190	245,006	(130,910)
Total Revenues	\$ 4,080,930	\$ 3,929,339	\$ 151,591	\$ 4,375,724	\$ (294,794)
Expenses					
Employee Compensation and Benefits	\$ 2,228,854	\$ 2,188,773	\$ 40,081	\$ 2,038,711	\$ 190,143
Services & Supplies	1,284,028	1,353,041	(69,013)	1,178,398	105,630
Other Expenses	448,833	449,370	(537)	445,661	3,173
Total Expenses	\$ 3,961,716	\$ 3,991,184	\$ (29,469)	\$ 3,662,770	\$ 298,946
Net Income	\$ 119,214	\$ (61,845)	\$ 181,059	\$ 712,954	\$ (593,740)

University of Florida

Quarterly Financial Report

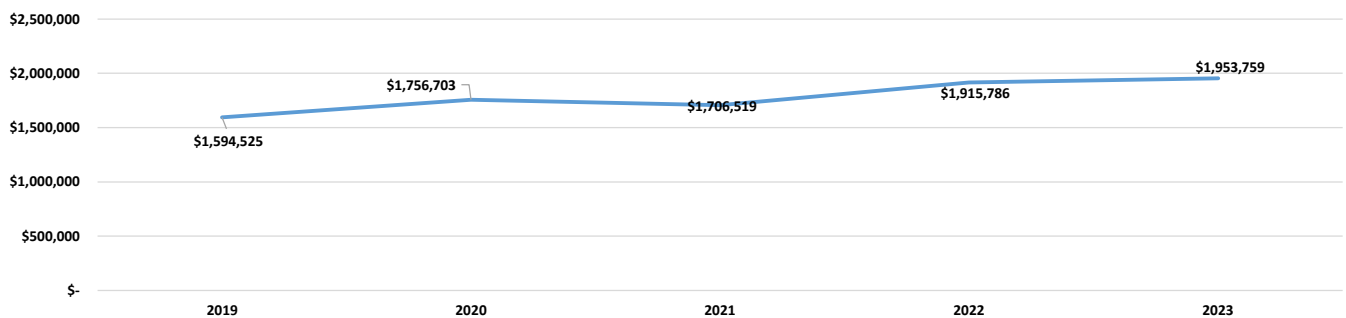
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Tuition and Fees	\$ 225,176	\$ 210,853	\$ 14,323	\$ 213,544	\$ 11,632
State Appropriations	406,998	445,749	(38,751)	417,827	(10,829)
Contracts and Grants	393,751	250,002	143,749	354,028	39,723
Federal and State Financial Aid	175,052	170,360	4,692	125,396	49,656
Investment Income	(22,589)	3,092	(25,681)	41,970	(64,559)
Sales of Goods & Services	105,306	105,738	(432)	94,543	10,763
Other Revenue	35,441	8,506	26,935	103,697	(68,256)
Transfers From Component Units	634,624	510,654	123,970	564,781	69,843
Total Revenues	\$ 1,953,759	\$ 1,704,954	\$ 248,805	\$ 1,915,786	\$ 37,973
Expenses					
Employee Compensation	\$ 1,286,655	\$ 1,284,894	\$ 1,761	\$ 1,185,707	\$ 100,948
Other Operating Expenses					
Services and Supplies	331,890	-	-	268,528	63,362
Utilities	35,333	-	-	31,834	3,499
Scholarships and Fellowships	98,629	-	-	113,819	(15,190)
Total Other Operating Expenses	465,852	416,832	49,020	414,181	51,671
Depreciation	90,102	-	90,102	85,768	4,334
Other Non Operating Expenses	25,848	-	25,848	10,582	15,266
Total Expenses	\$ 1,868,457	\$ 1,701,726	\$ 166,731	\$ 1,696,238	\$ 172,219
Net Income	\$ 85,302	\$ 3,228	\$ 82,074	\$ 219,548	\$ (134,246)

Total Revenue - Five Year Trend

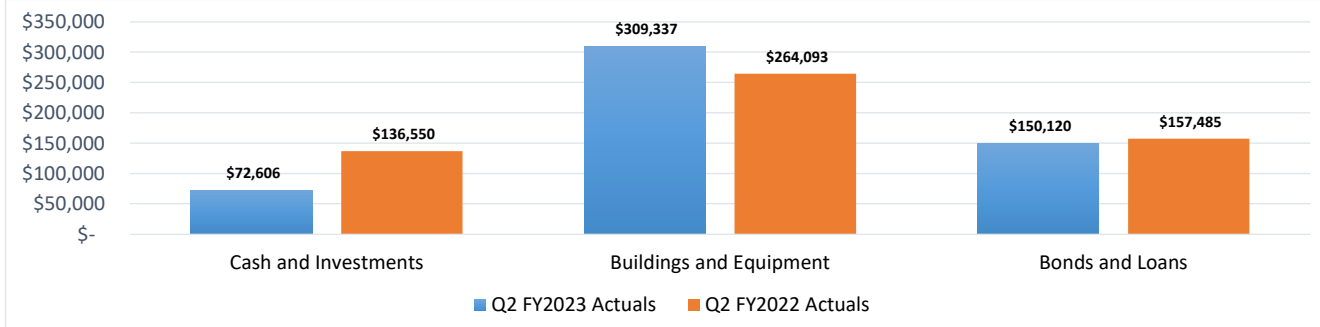


University Athletic Association, Inc.

Quarterly Financial Report

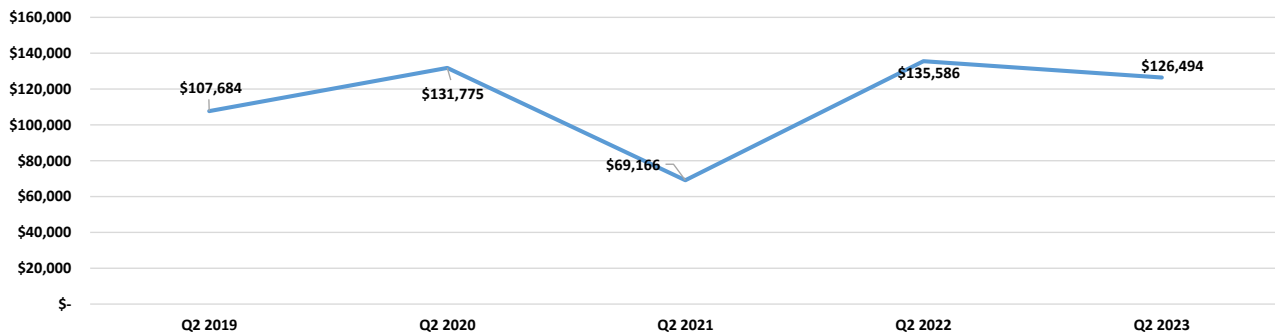
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Ticket Sales	\$ 31,643	\$ 29,320	\$ 2,323	\$ 32,055	\$ (412)
SEC and NCAA Distributions	27,187	27,063	124	29,618	(2,431)
Contributions	36,872	35,423	1,449	37,641	(769)
Investment Income	2,372	83	2,289	2,281	91
Royalties and Sponsorships	12,587	10,446	2,141	10,578	2,009
Transfers from Gator Boosters	5,891	194	5,697	15,959	(10,068)
Other Revenues	9,942	5,968	3,974	7,455	2,487
Total Revenues	\$ 126,494	\$ 108,497	\$ 17,997	\$ 135,587	\$ (9,093)
Expenses					
Employee Compensation and Benefits	\$ 37,940	\$ 36,643	\$ 1,297	\$ 50,055	\$ (12,115)
Football and Direct Sports Team Expenses	19,836	16,295	3,541	17,054	2,782
Scholarships	6,224	9,056	(2,832)	6,477	(253)
Other Expenses	22,252	16,579	5,673	21,556	696
Total Expenses	\$ 86,252	\$ 78,573	\$ 7,679	\$ 95,142	\$ (8,890)
Net Income	\$ 40,242	\$ 29,924	\$ 10,318	\$ 40,445	\$ (203)

Total Revenue - Five Year Trend

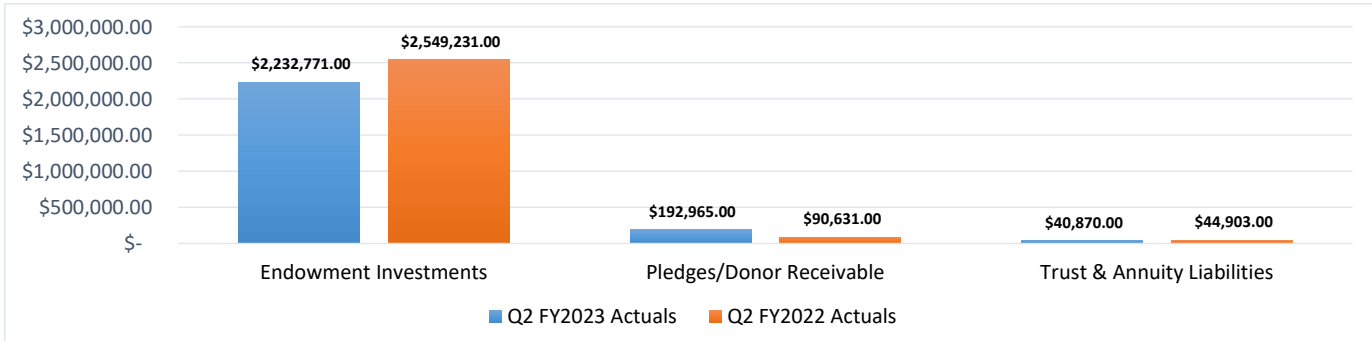


UF Foundation, Inc.

Quarterly Financial Report

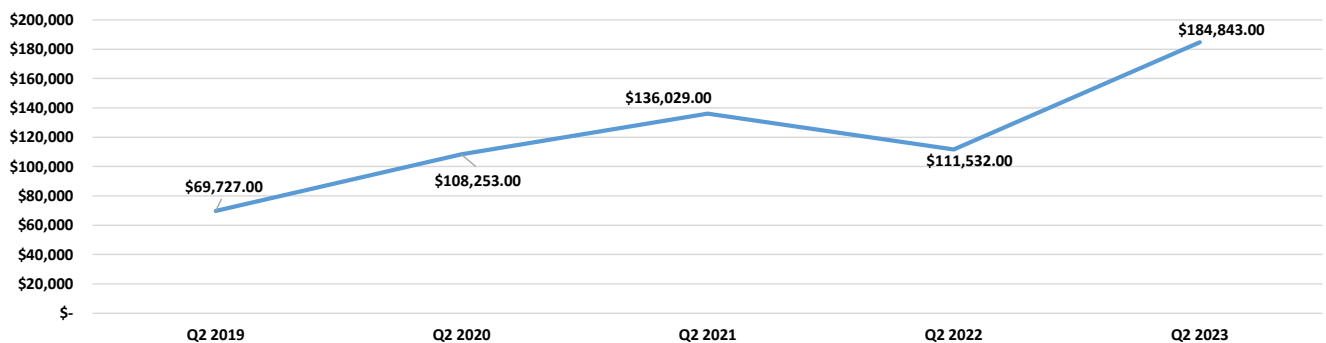
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



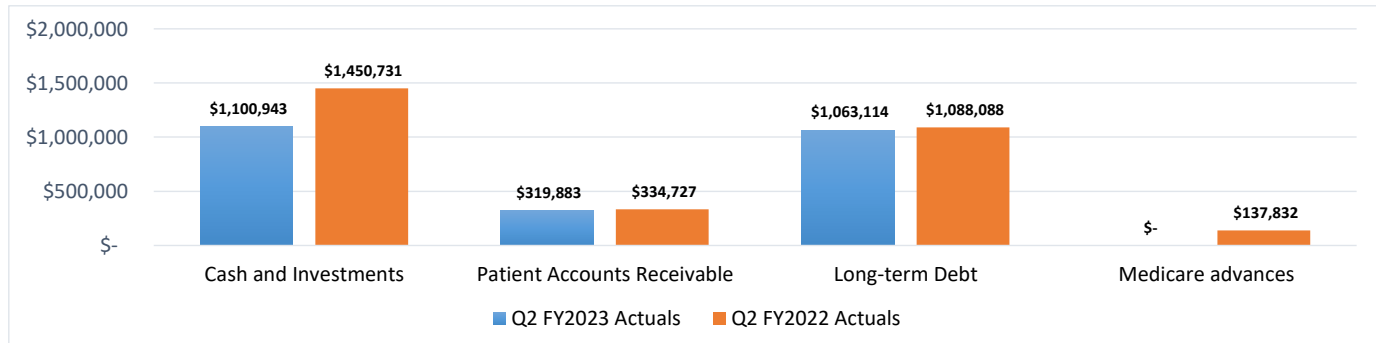
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Contributions	\$ 184,843	\$ 58,590	\$ 126,253	\$ 111,532	\$ 73,311
Investment Income	(24,153)	54,191	(78,344)	197,133	(221,286)
Other Revenues	7,859	4,647	3,212	18,388	(10,529)
Total Revenues	\$ 168,549	\$ 117,428	\$ 51,121	\$ 327,053	\$ (158,504)
Expenses					
Transfers to the University/Component Units	\$ 98,733	\$ 65,935	\$ 32,798	\$ 80,225	\$ 18,508
Employee Compensation and Benefits	11,307	12,603	(1,296)	10,331	976
Other Operating Expenses	9,292	7,735	1,557	6,146	3,146
Total Expenses	\$ 119,332	\$ 86,273	\$ 33,059	\$ 96,702	\$ 22,630
Net Income	\$ 49,217	\$ 31,155	\$ 18,062	\$ 230,351	\$ (181,134)

Total Revenue - Five Year Trend



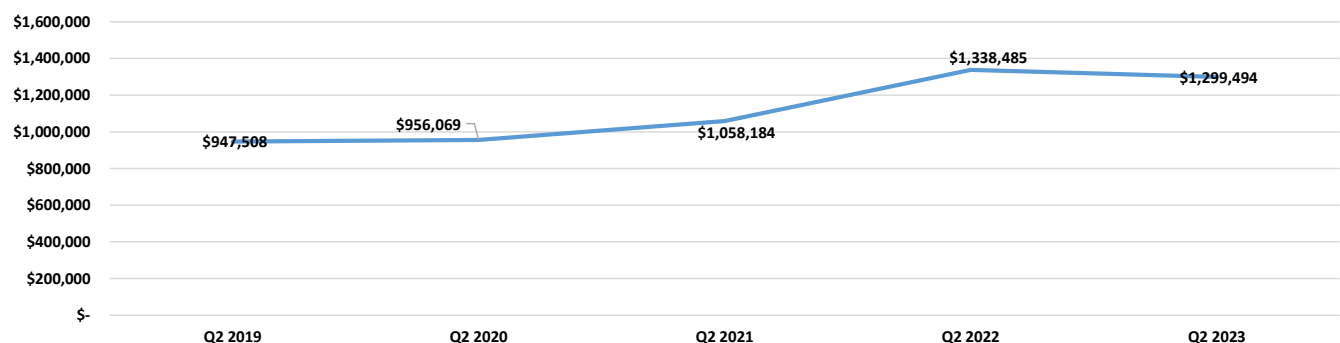
Shands Teaching Hospital & Clinics, Inc.
Quarterly Financial Report
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



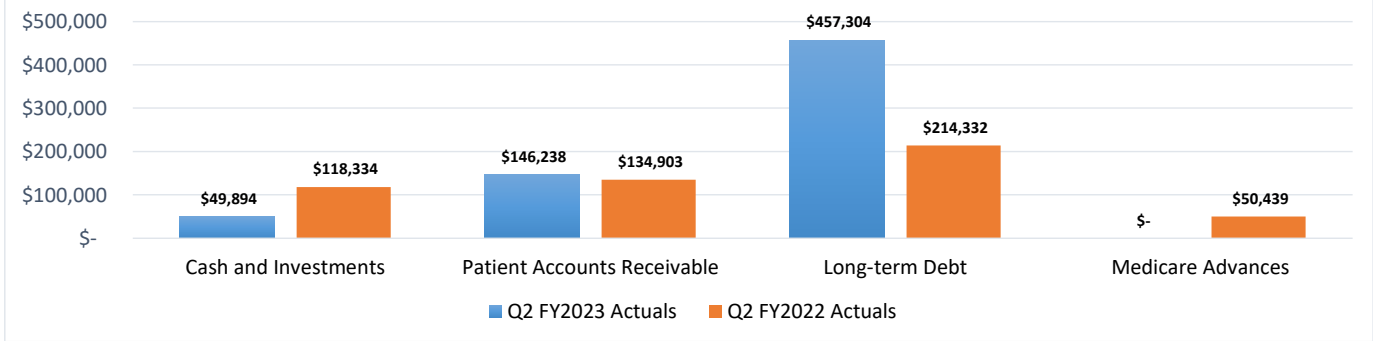
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Patient Service Revenue	\$ 1,299,494	\$ 1,277,217	\$ 22,277	\$ 1,338,485	\$ (38,991)
Other Operating Revenue	29,387	29,911	(524)	26,568	2,819
Nonoperating Revenue, Net	(24,742)	(2,905)	(21,837)	32,645	(57,387)
Total Revenues	\$ 1,304,139	\$ 1,304,223	\$ (84)	\$ 1,397,698	\$ (93,560)
Expenses					
Employee Compensation and Benefits	\$ 604,460	\$ 565,355	\$ 39,105	\$ 513,852	\$ 90,608
Supplies and Services	591,688	585,827	5,861	572,414	19,274
Other Expenses	128,500	132,120	(3,620)	134,711	(6,211)
Total Expenses	\$ 1,324,648	\$ 1,283,302	\$ 41,346	\$ 1,220,977	\$ 103,671
Net Income	\$ (20,509)	\$ 20,921	\$ (41,430)	\$ 176,721	\$ (197,231)

Patient Service Revenue - Five Year Trend



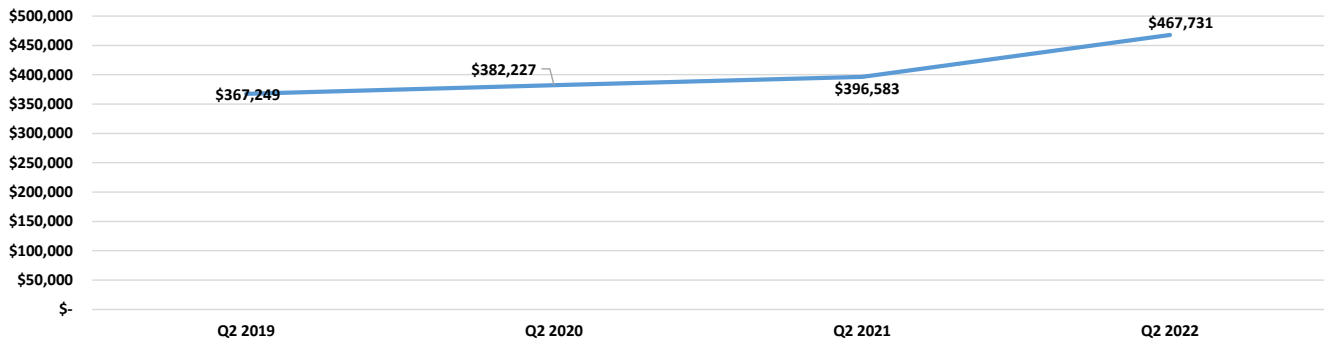
Shands Jacksonville Healthcare, Inc.
Quarterly Financial Report
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



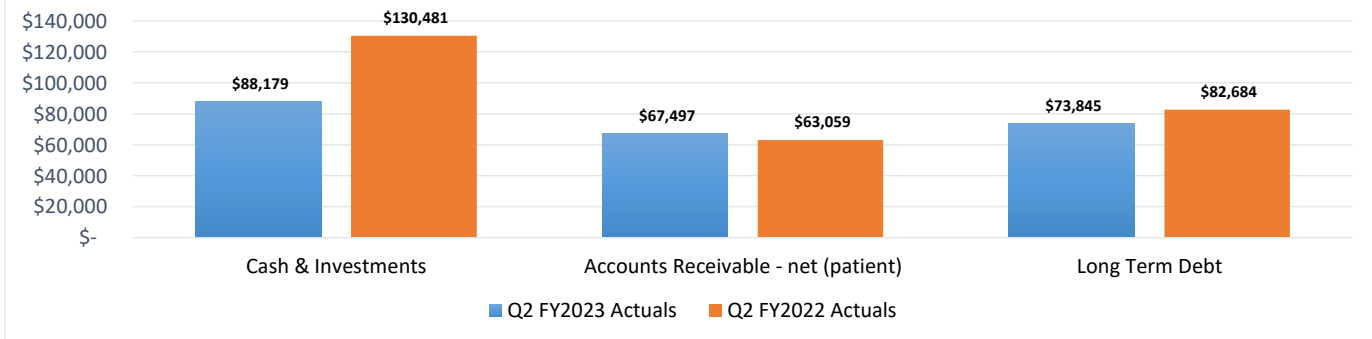
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Patient Service Revenue	\$ 441,353	\$ 466,812	\$ (25,459)	\$ 467,731	\$ (26,378)
Investment and Other Income	21,456	18,361	3,095	30,097	(8,641)
Total Revenues	\$ 462,809	\$ 485,173	\$ (22,364)	\$ 497,828	\$ (35,019)
Expenses					
Employee Compensation and Benefits	\$ 223,364	\$ 219,541	\$ 3,823	\$ 212,856	\$ 10,508
Supplies, Services and Other Expenses	212,918	224,642	(11,724)	212,257	661
Total Expenses	\$ 436,282	\$ 444,183	\$ (7,901)	\$ 425,113	\$ 11,169
Net Income	\$ 26,527	\$ 40,990	\$ (14,463)	\$ 72,715	\$ (46,188)

Patient Service Revenue - Five Year Trend



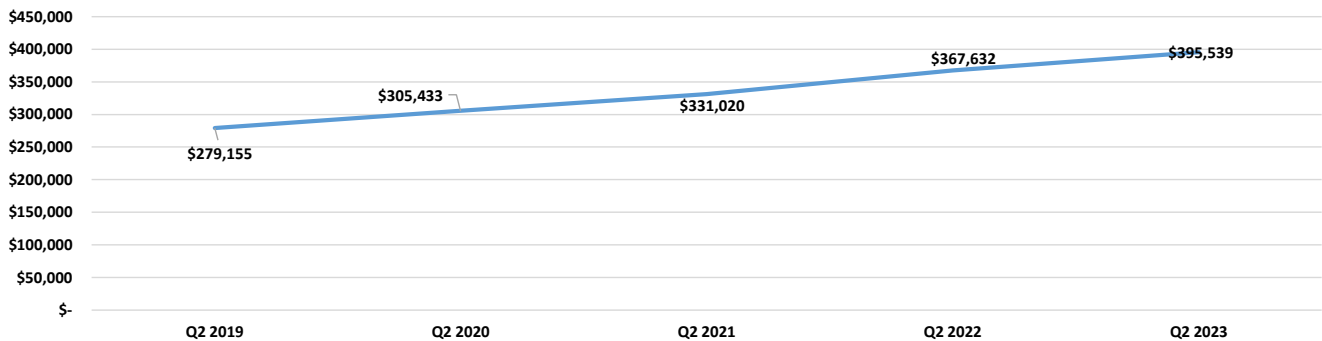
Florida Clinical Practice Association, Inc.
Quarterly Financial Report
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Patient Service Revenue	\$ 395,539	\$ 407,520	\$ (11,981)	\$ 367,632	\$ 27,907
Hospital support	28,622	32,750	(4,128)	27,000	1,622
Investment Income	1,225	-	1,225	1,312	(87)
Other Revenue	4,041	-	4,041	3,444	597
Total Revenues	\$ 429,427	\$ 440,270	\$ (10,843)	\$ 399,388	\$ 30,039
Expenses					
Transfers to University	\$ 353,833	\$ 340,960	\$ 12,873	\$ 312,857	\$ 40,976
Supplies and Services	100,701	113,509	(12,808)	85,728	14,973
Depreciation	6,390	2,248	4,142	6,338	52
Other Expenses	1,960	900	1,060	1,883	77
Total Expenses	\$ 462,884	\$ 457,617	\$ 5,267	\$ 406,806	\$ 56,078
Net Income	\$ (33,457)	\$ (17,347)	\$ (16,110)	\$ (7,418)	\$ (26,039)

Patient Service Revenue - Five Year Trend

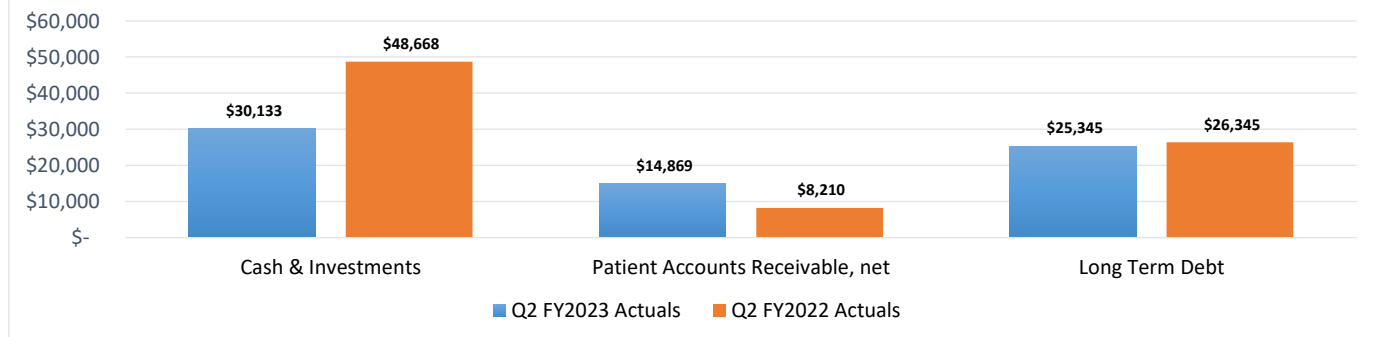


University of Florida Jacksonville Physicians, Inc.

Quarterly Financial Report

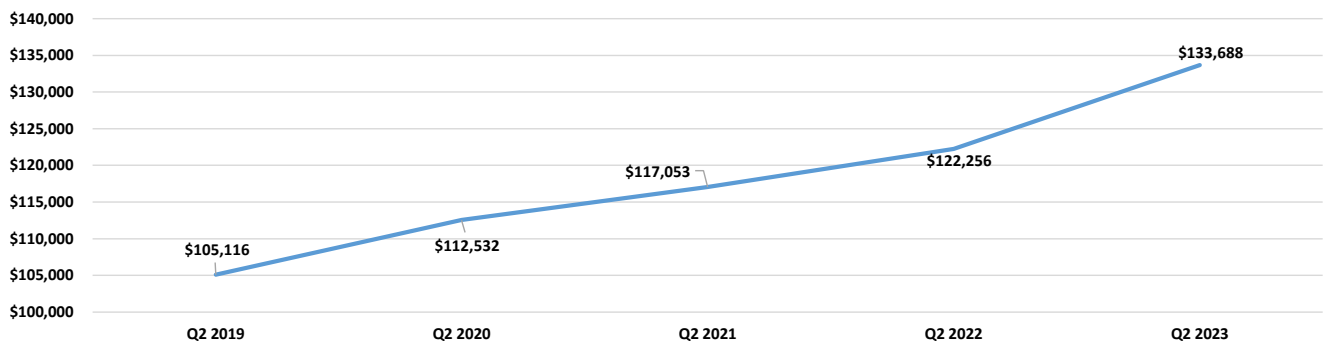
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Patient Service Revenue	\$ 133,688	\$ 136,522	\$ (2,834)	\$ 122,256	\$ 11,432
Investment Income	191	129	62	171	20
Other Revenue	40,747	42,220	(1,473)	46,217	(5,470)
Total Revenues	\$ 174,626	\$ 178,871	\$ (4,245)	\$ 168,644	\$ 5,982
Expenses					
Employee Compensation and Benefits	\$ 60,819	\$ 65,291	\$ (4,472)	\$ 61,886	\$ (1,067)
Supplies and Services	11,080	11,846	(766)	7,338	3,742
Depreciation	2,601	2,756	(155)	3,072	(471)
Other Expenses	15,576	18,104	(2,528)	16,764	(1,188)
Transfers to UF	85,480	83,880	1,600	81,883	3,597
Total Expenses	\$ 175,556	\$ 181,877	\$ (6,321)	\$ 170,943	\$ 4,613
Net Income	\$ (930)	\$ (3,006)	\$ 2,076	\$ (2,299)	\$ 1,369

Patient Service Revenue - Five Year Trend

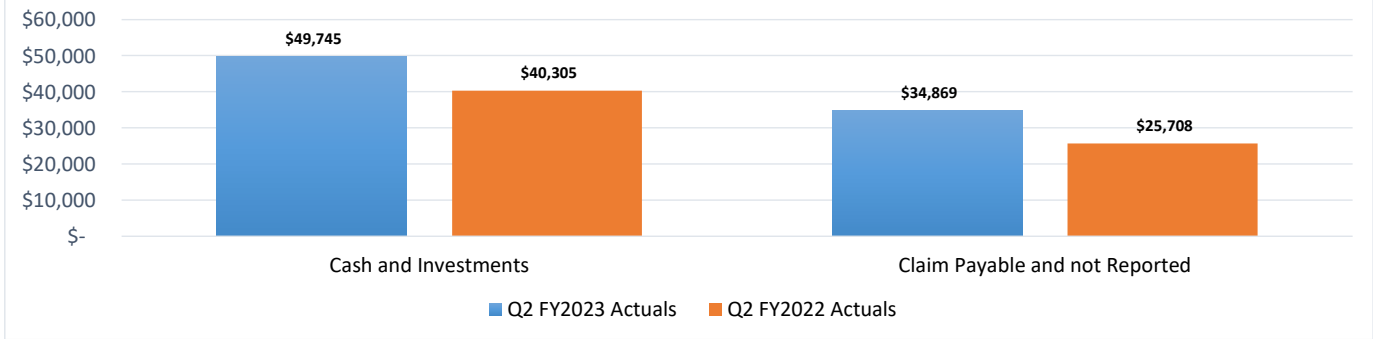


GatorCare Health Management Corporation

Quarterly Financial Report

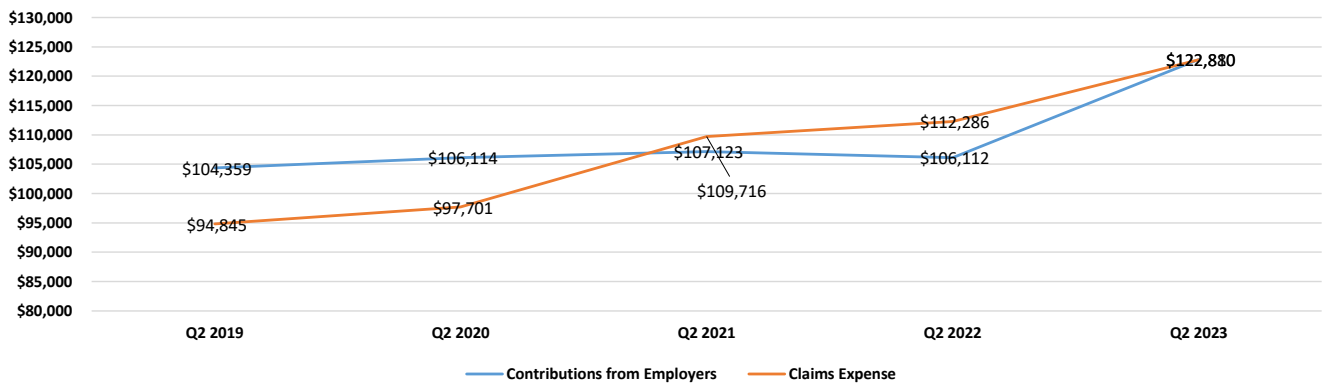
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Contributions from Participating Employers	\$ 122,880	\$ 122,664	\$ 216	\$ 106,112	\$ 16,768
Investment Income	202	150	52	166	36
Total Revenues	\$ 123,082	\$ 122,814	\$ 268	\$ 106,278	\$ 16,804
Expenses					
Health and Pharmacy Claim Expenses	\$ 122,810	\$ 122,202	\$ 608	\$ 112,286	\$ 10,524
Administrative Expenses	900	869	31	816	84
Total Expenses	\$ 123,710	\$ 123,071	\$ 639	\$ 113,102	\$ 10,608
Net Income	\$ (628)	\$ (257)	\$ (371)	\$ (6,824)	\$ 6,196

Revenue and Expense - Five Year Trend

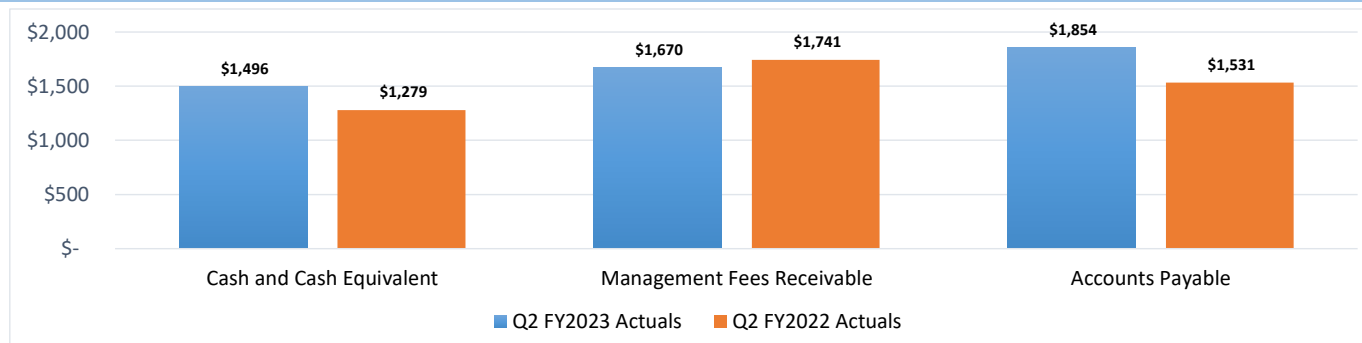


University of Florida Investment Corporation

Quarterly Financial Report

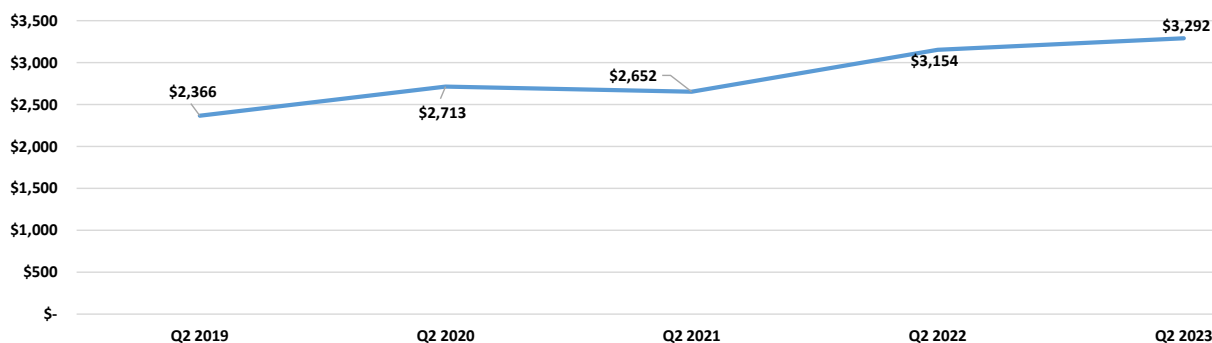
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Management Fees	\$ 3,292	\$ 3,267	\$ 25	\$ 3,154	\$ 138
Total Revenues	<u>\$ 3,292</u>	<u>\$ 3,267</u>	<u>\$ 25</u>	<u>\$ 3,154</u>	<u>\$ 138</u>
Expenses					
Employee Compensation and Benefits	\$ 2,880	\$ 2,884	\$ (4)	\$ 2,697	\$ 183
General Administration	351	392	(41)	239	112
Total Expenses	<u>\$ 3,231</u>	<u>\$ 3,276</u>	<u>\$ (45)</u>	<u>\$ 2,936</u>	<u>\$ 295</u>
Net Income	<u>\$ 61</u>	<u>\$ (9)</u>	<u>\$ 70</u>	<u>\$ 218</u>	<u>\$ (157)</u>

Five Year Revenue Trend

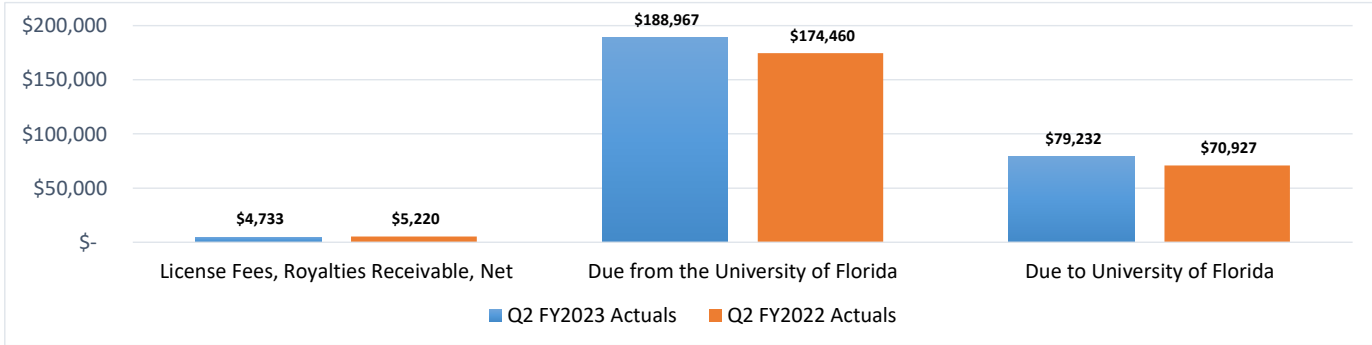


University of Florida Research Foundation, Inc.

Quarterly Financial Report

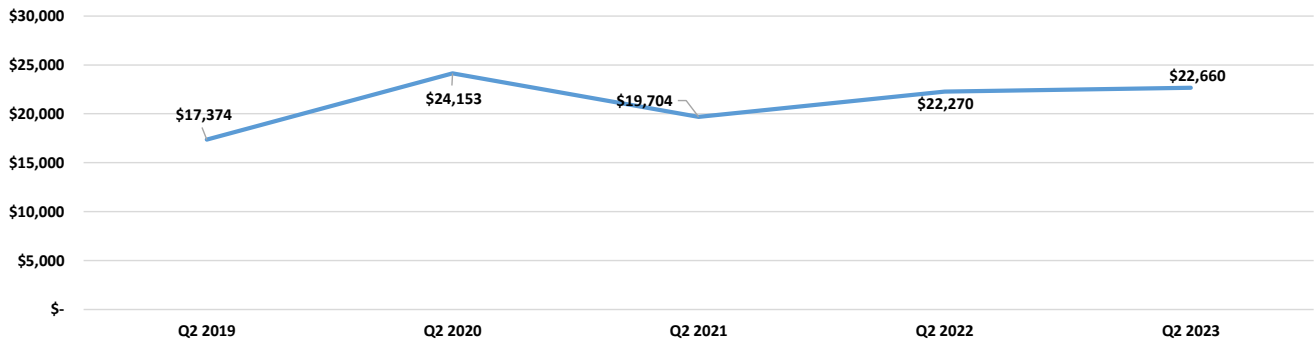
For the three months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



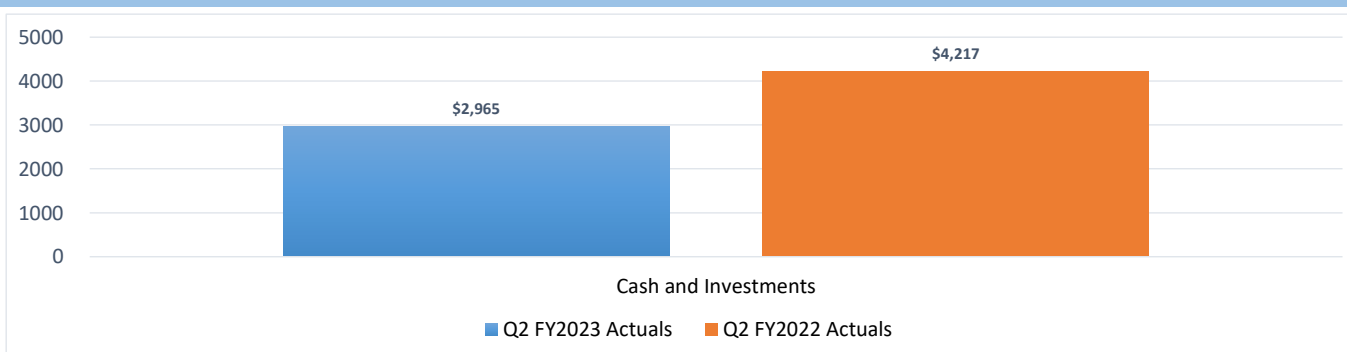
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Royalties and License Fees	\$ 22,660	\$ 17,985	\$ 4,675	\$ 22,270	\$ 390
Other Revenues	4,000	4,475	(475)	2,527	1,473
Total Revenues	\$ 26,660	\$ 22,460	\$ 4,200	\$ 24,797	\$ 1,863
Expenses					
Transfers to UF	\$ 19,882	\$ 18,809	\$ 1,073	\$ 18,046	\$ 1,836
Other Operating Expenses	6,172	6,858	(686)	6,104	68
Total Expenses	\$ 26,054	\$ 25,667	\$ 387	\$ 24,150	\$ 1,904
Net Income	\$ 606	\$ (3,207)	\$ 3,813	\$ 647	\$ (41)

Royalties & Fees Revenue - Five Year Trend



Florida 4-H Club Foundation, Inc.
Quarterly Financial Report
For the nine months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



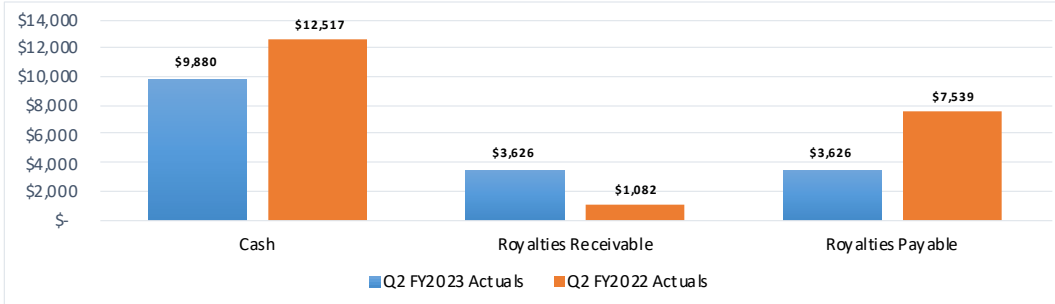
Revenues and Expenses	Q3 FY23	Q3 FY23 Budget	Actuals to Budget Variance	Q3 FY22	FY23 to FY22 Variance
Revenues					
Contributions	\$ 143	\$ 139	\$ 4	\$ 87	\$ 56
Investment Income	83	52	32	133	(50)
Registration Fees	531	826	(295)	174	358
Other Revenue	17	11	6	14	3
Transfers From Component Units	192	178	14	170	23
Total Revenues	\$ 967	\$ 1,207	\$ (240)	\$ 578	\$ 389
Expenses					
Program Expenses	\$ 726	\$ 598	\$ 128	\$ 321	\$ 404
Management and General	36	31	4	34	2
Transfers to the University	713	631	81	260	452
Total Expenses	\$ 1,474	\$ 1,261	\$ 214	\$ 616	\$ 858
Net Income	\$ (507)	\$ (54)	\$ (453)	\$ (38)	\$ (469)

Florida Foundation Seed Producers, Inc.

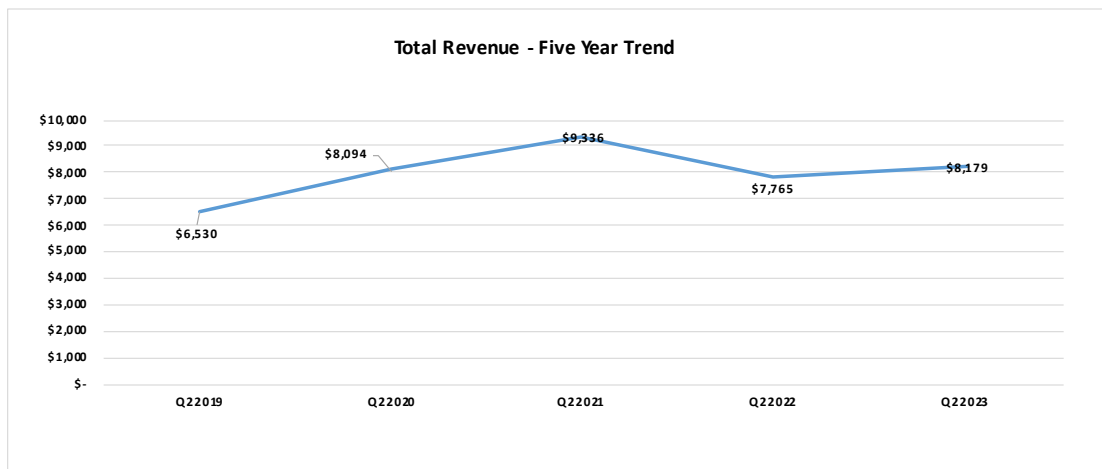
Quarterly Financial Report

For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Sales of Seed	\$ 104	\$ 59	\$ 44	\$ 29	\$ 74
Royalties	7,956	7,000	956	7,543	413
Other Revenues	119	55	64	193	(74)
Total Revenues	\$ 8,179	\$ 7,114	\$ 1,065	\$ 7,765	\$ 414
Expenses					
Employee Compensation and Benefits	\$ 282	\$ 312	\$ (30)	\$ 278	\$ 5
Cost of Goods Sold and Payment of Pers	3,482	2,635	847	3,131	350
Transfers to UF	7,380	5,378	2,002	7,123	257
Other Expenses	96	111	(16)	75	20
Total Expenses	\$ 11,240	\$ 8,436	\$ 2,804	\$ 10,607	\$ 632
Net Income	\$ (3,061)	\$ (1,322)	\$ (1,739)	\$ (2,842)	\$ (218)

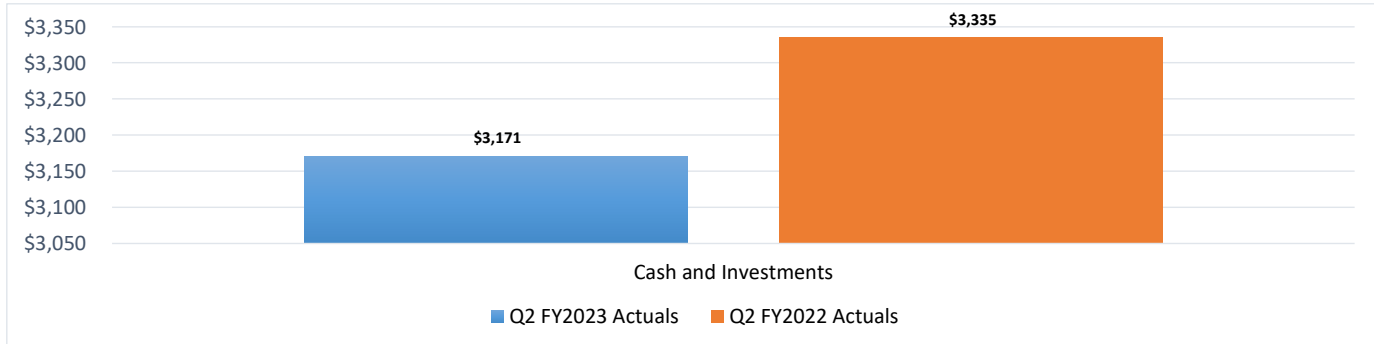


Citrus Research and Development Foundation, Inc.

Quarterly Financial Report

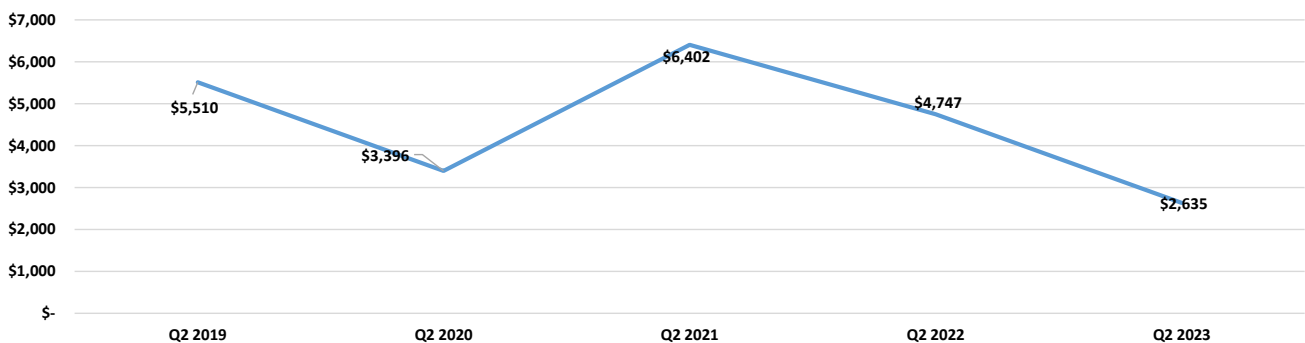
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
State Appropriations	\$ 1,147	\$ 2,598	\$ (1,451)	\$ 2,265	\$ (1,118)
Research Contracts (NIFA)	\$ 1,460	\$ 2,965	\$ (1,505)	\$ 2,466	\$ (1,006)
Other Revenues	28	6	22	15	13
Total Revenues	\$ 2,635	\$ 5,569	\$ (2,934)	\$ 4,746	\$ (2,111)
Expenses					
Research Projects Contracts	\$ 2,355	\$ 4,217	\$ (1,862)	\$ 5,252	\$ (2,897)
Employee Compensation and Benefits	213	213	-	240	(27)
Other Expenses	103	185	(82)	150	(47)
Total Expenses	\$ 2,671	\$ 4,615	\$ (1,944)	\$ 5,642	\$ (2,971)
Net Income	\$ (36)	\$ 954	\$ (990)	\$ (896)	\$ 860

Five-Year Revenue Trend

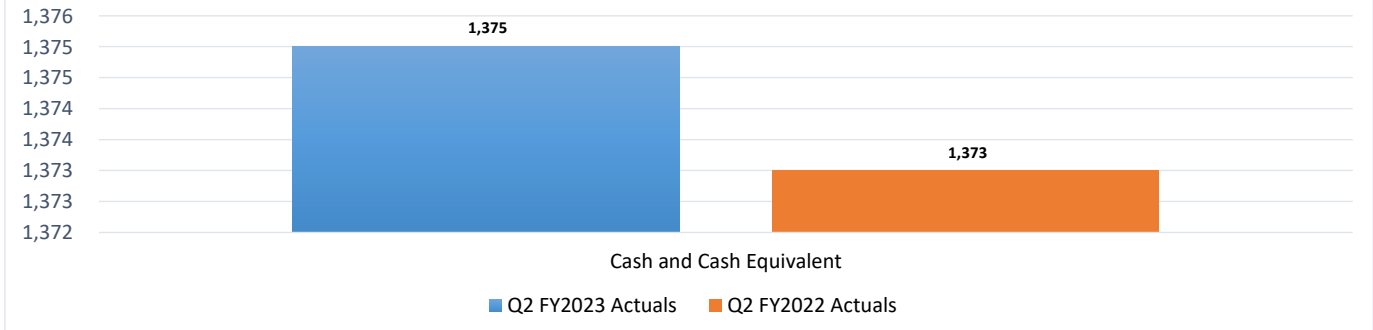


University of Florida Leadership and Education Foundation, Inc.

Quarterly Financial Report

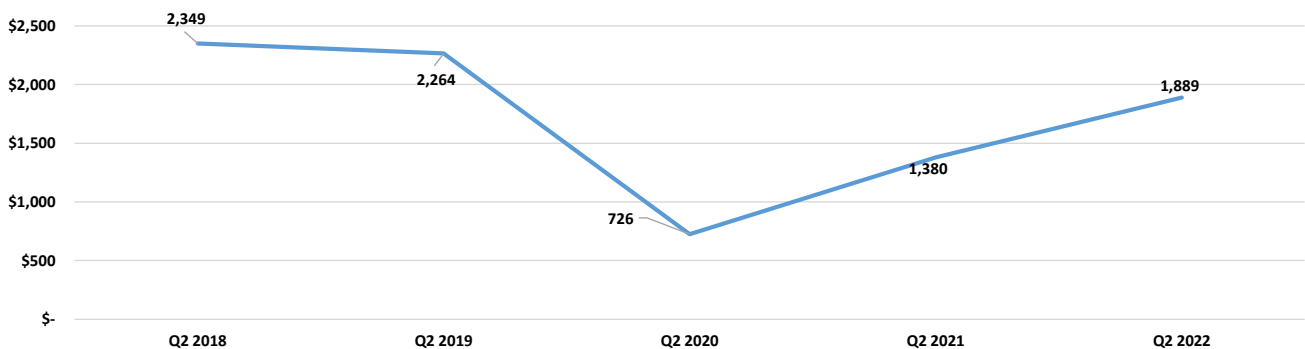
For the twelve months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



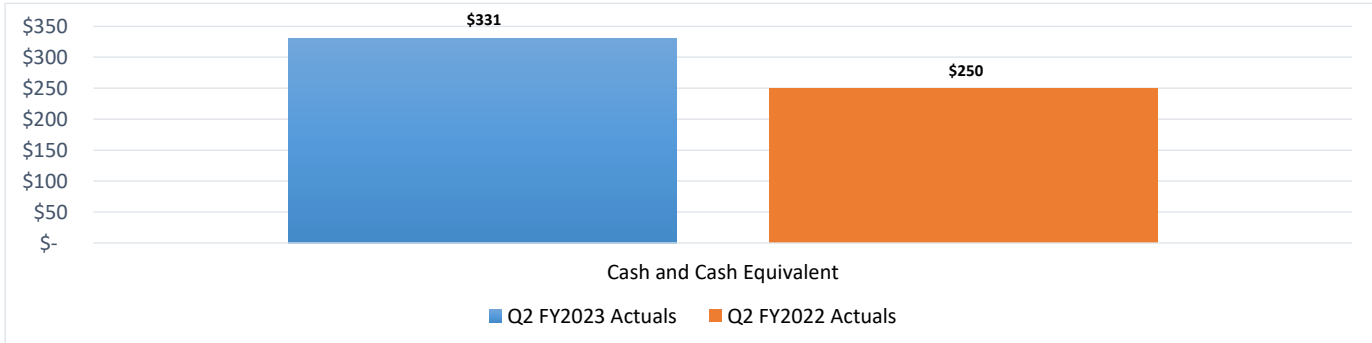
Revenues and Expenses	Q4 FY22	Q4 FY22 Budget	Actuals to Budget Variance	Q4 FY21	FY22 to FY21 Variance
Revenues					
Conference Revenue	\$ 1,619	\$ 1,450	\$ 169	\$ 1,246	\$ 373
Other Revenues	47	41	6	9	38
Transfers In (From Component Units)	223	178	45	125	98
Total Revenues	\$ 1,889	\$ 1,669	\$ 220	\$ 1,380	\$ 509
Expenses					
Conference Expenses	\$ 1,269	\$ 1,203	\$ 66	\$ 641	\$ 628
Operating Expenses	88	87	1	71	17
Transfer to the UF (SPA Salaries)	531	532	(1)	536	(5)
Total Expenses	\$ 1,888	\$ 1,822	\$ 66	\$ 1,248	\$ 640
Net Income	\$ 1	\$ (153)	\$ 154	\$ 132	\$ (131)

Five Year Total Revenue Trend



UF Cattle Enhancement Board, Inc.
Quarterly Financial Report
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



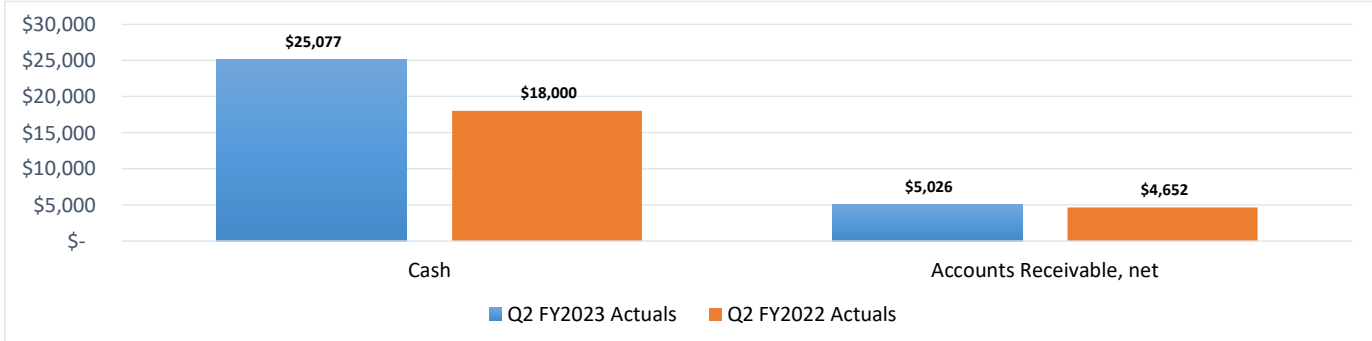
Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
State Appropriation	\$ 330	\$ 250	\$ 80	\$ 250	\$ 80
Total Revenues	<u>\$ 330</u>	<u>\$ 250</u>	<u>\$ 80</u>	<u>\$ 250</u>	<u>\$ 80</u>
Expenses					
Research Projects	\$ 356	\$ -	\$ 356	\$ -	\$ 356
Cattle Marketing and Promotion	77	-	77	-	77
Administrative Expenses	12	20	(8)	-	12
Total Expenses	<u>\$ 445</u>	<u>\$ 20</u>	<u>\$ 425</u>	<u>\$ -</u>	<u>\$ 445</u>
Net Income	<u>\$ (115)</u>	<u>\$ 230</u>	<u>\$ (345)</u>	<u>\$ 250</u>	<u>\$ (365)</u>

Faculty Associates, Inc.

Quarterly Financial Report

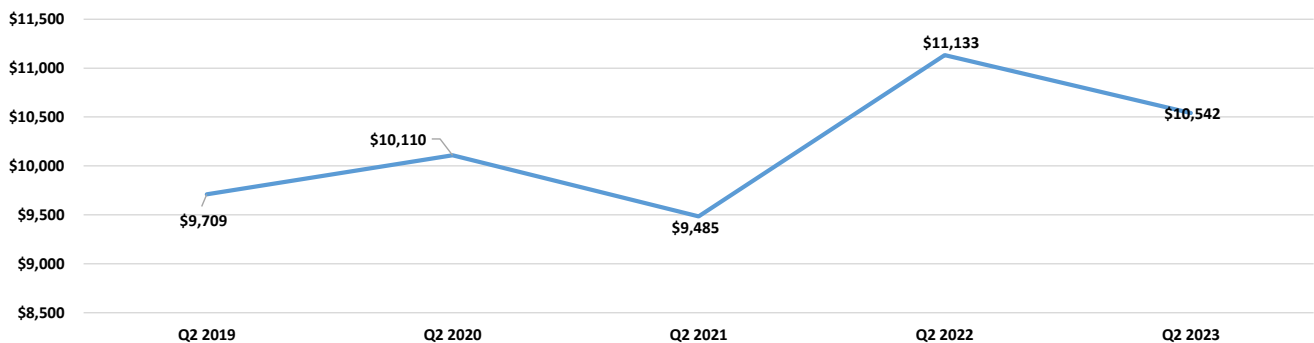
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Professional Fees	\$ 10,542	\$ 12,021	\$ (1,479)	\$ 11,133	\$ (591)
Investment Income	222	40	182	13	209
Medicaid Supplemental CARES Funds	4,403	4,306	97	4,306	97
	2,571	-	2,571	76	2,495
Total Revenues	\$ 17,738	\$ 16,367	\$ 1,371	\$ 15,528	\$ 2,210
Expenses					
Transfers to UF	\$ 12,283	\$ 10,750	\$ 1,533	\$ 10,700	\$ 1,583
Credit Card Fees	301	343	(42)	311	(10)
Medicaid Supplemental IGT	1,383	1,383	-	-	1,383
Total Expenses	\$ 13,967	\$ 12,476	\$ 1,491	\$ 11,011	\$ 2,956
Net Income	\$ 3,771	\$ 3,891	\$ (120)	\$ 4,517	\$ (746)

Professional Fees - Five Year Trend

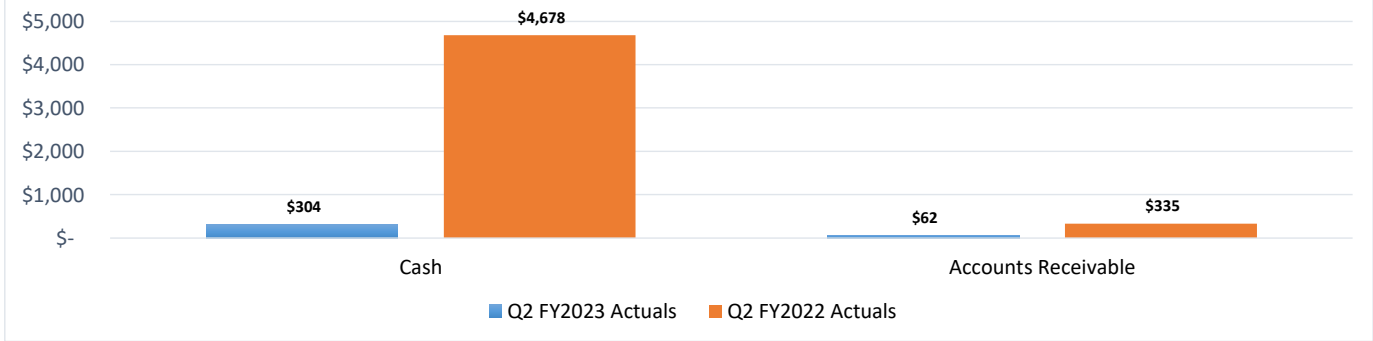


University of Florida College of Pharmacy Faculty Practice Association, Inc.

Quarterly Financial Report

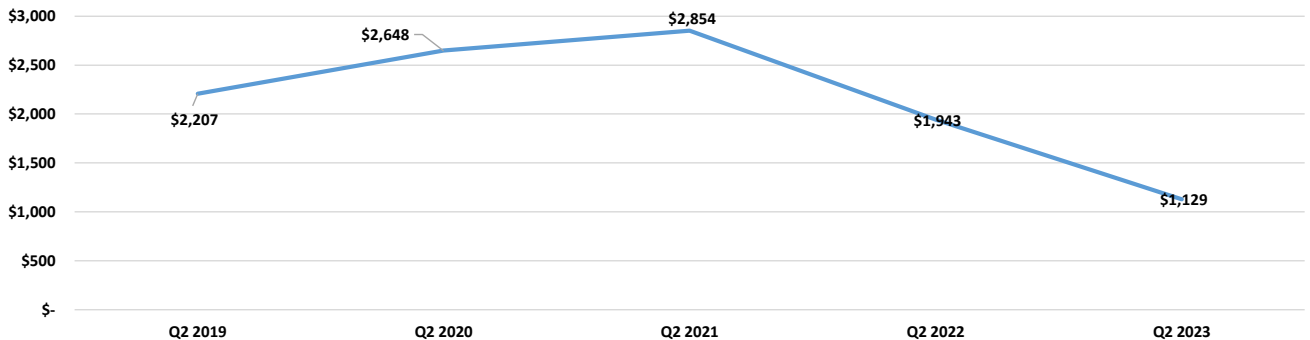
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Program Revenues	\$ 1,129	\$ 500	\$ 629	\$ 1,943	\$ (814)
Total Revenues	\$ 1,129	\$ 500	\$ 629	\$ 1,943	\$ (814)
Expenses					
Transfers to UF	\$ 1,597	\$ 500	\$ 1,097	\$ 10,739	\$ (9,142)
Total Expenses	\$ 1,597	\$ 500	\$ 1,097	\$ 10,739	\$ (9,142)
Net Income	\$ (468)	\$ -	\$ (468)	\$ (8,796)	\$ 8,328

Program Revenue - Five Year Trend

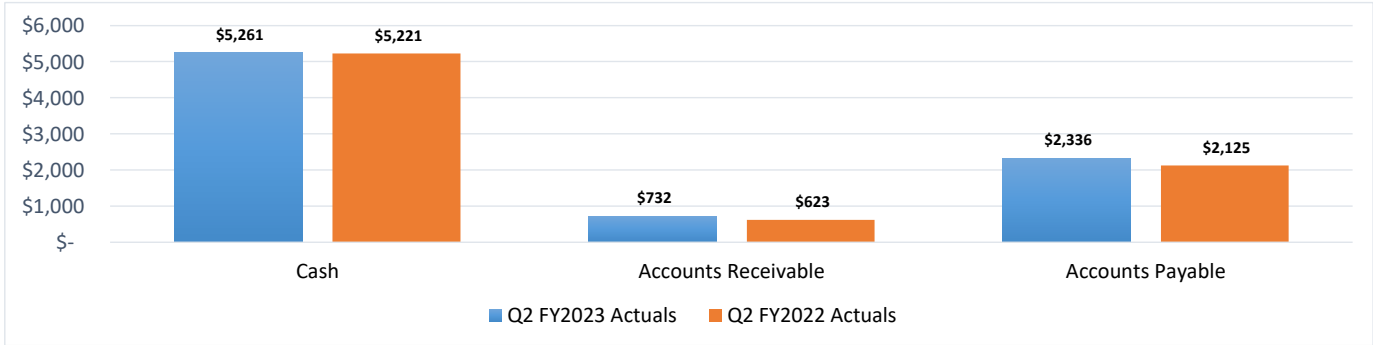


Florida Veterinary Medicine Faculty Association, Inc.

Quarterly Financial Report

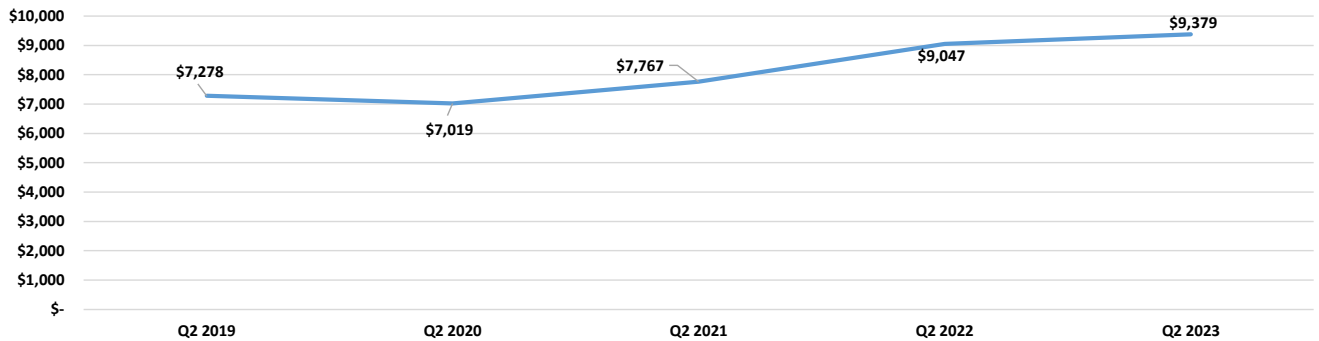
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Patient Service Revenue	\$ 9,379	\$ 9,260	\$ 119	\$ 9,047	\$ 332
Other Revenue	2,581	2,346	235	2,108	473
Total Revenues	\$ 11,960	\$ 11,606	\$ 354	\$ 11,155	\$ 805
Expenses					
Transfers to UF	\$ 13,366	\$ 10,382	\$ 2,984	\$ 9,762	\$ 3,604
Other Expenses	533	542	(9)	504	29
Total Expenses	\$ 13,899	\$ 10,924	\$ 2,975	\$ 10,266	\$ 3,633
Net Income	\$ (1,939)	\$ 682	\$ (2,621)	\$ 889	\$ (2,828)

Patient Service Revenue - Five Year Trend

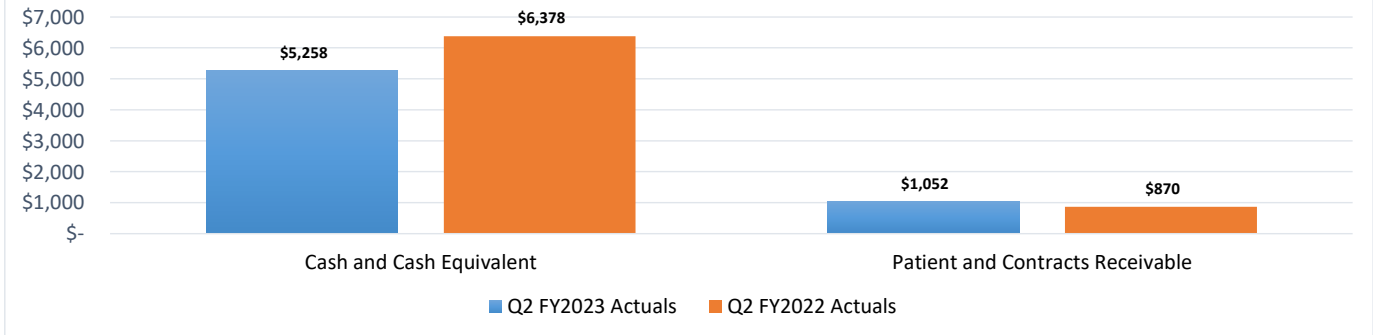


Florida Health Professions Association, Inc.

Quarterly Financial Report

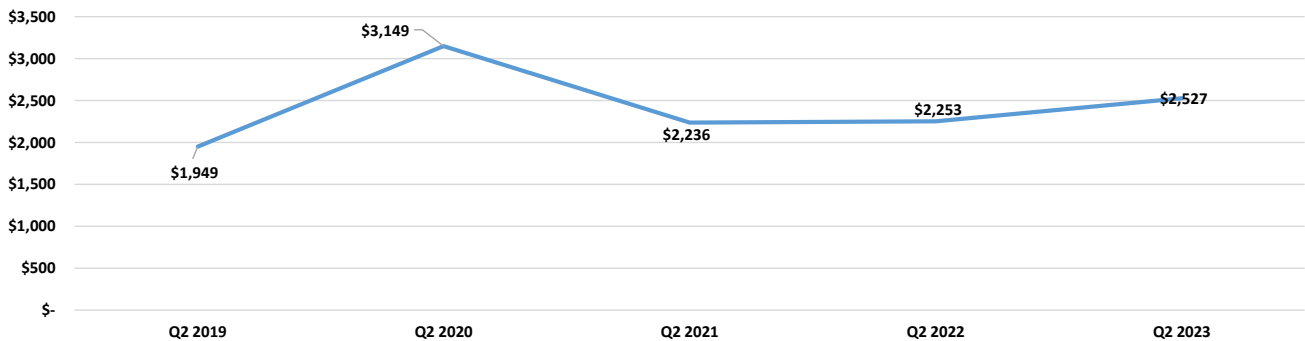
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Professional Fees	\$ 2,527	\$ 2,370	\$ 157	\$ 2,253	\$ 274
Total Revenues	<u>\$ 2,527</u>	<u>\$ 2,370</u>	<u>\$ 157</u>	<u>\$ 2,253</u>	<u>\$ 274</u>
Expenses					
Transfers to the University	\$ 2,514	\$ 1,960	\$ 554	\$ 1,860	\$ 654
Professional and Credit Card Fees	519	24	495	21	498
Total Expenses	<u>\$ 3,033</u>	<u>\$ 1,984</u>	<u>\$ 1,049</u>	<u>\$ 1,881</u>	<u>\$ 1,152</u>
Net Income	<u>\$ (506)</u>	<u>\$ 386</u>	<u>\$ (892)</u>	<u>\$ 372</u>	<u>\$ (878)</u>

Professional Fees - Five Year Trend

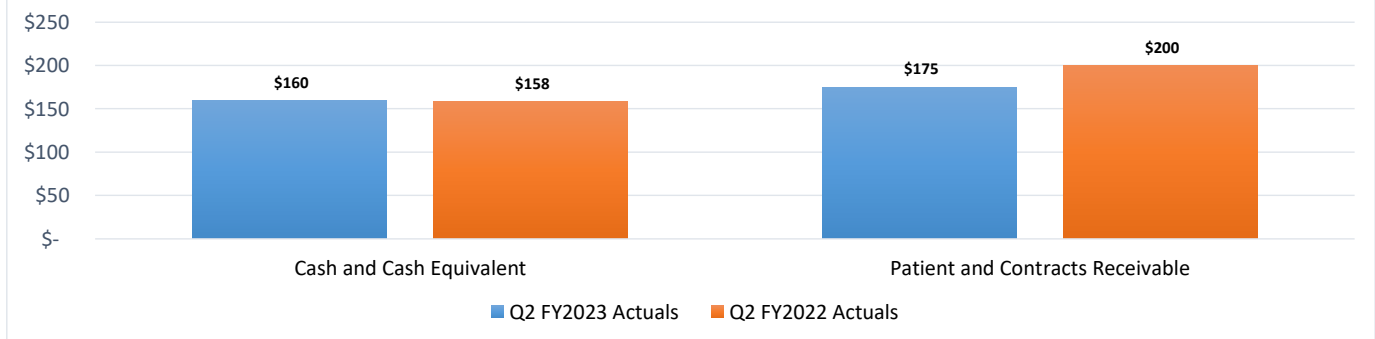


University of Florida College of Nursing Faculty Practice Association, Inc.

Quarterly Financial Report

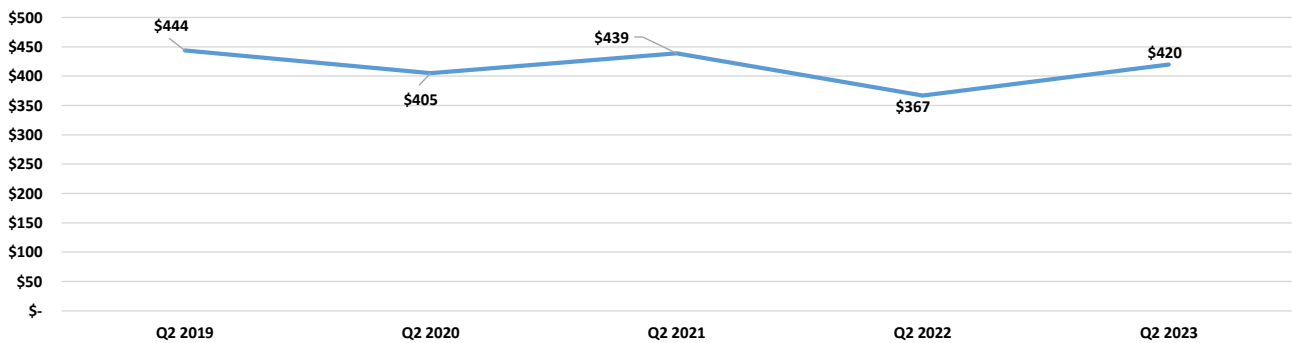
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Professional Fees	\$ 420	\$ 405	\$ 15	\$ 439	\$ (19)
Contracts and Grants	-	-	-	-	-
Other Revenue	-	-	-	-	-
Total Revenues	\$ 420	\$ 405	\$ 15	\$ 439	\$ (19)
Expenses					
Transfers to the University	\$ 400	\$ 400	\$ -	\$ 850	\$ (450)
Professional and Credit Card Fees	19	21	(2)	17	2
Total Expenses	\$ 419	\$ 421	\$ (2)	\$ 867	\$ (448)
Net Income	\$ 1	\$ (16)	\$ 17	\$ (428)	\$ 429

Professional Fees - Five Year Trend

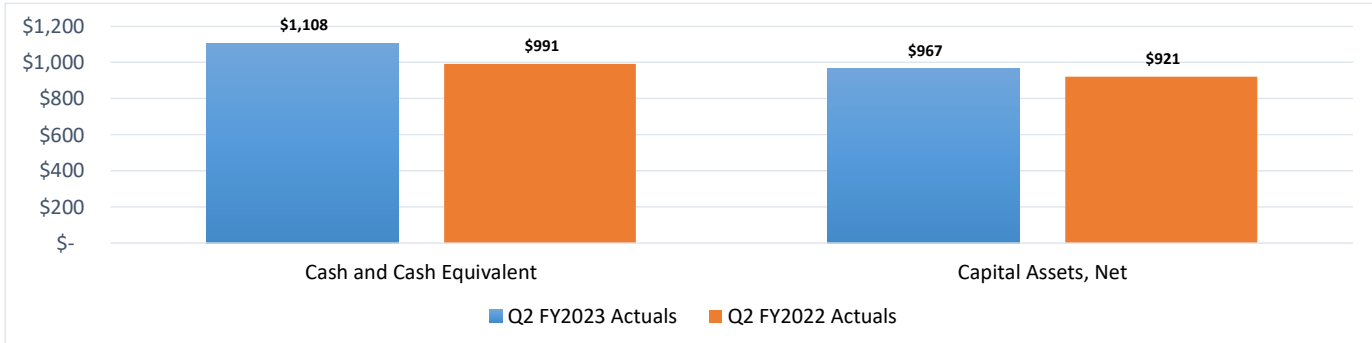


Faculty Clinic, Inc.

Quarterly Financial Report

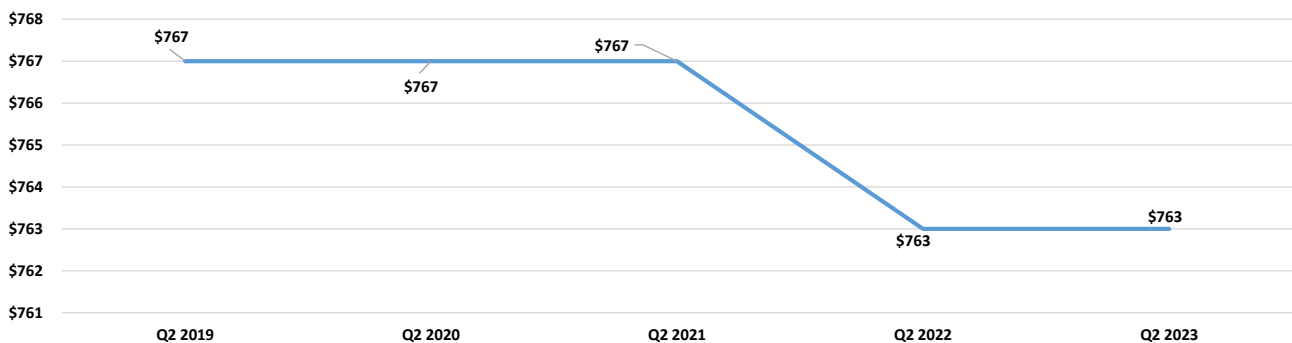
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Rental Income	\$ 598	\$ 598	\$ -	\$ 598	\$ -
Other Revenue	165	165	-	165	-
Total Revenues	\$ 763	\$ 763	\$ -	\$ 763	\$ -
Expenses					
Contract Labor	\$ 136	\$ 171	\$ (35)	\$ 145	\$ (9)
Repairs and Maintenance	246	193	53	175	71
Depreciation	69	80	(11)	70	(1)
Utilities	194	153	41	149	45
Other Expenses	92	100	(8)	91	1
Total Expenses	\$ 737	\$ 697	\$ 40	\$ 630	\$ 107
Net Income	\$ 26	\$ 66	\$ (40)	\$ 133	\$ (107)

Total Revenue - Five Year Trend

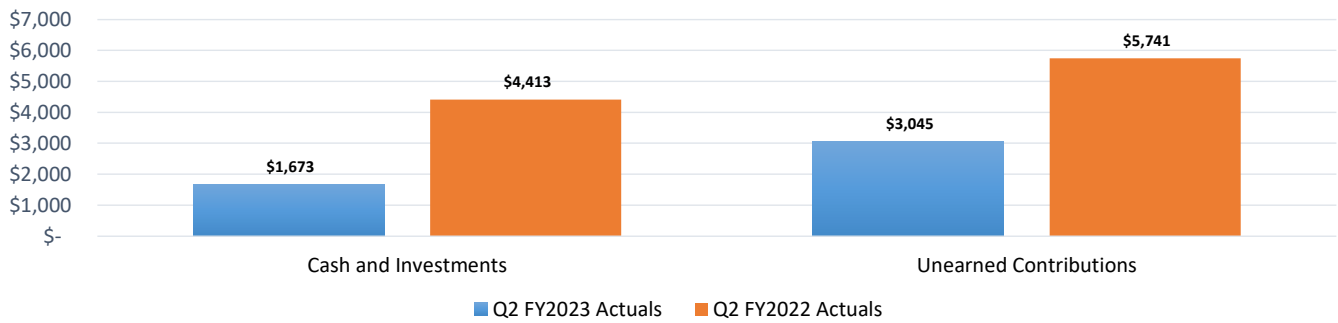


Gator Boosters, Inc.

Quarterly Financial Report

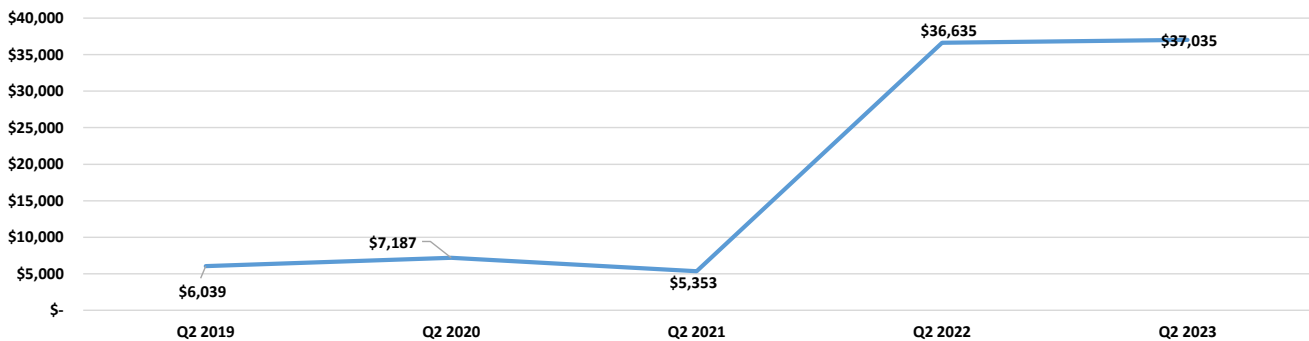
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Contributions - Football	\$ 34,234	\$ 34,008	\$ 226	\$ 33,799	\$ 435
Contributions - Men's Basketball	2,801	2,850	(49)	2,838	(37)
Contributions - Baseball	-	-	-	(2)	2
Contributions - Major Giving	7,742	9,549	(1,807)	16,732	(8,990)
Endowment Related	-	-	-	-	-
Total Revenues	\$ 44,777	\$ 46,407	\$ (1,630)	\$ 53,367	\$ (8,590)
Expenses					
Employee Compensation and Benefits	\$ 934	\$ 1,037	\$ (103)	\$ 810	\$ 124
Transfers to UAA	42,584	44,825	(2,241)	53,460	(10,876)
General & Administrative	1,246	1,429	(183)	976	270
Total Expenses	\$ 44,764	\$ 47,291	\$ (2,527)	\$ 55,246	\$ (10,482)
Net Income	\$ 13	\$ (884)	\$ 897	\$ (1,879)	\$ 1,892

Total Sports Annual Giving Contributions - Five Year Trend

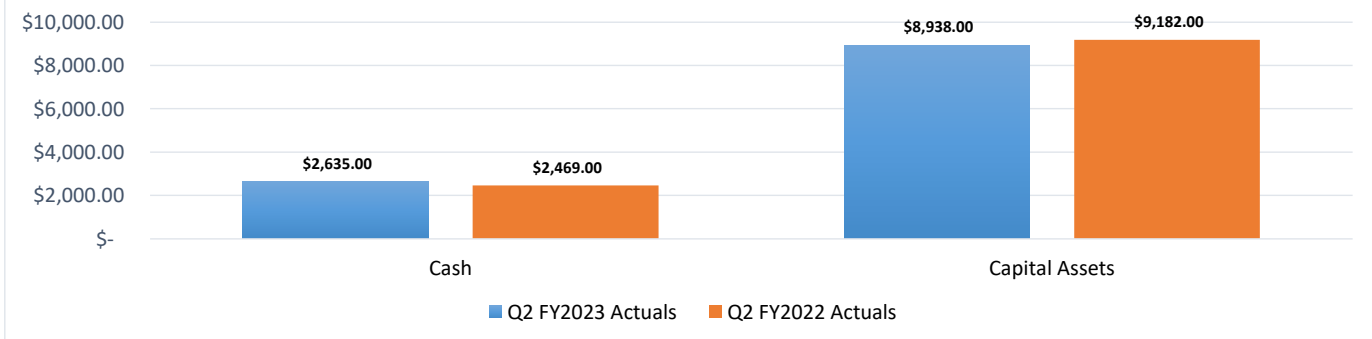


University of Florida Development Corporation

Quarterly Financial Report

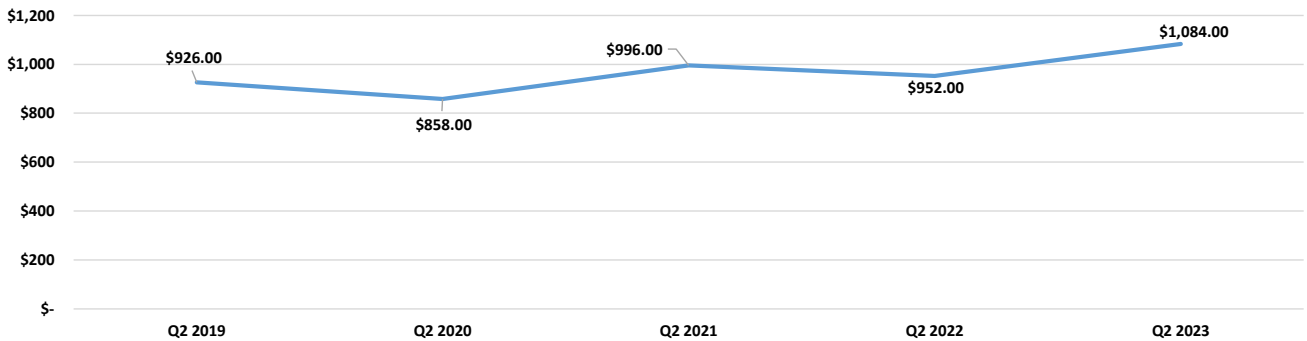
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Rent	\$ 1,084	\$ 1,104	\$ (20)	\$ 952	\$ 132
Total Revenues	<u>\$ 1,084</u>	<u>\$ 1,104</u>	<u>\$ (20)</u>	<u>\$ 952</u>	<u>\$ 132</u>
Expenses					
Services and Supplies	\$ 224	\$ 232	\$ (8)	\$ 150	\$ 74
Property Taxes	155	156	(1)	158	(3)
Depreciation	368	368	-	368	-
Other Expenses	381	422	(41)	286	95
Total Expenses	<u>\$ 1,128</u>	<u>\$ 1,178</u>	<u>\$ (50)</u>	<u>\$ 962</u>	<u>\$ 166</u>
Net Income	<u>\$ (44)</u>	<u>\$ (74)</u>	<u>\$ 30</u>	<u>\$ (10)</u>	<u>\$ (34)</u>

Rent Revenue - Five Year Trend

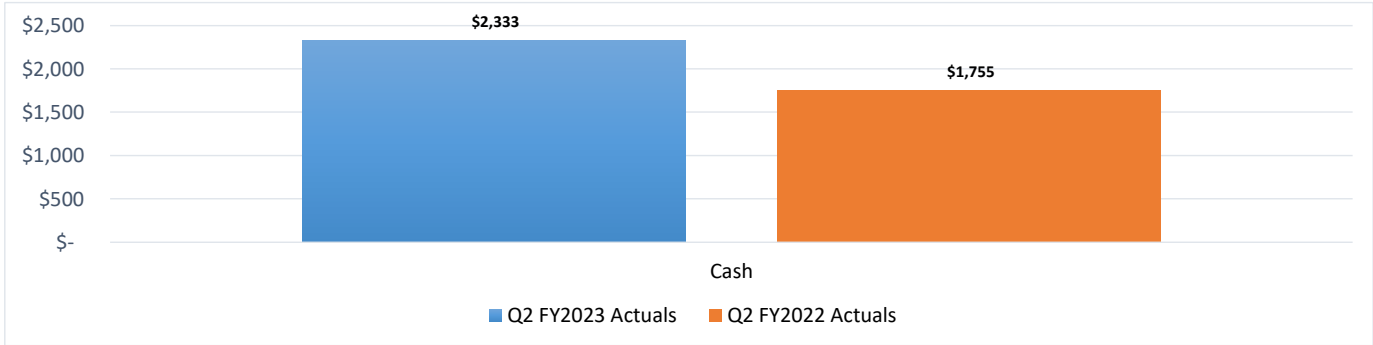


University of Florida Historic St. Augustine, Inc.

Quarterly Financial Report

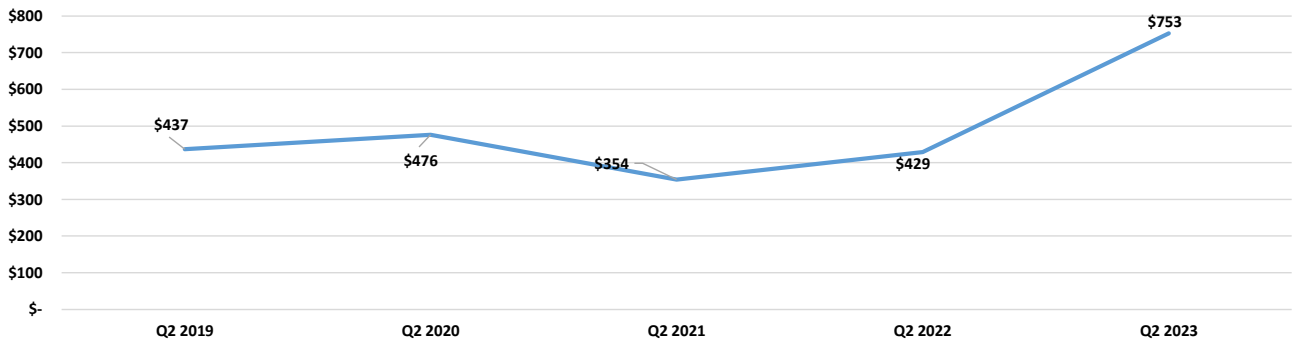
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Rent	\$ 349	\$ 356	\$ (7)	\$ 312	\$ 37
Other Revenues	404	103	\$ 301	117	287
Total Revenues	\$ 753	\$ 459	\$ 294	\$ 429	\$ 324
Expenses					
Building Preservation	\$ 4	\$ 92	\$ (88)	\$ 278	\$ (274)
General and Administrative Expense	282	367	(85)	145	137
Total Expenses	\$ 286	\$ 459	\$ (173)	\$ 423	\$ (137)
Net Income	\$ 467	\$ -	\$ 467	\$ 6	\$ 461

Revenue - Five Year Trend

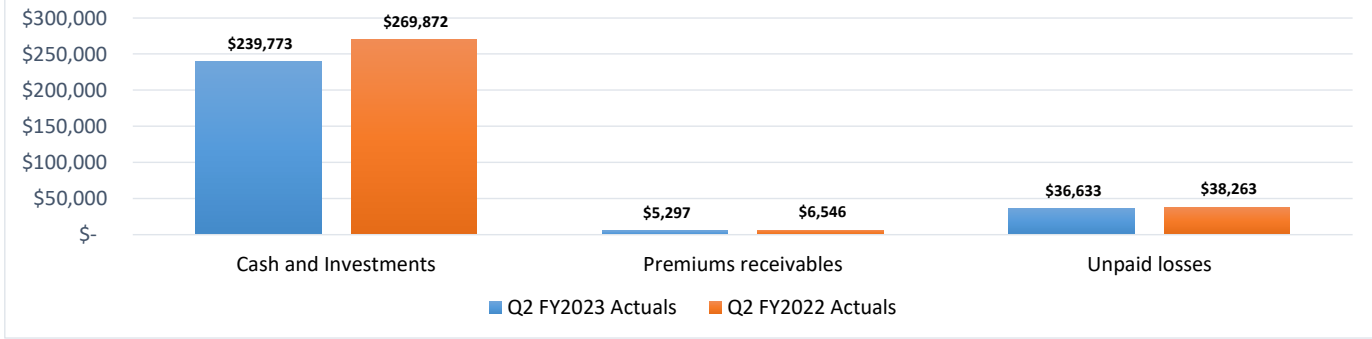


University of Florida Self-Insurance Program & HealthCare Education Insurance Company

Quarterly Financial Report

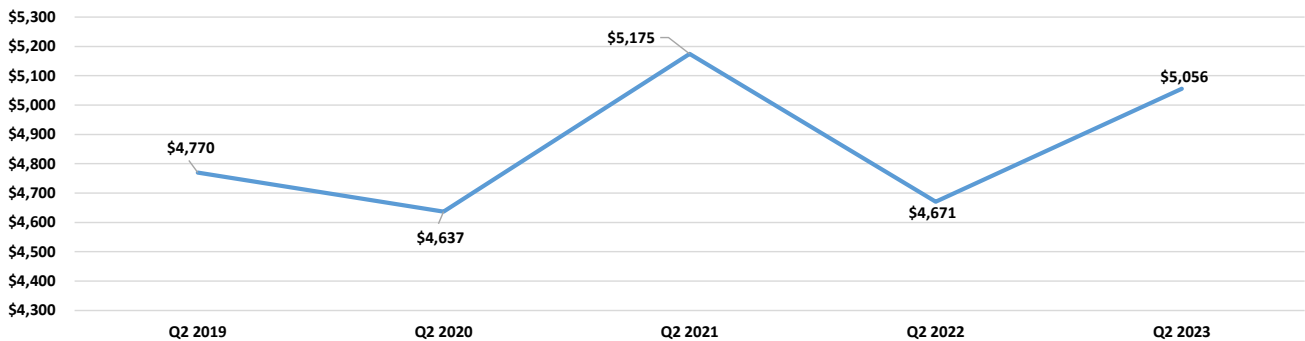
For the six months ending 12/31/2022 (amounts expressed in thousands)

Assets and Liabilities



Revenues and Expenses	Q2 FY23	Q2 FY23 Budget	Actuals to Budget Variance	Q2 FY22	FY23 to FY22 Variance
Revenues					
Earned Premiums	\$ 5,056	\$ 5,043	\$ 13	\$ 4,671	\$ 385
Investment Income	(1,171)	5,810	(6,981)	6,070	(7,241)
Other Revenues	1,149	1,145	4	1,107	42
Total Revenues	\$ 5,034	\$ 11,998	\$ (6,964)	\$ 11,848	\$ (6,814)
Expenses					
Losses and Loss Adjustment Expenses	\$ (829)	\$ 5,315	\$ (6,144)	\$ 604	\$ (1,433)
General and administrative expenses	696	786	(90)	507	189
Transfers to the University	2,220	2,380	(160)	2,018	202
Total Expenses	\$ 2,087	\$ 8,481	\$ (6,394)	\$ 3,129	\$ (1,042)
Net Income	\$ 2,947	\$ 3,517	\$ (570)	\$ 8,719	\$ (5,772)

Earned Premiums Revenue - Five Year Trend





UF ENTERPRISE FINANCIAL REPORT Q2 FY2023

**For more information about this
report, contact:**

**Office of the Senior Vice President and
Chief Financial Officer and Office of the
Controller**

**Phone: (352) 392-1321
controller-office@ad.ufl.edu**

The logo consists of the letters 'UF' in a white, bold, sans-serif font, centered within a solid orange square.

UF

University of Florida Investment Corporation

Finance, Strategic Planning & Performance Metrics Committee
University of Florida Board of Trustees
March 2023

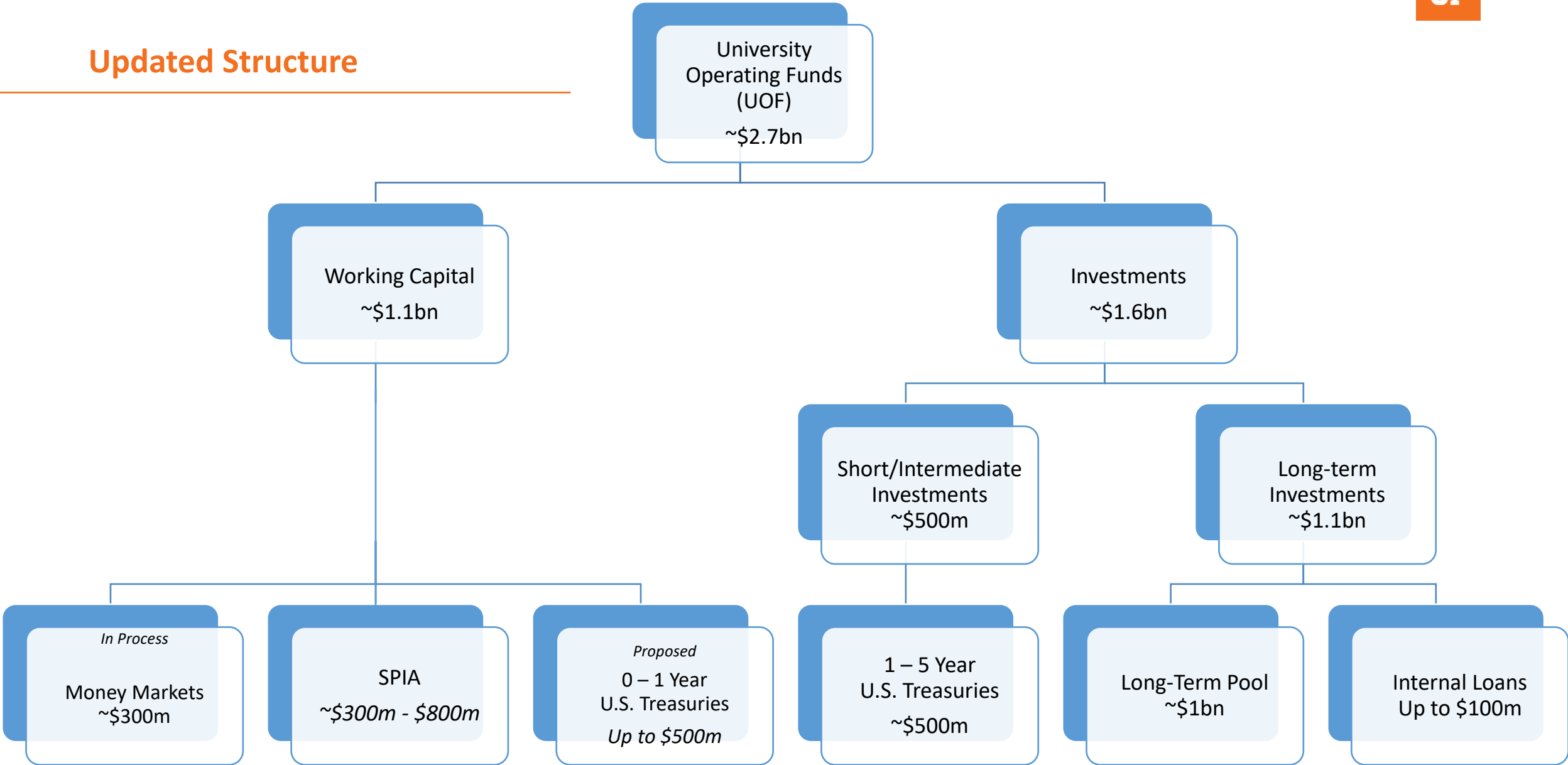
UF Operating Portfolio Update

Asset Allocation
January 2023 estimated

	Sub Portfolios	Estimated Current Allocation	Broad Allocation
Working Capital	SPIA Portfolio	45.7%	} 45.7%
Investments	U.S. Treasuries 1-5 yr	21.5%	} 50.8%
	Long-term Pool	29.3%	
Other	Internal Loans	3.2%	} 3.5%
	Other Direct Investments	0.3%	
	Totals	100.0%	100.0%

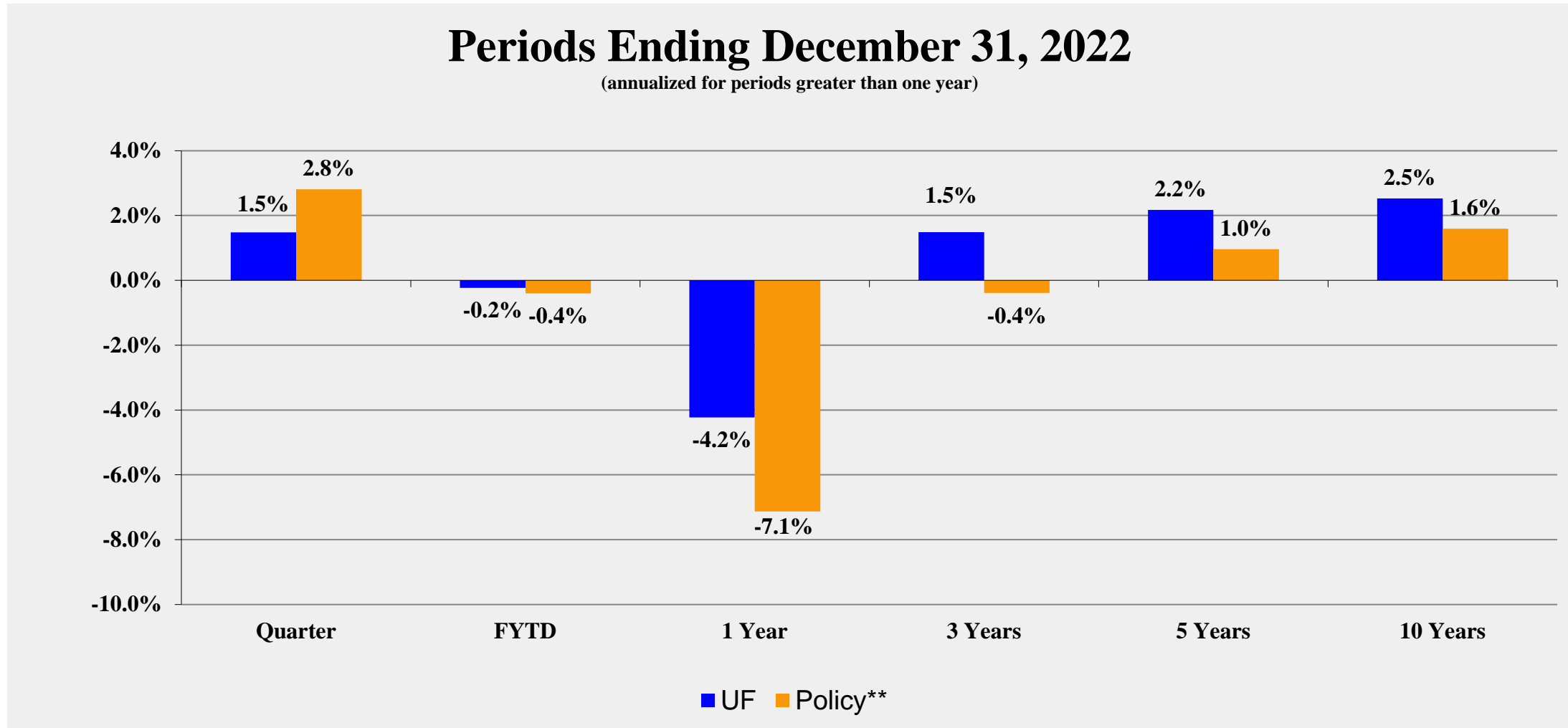
**Addition of Money Market to increase liquidity;
 Expect to increase yield in Liquidity Allocation**

Updated Structure



Note: Target allocations. Time to transition/invest required

**FY 2023 Preliminary
Investment Performance***

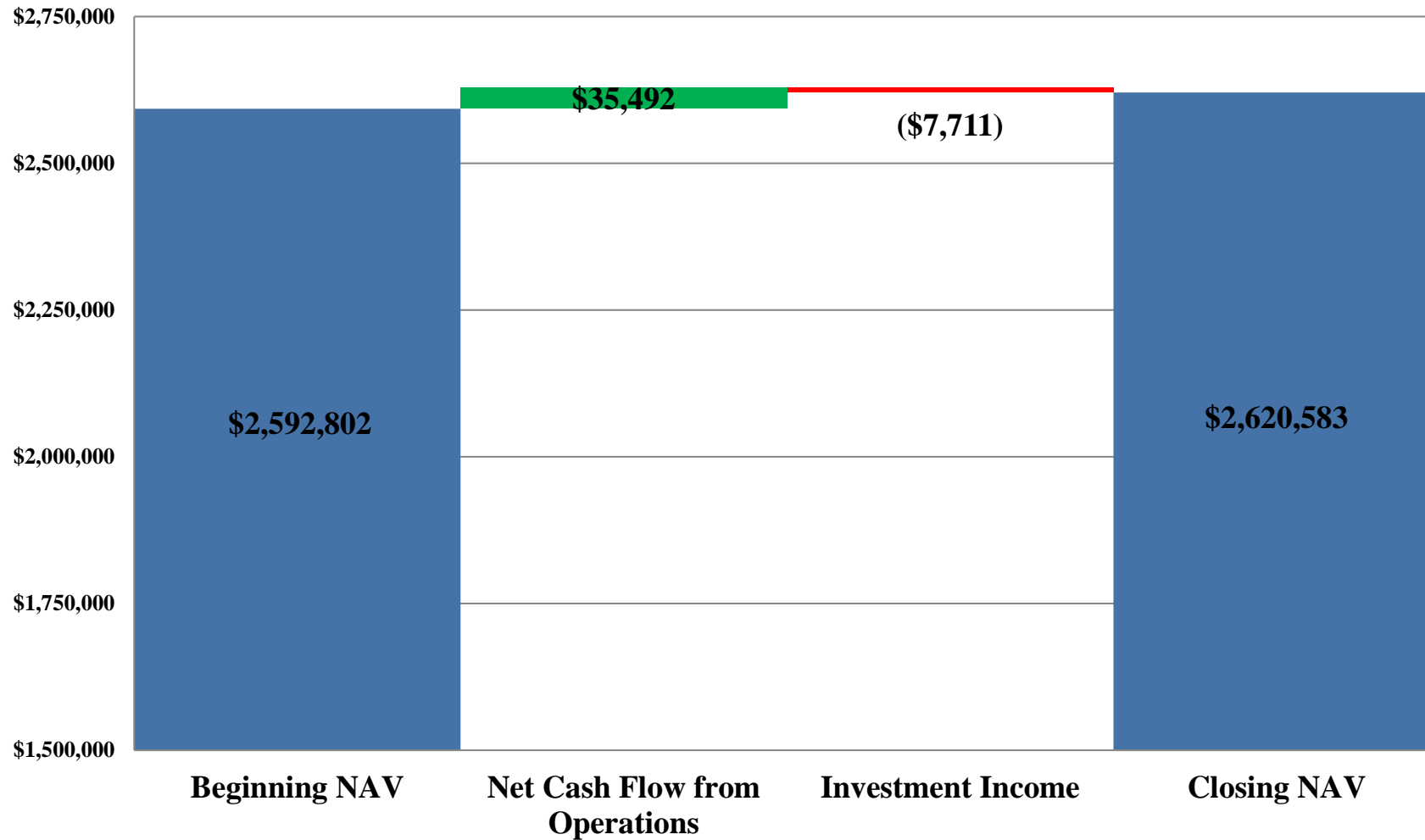


* Preliminary performance. Includes 91% of NAV reported for 9/30/2022.

** Policy Benchmark: restated June 30, 2020. Blended using actual allocations. Operating cash benchmarked to 1 Month T-Bill, Core cash benchmarked to Short Treasury Index, Strategic cash benchmarked to 1-3 Year Treasury Index. Growth allocation benchmarked to LTP Investable Alternative Benchmark. Internal Loans and other portfolios are benchmarked to total pool return.

**FY 2023
Financial Recap***

Fiscal Year-to-Date 12/31/2022
(\$000's)



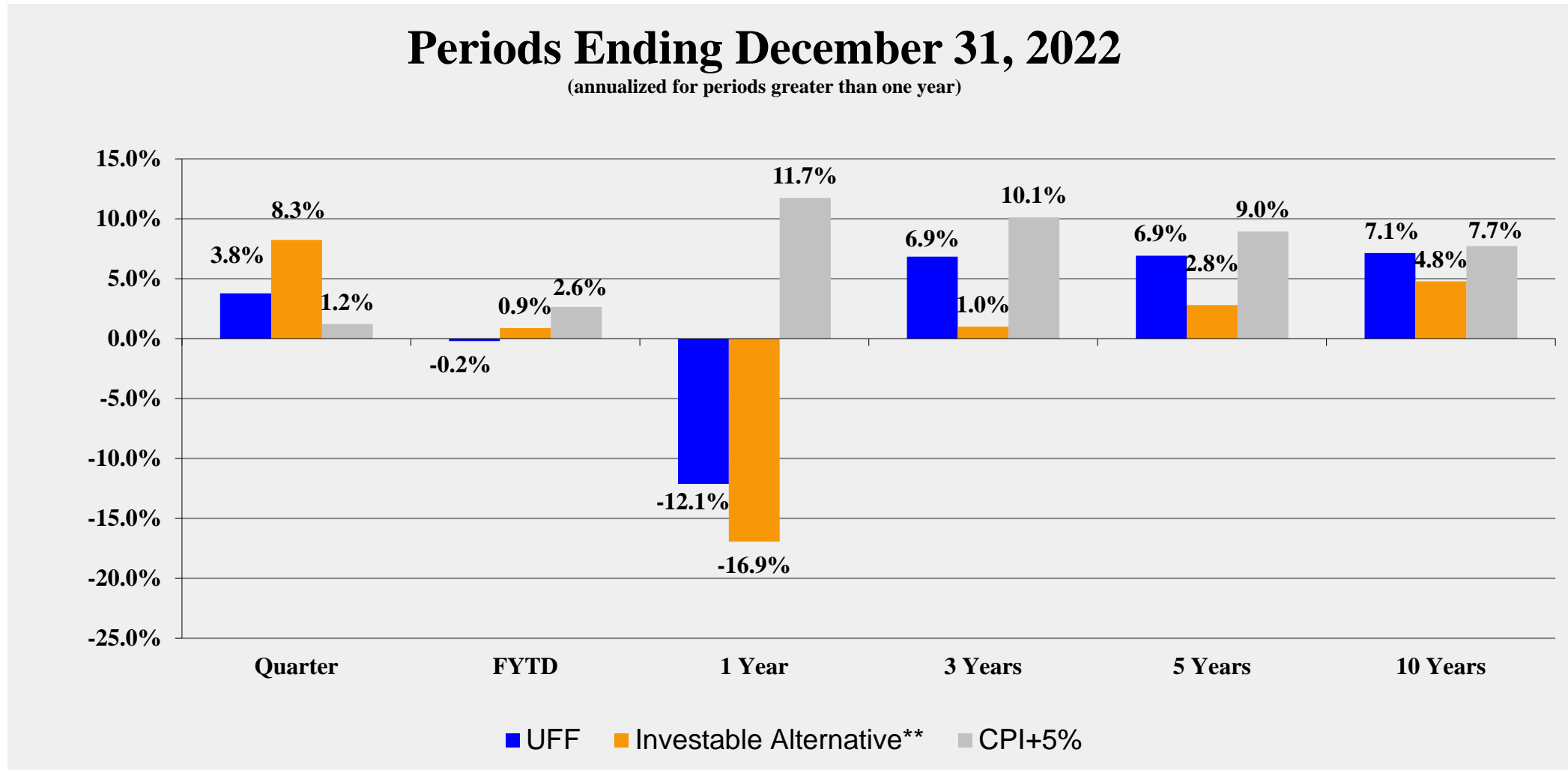
* Note: The Recap is based on accounting values.

UFF Endowment Portfolio Update

Asset Allocation
January 2023 estimated

Sub Portfolios		Estimated Current Allocation	Broad Allocation Actual	Broad Allocation Targets	Sub Portfolio Ranges	Sub Portfolio Variances*
Growth Allocation	Public Equity	38.3%	} 80.2%	85.0%	40-45%	-4.2%
	Private Growth	32.9%			35-40%	-4.6%
	Mkt. Directional HFs	9.0%			5-10%	1.5%
Diversifying Allocation	Diversifying HFs	10.3%	10.3%	7.5%	5-10%	2.8%
Liquidity Allocation	Fixed Income	3.6%	} 9.5%	7.5%	6.5%	-2.9%
	Inflation Liquidity	5.7%			--	5.7%
	Cash	0.2%			1.0%	-0.8%
Totals		100.0%	100.0%	100.0%		

**FY 2023 Preliminary
Investment Performance***

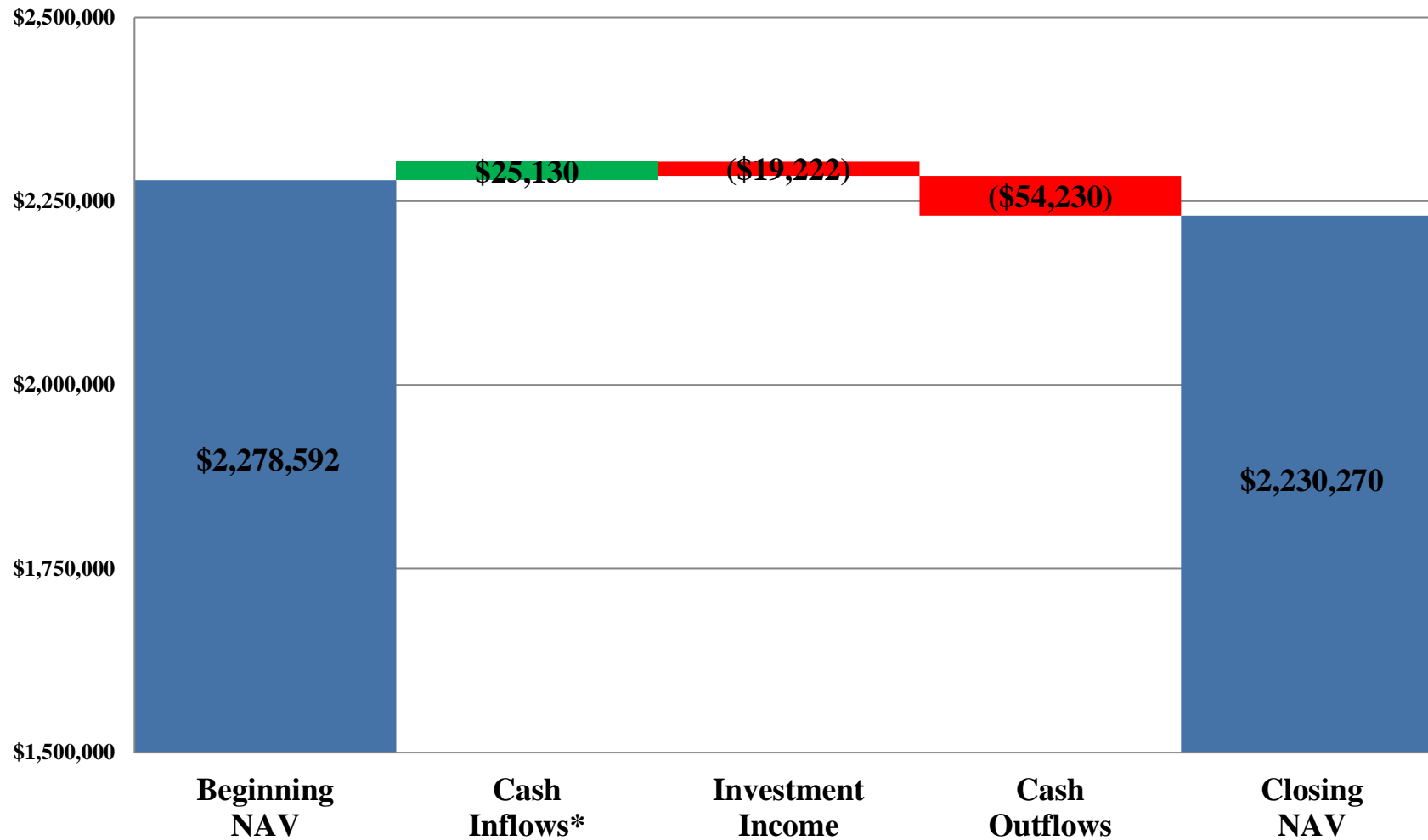


* Preliminary performance. Includes 65% of NAV reported for 12/31/2022.

** Investable Alternative Benchmark: 7/1/04-6/30/22 - 60% MSCI ACWI / 40% Barclays Global Aggregate; As of 7/1/22 - 70% MSCI ACWI / 30% Barclays Global Aggregate.

**FY 2023
Financial Recap**

Fiscal Year-to-Date 12/31/2022
(\$000's)

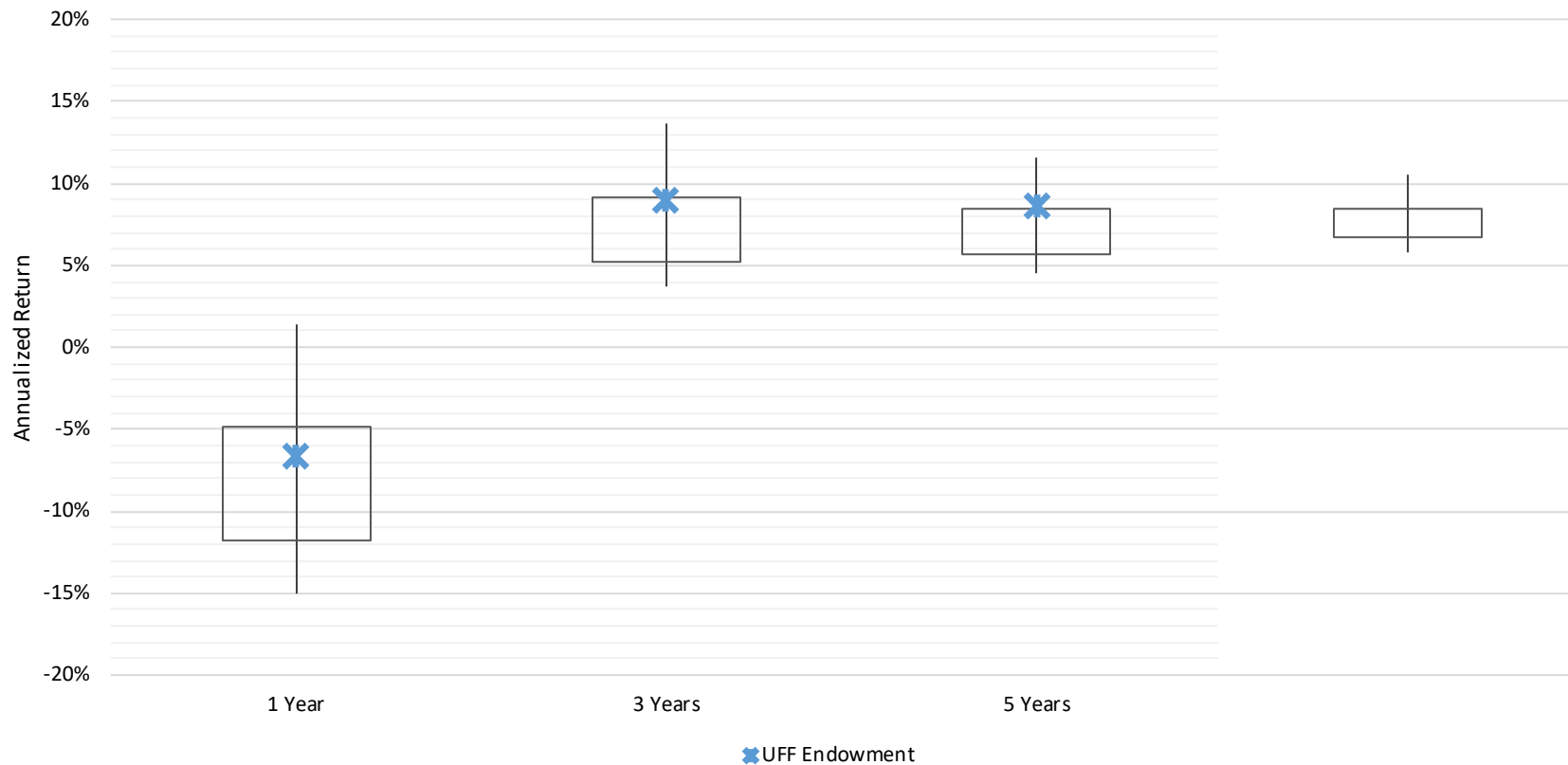


* Note: The timing of cash inflows does not always correspond with the timing of endowment gifts. The Recap is based on accounting values.

FY 2022 UFF Endowment Peer Review

Peer Review

NACUBO Universe (678)

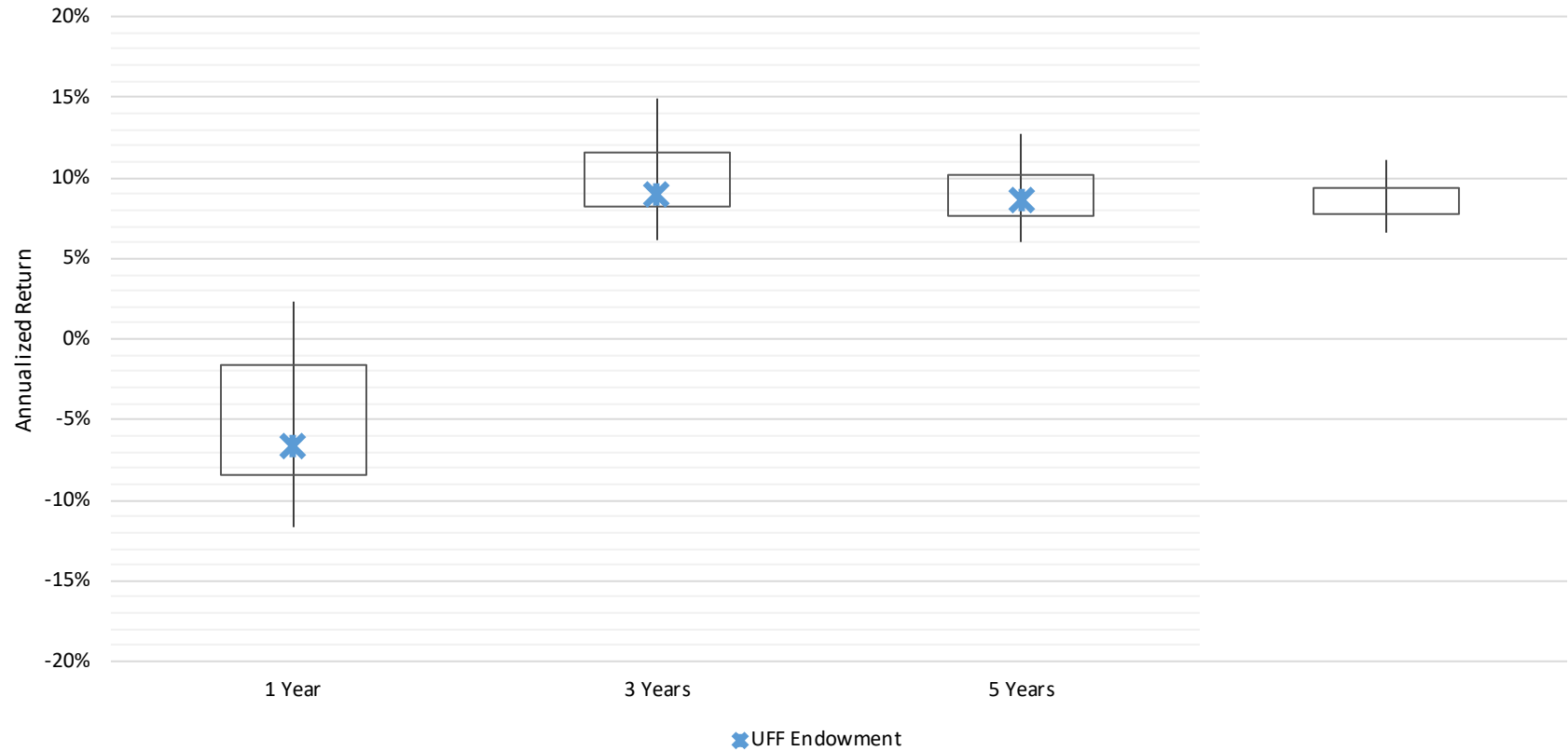


First Quartile	-4.9%	9.1%	8.4%
Median	-8.7%	6.8%	6.7%
Third Quartile	-11.8%	5.2%	5.7%
UFF Endowment	-6.7%	8.9%	8.6%

Source: NACUBO-TIAA Study of Endowments 2022

Peer Review

NACUBO \$1b - \$3b Universe (104)

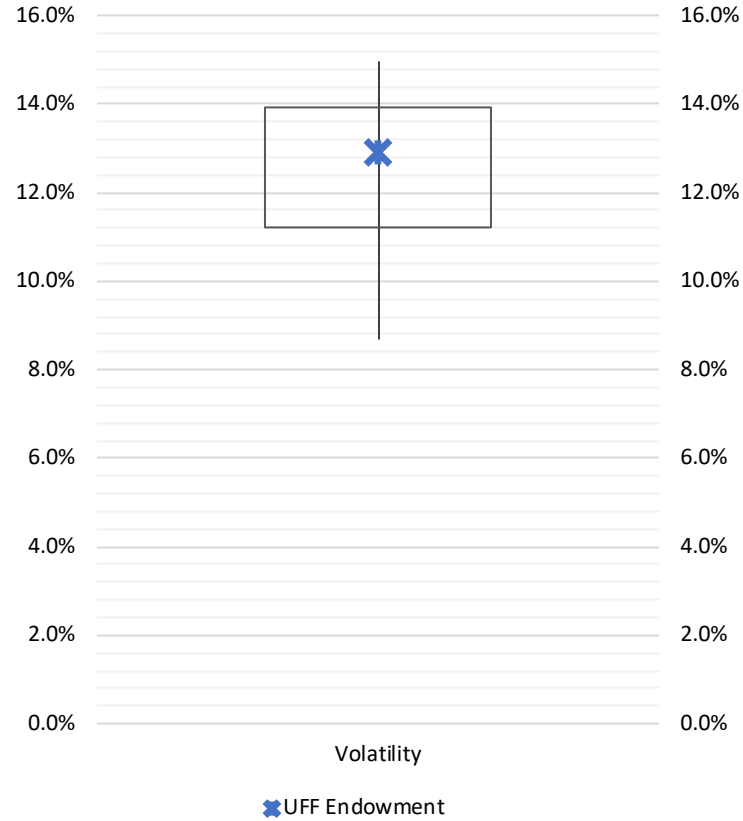


First Quartile	-1.6%	11.6%	10.2%
Median	-5.1%	9.9%	8.8%
Third Quartile	-8.4%	8.2%	7.7%
UFF Endowment	-6.7%	8.9%	8.6%

Source: NACUBO-TIAA Study of Endowments 2022

Peer Review

5 Yr Risk: \$1b - \$3b CA Universe

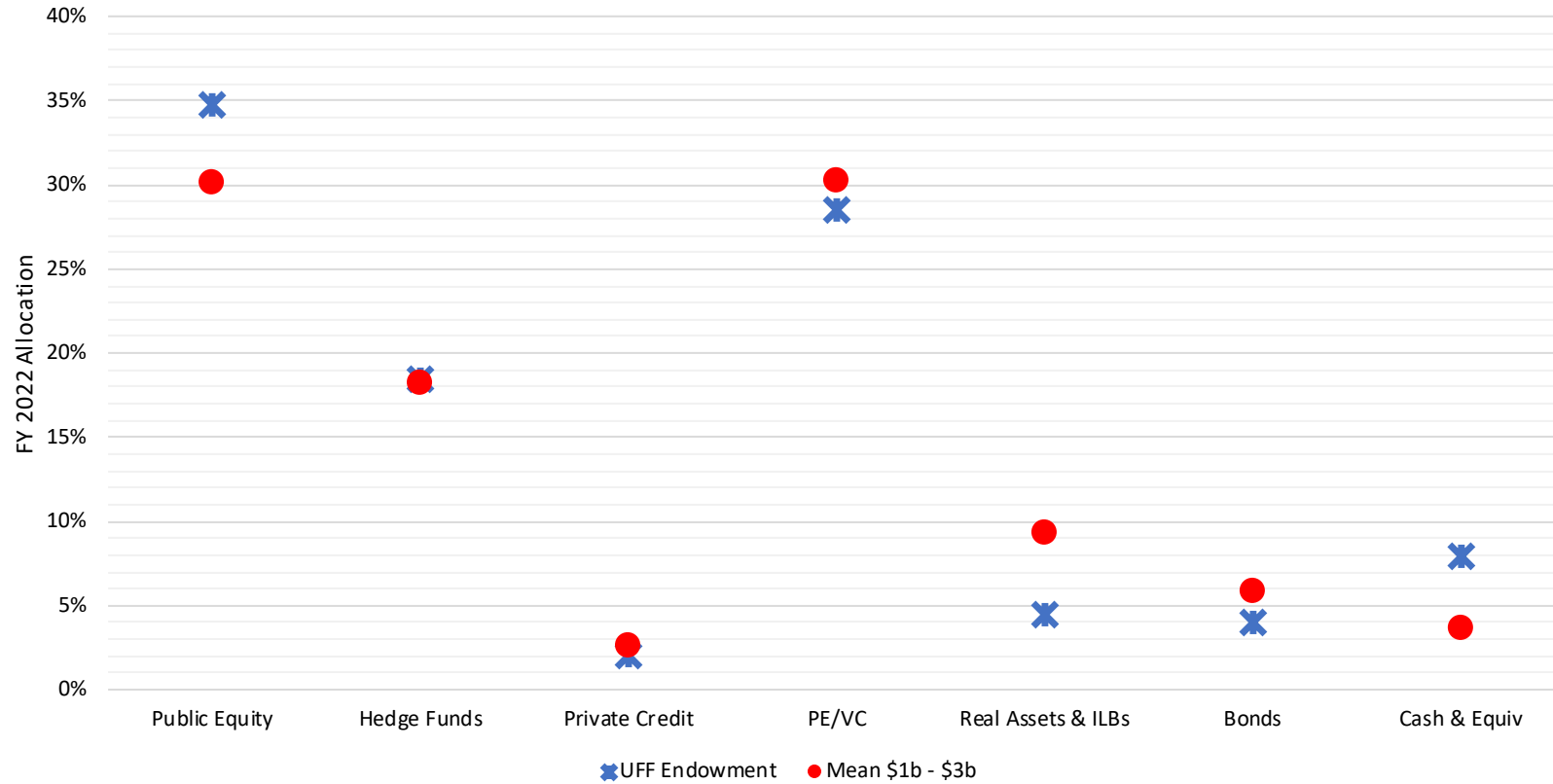


First Quartile	13.9%
Median	12.9%
Third Quartile	11.2%
UFF Endowment	12.9%

Source Cambridge Associates Database

Peer Review

Asset Allocation: \$1b - \$3b Universe



UFF Endowment	34.7%	18.4%	2.0%	28.5%	4.5%	4.0%	7.9%
Mean \$1b - \$3b	30.1%	18.2%	2.6%	30.2%	9.3%	5.8%	3.7%
Over/Under	4.6%	0.2%	-0.6%	-1.7%	-4.8%	-1.8%	4.2%

UFF: Sufficient Liquidity

Source Cambridge Associate College and University Investment Pool Returns Fiscal Year 2022

Peer Review

Top 10 Public Institutions

US News Rank	School	FY 2022 Return	Return Rank	Endowment* (\$000)	Enrollment	Endowment per Student
1	UC - Berkeley*	-11.3	10	6,909,085	45,435	152,000
1	UCLA*	-10.2	9	6,723,371	47,516	141,000
3	University of Michigan	2.2	2	17,347,188	50,278	345,000
4	University of Virginia	-4.7	4	9,858,442	26,026	379,000
5	University of Florida	-6.7	5	2,275,517	55,781	41,000
5	UNC- Chapel Hill	4.4	1	5,317,821	31,733	168,000
7	UC – Santa Barbara*	-7.1	7	543,899	26,124	21,000
8	UC – Irvine*	-6.9	6	1,252,608	36,505	34,000
8	UC - San Diego*	-8.1	8	2,386,540	41,368	58,000
10	UC - Davis*	-4.1	3	2,057,252	40,050	51,000

Source: US News, Publicly available data. FY 2022 performance as reported by each respective institution. Estimated.

* Per US News ranking, top 10 Publics include six campuses of the University of California system. Total assets for each UC campus includes both the pro-rata share of the General Endowment as well as the respective Campus Foundation as reported by the UC Regents. UT-Austin was also a top 10 public, ranked 10 in a tie with UC-Davis. However, endowment data is only provided for the UT system, not individual institutions. Moreover, UT has an August Fiscal Year end, which results in comparisons that are not in line with most other institutions.

Peer Review

Top 10 Public Institutions

US News Rank	School	FY 2022 Return	Return Rank	3 Year Return	Return Rank	5 Year Return	Return Rank
1	UC - Berkeley*	-11.3	10	7.7	9	7.3	9
1	UCLA*	-10.2	9	6.7	10	6.8	10
3	University of Michigan	2.2	2	13.7	3	11.6	3
4	University of Virginia	-4.7	4	14.4	1	12.0	2
5	University of Florida	-6.7	5	8.9	6	8.6	5
5	UNC- Chapel Hill	4.4	1	14.4	1	12.9	1
7	UC – Santa Barbara*	-7.1	7	9.2	4	9.0	4
8	UC – Irvine*	-6.9	6	7.9	8	7.8	8
8	UC - San Diego*	-8.1	8	9.2	4	8.5	6
10	UC - Davis*	-4.1	3	8.4	7	8.0	7

Source: US News, Publicly available data. FY 2022 performance as reported by each respective institution. Estimated.

* Per US News ranking, top 10 Publics include six campuses of the University of California system. Total assets for each UC campus includes both the pro-rata share of the General Endowment as well as the respective Campus Foundation as reported by the UC Regents. UT-Austin was also a top 10 public, ranked 10 in a tie with UC-Davis. However, endowment data is only provided for the UT system, not individual institutions. Moreover, UT has an August Fiscal Year end, which results in comparisons that are not in line with most other institutions.

UF | UNIVERSITY *of* FLORIDA
INVESTMENT CORPORATION



COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS AGENDA

Thursday, March 16, 2023

~1:15 p.m.

President’s Room 215B, Emerson Alumni Hall University of Florida, Gainesville, Florida

Committee Members:

Rahul Patel (Chair), James W. Heavener, Morteza “Mori” Hosseini, Lauren D. Lemasters, Daniel T. O’Keefe, Amanda J. Phalin

- 1.0 Call to Order and Welcome...Rahul Patel, Chair
2.0 Verification of Quorum... Vice President Liaison
3.0 Review and Approval of Minutes...Rahul Patel, Chair
4.0 Action Items...Rahul Patel, Chair
5.0 Discussion Items...Rahul Patel, Chair
6.0 New Business...Rahul Patel, Chair
7.0 Adjourn...Rahul Patel, Chair



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS**

Meeting Minutes

December 8, 2022

Time Convened: 3:50 p.m.

Time Adjourned: 5:37 p.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Lauren D. Lemasters, Daniel T. O’Keefe, Amanda J. Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 3:50 p.m.

2.0 Roll Call

Provost Glover conducted a roll call and Committee members were present.

3.0 Review and Approval of Minutes

Committee Chair Patel asked for a motion to approve the minutes from the June 16, 2022, and November 14, 2022, meetings, which was made by Trustee Kuntz and seconded by Trustee Hosseini. Committee Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

AFSSPRSC1 Tenure Upon Hire

Provost Glover reviewed the Tenure Upon Hire cases that the main campus is submitting along with the 20 cases from UF Scripps Biomedical Research. All the Tenure Upon Hire Cases have met the criteria for tenure and have been recommended to receive tenure.

Committee Chair Patel stated that the candidates from Scripps were impressive, world class individuals and researchers.

The following individuals will receive tenure upon hire from UF Scripps Biomedical Research:

- Dr. Laura M. Bohn, Professor and Chair, Department of Molecular Medicine
- Dr. Hyeryun Choe, Professor, Department of Immunology and Microbiology
- Dr. Ronald L. Davis, Professor, Department of Neuroscience
- Dr. Matthew David Disney, Professor and Chair, Department of Chemistry
- Dr. Michael Farzan, Professor, Department of Immunology and Microbiology
- Dr. Patrick R. Griffin, Professor and Scientific Director, Department of Molecular Medicine
- Dr. Tina Izard, Professor, Department of Integrated Structural and Computational Biology
- Dr. Katrin Karbstein, Professor, Department of Integrative Structural and Computational Biology
- Dr. Thomas Kodadek, Professor, Department of Chemistry
- Dr. Douglas Kojetin, Associate Professor, Department of Integrative Structural and Computational Biology
- Dr. Kirill A. Martemyanov, Professor and Chair, Department of Neuroscience
- Dr. Courtney A. Miller, Professor and Director of Academic Affairs, Department of Molecular Medicine
- Dr. Roy Periana, Professor, Department of Chemistry
- Dr. Donald G. Phinney, Professor, Department of Molecular Medicine
- Dr. Sathyanarayanan V. Puthanveetil, Associate Professor, Department of Neuroscience
- Dr. Christoph Rader, Professor, Department of Immunology and Microbiology
- Dr. Gavin Rumbaugh, Professor, Department of Neuroscience
- Dr. Ben Shen, Professor, Department of Chemistry
- Dr. Susana Valente, Professor and Chair, Department of Immunology and Microbiology
- Dr. Baoji Xu, Professor, Department of Neuroscience

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and second which was made by Trustee Kuntz. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

The following individuals will receive tenure upon hire from the main UF campus:

- Dr. Lisiane Pruinelli, Associate Professor, Department of Family, Community and Health System Science, College of Nursing
- Dr. Bonnie Dorr, Professor, Department of Computer and Information Sciences and Engineering, Herbert Wertheim College of Engineering
- Dr. T. Dean Pringle, Professor and Center Director, Department of Animal and Dairy Sciences/North Florida Research and Education Center, Institute of Food and Agricultural Sciences
- Dr. Peter W. Swaan, Dean and Professor, Department of Pharmaceutics, College of Pharmacy
- Dr. Nina Stark, Associate Professor, Department of Civil and Coastal Engineering, Herbert Wertheim College of Engineering
- Dr. Robin Ingram, Professor and Associate Director, Hamilton Center for Classical and Civic Education
- Dr. Jill Ingram, Professor, Hamilton Center for Classical and Civic Education
- Mr. Lynn LoPucki, Professor of Law, Levin College of Law
- Ms. Lyrissa Barnett Lidsky, Professor of Law, Levin College of Law

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Kuntz, and second which was made by Trustee Phalin. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC2 Instructional Site-West Palm Beach Global Center for Technology and Innovation

Provost Glover went through the plans to establish the temporary instructional site in West Palm Beach for 5 years. The University plans to rent space at Palm Beach College and an additional location until a permanent campus is established. The proposal being presented today is the template that needs BOT approval before submitting to the Board of Governors for approval. He indicated there would be various academic degree programs offered in Engineering, Law and Business. Provost Glover recognized Assistant Provost Cheryl Gater for her work in putting the proposal together.

He indicated it will take a couple of years to get into the black in terms of revenue generation based on growing student enrollments. In Year 0, there will be costs for faculty and startup. Years 1 and 2 will have additional operational costs and Year 3 should be in the black.

Board Chair Hosseini indicated we would need to ask the Board of Governors for approval of market rate tuition. Provost Glover indicated that the colleges looked at the national market and the Florida market to come up with the numbers proposed for market rate.

Provost Glover indicated the proposal is largely completed but a few modifications would need to be made before being submitted to the Board of Governors in January for approval.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC2 for recommendation to the Board for its approval

on the Consent Agenda with such further changes as approved by Chair Hosseini, which was made by Trustee Hosseini, and second which was made by Trustee O'Keefe. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC3 New Degree

Provost Glover indicated that the College of Veterinary Medicine is proposing a new Master's in Preventive Medicine that will prepare veterinarians for leadership roles in management or research of diseases in livestock, poultry and wildlife populations in Florida, US and globally.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Phalin, and second which was made by Trustee Lemasters. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC4 Degree Program Changes

Provost Glover indicated that the College of Design, Construction and Planning is requesting to reduce the number of credit hours from 36 to 30 for the Master of Construction Management. The College of Agricultural and Life Sciences is requesting to reduce the number of credit hours from 36 to 30 for the Master of Science with a major in Interdisciplinary Ecology (Thesis and Non-Thesis).

Trustee Bandon indicated that the College of Design, Construction and Planning has an Industry Advisory Board that reviews curriculum changes within the College and that these changes come from that Board. He indicated that the individuals on this board are leaders in the field.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Kuntz, and second which was made by Trustee O'Keefe. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC5 Centers and Institutes-Annual Expenditure Report

Provost Glover indicated that this was a new reporting requirement that the Board of Governors has requested of the expenditures for all the university centers and institutes.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Kuntz, and second which was made by Trustee Phalin. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC6 Center and Institutes-Historical Evaluation/Review Summary

Provost Glover indicated that this was a new reporting requirement that the Board of Governors has requested of an evaluation/review of all university centers and institutes at least every seven years.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Kuntz, and second which was made by Trustee Lemasters. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

5.1 Admissions Update

Associate Provost and Vice President for Enrollment Management, Mary Parker gave an overview of the enrollment numbers for the incoming class. Honors reduced the required number of essays to 1. They have seen more applications of same quality and higher. The office conducted a financial aid optimization study, and they are continuing to look for more ways to be strategic. They need to increase visibility and increase brand. She noted they are losing middle income families. Board Chair Hosseini thanked VP Parker for her good work and reminded her we must stay within the 17:1 faculty to student ratio. Parker agreed and noted she is working with Cathy Lebo.

5.2 Faculty Senate Update

Faculty Senate Chair and Trustee Amanda Phalin focused her update on the Board of Governor's regulation on Post-Tenure Faculty Review. She indicated that the Faculty Senate had passed a resolution on five recommendations that they would like to see changed. President Fuchs indicated that the system Presidents have been discussing the regulation. They have been discussing post tenure review as an effective system-wide/university-wide way to recognize outstanding performers and also to send signal to faculty that need to do more to enhance their excellence in scholarship, research and extension. They support several of recommendations Chair Phalin presented including that faculty will abide by all state laws, faculty input and peer input for those that have the ability to evaluate the performance and a statement that there is strong support for tenure and academic freedom.

5.3 Student Body President Update

Student Body President and Trustee Lauren Lemasters reflected on her agenda and made a request for 24/7 library hours. Provost Glover indicated that he had recently met with Student Body President Lemasters and that he had agreed to support for an experiment in extended hours for a semester and then come back with the data on the usage. Provost Glover stated that this was tried a few years ago and that the library was underutilized. Trustee Phalin added her strong support for these hours. Trustee Lemasters noted there would be a mental health update at the next meeting.

5.4 Student Life Update

Vice President for Student Life Heather White gave an update on her first 98 days in office, career and life skills development, the pathways students can take for student engagement and the support that has been given to students to help with their holistic wellbeing.

5.5 AI Across the Curriculum and QEP

Kati Migliaccio and Jane Southworth, QEP Co-Chairs reviewed how they are promoting AI Across the Curriculum. They indicated that the goal is for the students to become successful digital citizens and global collaborators while providing all undergraduate students with the opportunity to gain knowledge, skills, and experience with AI. President Fuchs added how important this initiative is.

6.0 New Business

There was no new business to discuss.

7.0 Adjourn

There being no further discussion, the meeting was adjourned at 5:37 p.m.

DRAFT

**Minutes of Public Meeting
University of Florida Board of Trustees
Mental Health Discussion**

Date and Time: January 13, 2023, convened at 9:00 a.m. and concluded at 9:43 a.m.

Place for Public Attendance: Virtual Meeting, Zoom (646) 558-8656, ID# 952 4060 0788

Trustee Attendees: Richard Cole, Lauren Lemasters

Other Attendees: Melissa Curry, Interim Vice President for Human Resources; Heather White, Vice President for Student Life; Melissa Orth, Associate Secretary, Board of Trustees

Discussion of Mental Health:

The Board Chairman charged Trustee Richard Cole to present an update on mental health at the March Board of Trustees. In coordination with Trustee Lauren Lemasters and UF administration, a draft presentation was reviewed, and suggested edits shared. It was agreed a follow-up meeting would be scheduled that would include the Chief Financial Officer and Chief Information Officer.

**Minutes of Public Meeting
University of Florida Board of Trustees
Mental Health Discussion**

Date and Time:

February 7, 2023, convened at 2:00 p.m. and concluded at 2:21 p.m.

Place for Public Attendance:

Virtual Meeting, Zoom (646) 558-8656, ID# 988 3728 2090

Trustee Attendees: Richard Cole, Lauren Lemasters

Other Attendees: Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Heather White, Vice President for Student Life; Melissa Orth, Associate Secretary, Board of Trustees

Discussion of Mental Health:

This meeting was a follow-up to the January 13, 2023, discussion regarding the March Board of Trustees update on mental health. The presentation was reviewed that included suggested edits from the previous meeting. Trustee Cole thanked Trustee Lemasters and UF administrators for all their work. Additional updates were suggested to the presentation. CIO Eldayrie shared the app being developed will go live on March 1 and confirmed the information is owned by the university. There was a brief discussion around the app name, and all agreed with the recommended name of Gator 365.



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS**

Pre-Meeting Minutes

Virtual Meeting

February 13, 2023

Time Convened: 11:09 a.m.

Time Adjourned: 11:41 a.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Lauren D. Lemasters, Daniel T. O’Keefe, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

Ben Sasse, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 11:09 a.m. He noted that this was an informational meeting only and that there would be no voting.

2.0 Roll Call

Board Staff conducted a roll call and Committee members were present except Trustee Bill Heavener and Trustee Amanda Phalin.

3.0 Review Draft Agenda for March Meeting

3.1 Review Draft Minutes

Committee Chair Patel noted that we will review and approve the following minutes at the March BOT meeting:

December 8, 2022

3.2 Review Action Items

AFSSPRSC1 Tenure Upon Hire

Provost Joe Glover indicated there were three Tenure Upon Hire cases at this time but there may be additional cases prior to the March meeting.

- Dr. Changying Li, Professor, Department of Agricultural & Biological Engineering, IFAS
- Dr. Andrew Short, Professor and Chair, Department of Entomology and Nematology, IFAS
- Dr. Heng Xu, Professor, Department of Management, Warrington College of Business

AFSSPRSC2 New Degree: M.S. in Business Analytics

Provost Glover indicated that the Warrington College Business is proposing a New Master of Science in Business Analytics. The new degree will provide analytic computing, business, and communication skills to prepare students to work in various industries. They will learn how to become a crucial translator of functional business needs into analytics processes and analyses. Provost Glover indicated that this new degree was created for the new West Palm Beach campus portfolio of degrees.

Board Chair Hosseini indicated a comprehensive plan for West Palm Beach should be put together for the president to review and discuss with administration. That plan should address why we should have a presence in West Palm Beach, what needs we are filling, and how we plan on filling that need.

President Sasse agreed and indicated that a framework about all potential opportunities outside of Gainesville should address the following five questions, with the last three based on the first two, including:

- What programs do we intend to offer beyond Gainesville and what needs do they fill?
- What geographies align with those needs?
- What specific property is in mind?
- What funding is available?
- What philanthropy or private funding is available?

Provost Glover indicated that the West Palm Beach educational site proposal was sent to the Board of Governors in January. Committee Chair Patel asked Provost Glover to address the questions raised by Chairman Hosseini and President Sasse at the March committee meeting. Board Chair Hosseini noted that it is important to obtain approval for the West Palm Beach campus from the Board of Governors.

AFSSPRSC3 Degree Program Changes

Provost Glover indicated that the College of Medicine is requesting to reduce the number of credit hours from 36 to 30 for the Master of Science with a major in Medical Sciences and a concentration in Gerontology. The change will align with the Graduate Council's minimum degree requirements and will not impact initial enrollment, retention, or graduation.

3.3 Review Discussion Items

Admissions Update

Associate Provost and Vice President for Enrollment Management, Mary Parker will give an overview of the enrollment numbers for the incoming class as well as updates on the Division and the Strategic Enrollment Management Plan. Provost Glover reminded the committee there

will be limited information on the Fall 2023 class at the time of the meeting, but more information would be available about the class later.

Board Chair Hosseini stated that out of state tuition increases were going to be discussed at the Board of Governors in March and that UF should have a thoughtful plan consistent with Board of Governors guidance.

Faculty Senate Update

Committee Chair Patel stated that the committee would get an update from Faculty Senate Chair and Trustee Amanda Phalin.

Student Body President Update

Committee Chair Patel stated that the committee would get an update from Student Body President and Trustee Lauren Lemasters.

Student Life Update

Committee Chair Patel stated that the committee would get an update from Vice President Heather White.

Mental Health Update

Committee Chair Patel stated that Trustee Richard Cole will give an update on the mental health recommendations that were made by the Subcommittee on Mental Health last year.

Rankings Analysis Update

Assistant Provost Cathy Lebo will give an update on the metrics tracked by U.S. News and World Report and the Board of Governors performance metrics. Board Chair Hosseini emphasized the importance of continuing to have a plan around these metrics.

West Palm Beach Update

Committee Chair Patel indicated that Provost Glover will give an update on the West Palm Beach academic programming as well as the other items mentioned during the discussion of Action Item AFSSPRSC 2 above.

Honors Search Update

Committee Chair Patel stated that Associate Provost Angela Lindner will give an update on the search for the Director of the Honors Program. Board Chair Hosseini indicated that the head of the Honors Program is important to the Board of Trustees and its strategic vision. He stated that President Sasse should be involved with the final decision making. Committee Chair Patel agreed and noted the investment the Board is making particularly in the Honors dorm.

New Centers/Institutes

Provost Glover stated that there were three new Centers/Institutes as follows:

- AI, Cybersecurity Governance and Privacy Management Center (Warrington College of Business)
- UF Scripps Biomedical Research Institute

- UF Prevention and Intervention Network (PIN) for Youth, Families, Schools and Communities (College of Education)

4.0 New Business

Board Chair Hosseini stated that UF's future is bright, and we are making history. He thanked Committee Chair Patel and trustees for work on rankings and shared the benefit it has for the University. He asked that Provost Glover and Cathy Lebo make sure they have a plan in place and to let the Board know if they need anything.

President Sasse thanked Committee Chair Patel for his work on the committee along with Provost Glover and Assistant Provost Lebo for helping him understand our performance metrics. He noted we are radically underpriced for out of state student tuition.

5.0 Adjourn

There being no further discussion, the meeting was adjourned at 11:41 a.m.

DRAFT



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC1
March 17, 2023**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that 6 newly appointed faculty members, 2 of which are from Scripps, be granted tenure commencing with their appointment. These individuals meet the criteria set forth in the University's tenure and permanent status policy and have been recommended by the Provost to receive tenure. Attached is a Summary of the Tenure Upon Hire cases.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Tenure Upon Hire cases listed on the attached Summary for recommendation to the Board of Trustees for its approval on the Consent Agenda. While any administrative appointment is noted, tenure is granted only for the faculty appointments.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached [summary](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

Tenure Upon Hire Summary
March 2023

Dr. Changying Li – Institute of Food and Agricultural Sciences
Professor, Department of Agricultural & Biological Engineering

Dr. Changying Li earned his B.S. in Agricultural & Bioenvironmental Engineering in 2000 from China Agricultural University, his M.S. in Agricultural & Bioenvironmental Engineering in 2003 from China Agricultural Engineering and his Ph.D. in Agricultural and Biological Engineering in 2006 from The Pennsylvania State University. His prior institution is the University of Georgia, Athens. Dr. Li is a leader in his discipline of engineering applications in agriculture with AI. He will bring his funding from the USDA NIFA, commodity groups, NSF and industry.

Dr. Andrew Short – Institute of Food and Agricultural Sciences
Professor and Chair, Department of Entomology and Nematology

Dr. Andrew Short received his B.Sc. with distinction in Entomology in 2002 from the University of Delaware and his Ph.D. in Entomology in 2007 from Cornell University. His prior institution is the University of Kansas. Dr. Short has been funded by the NSF since 2008 and has received more than \$2.5 million in support. He has peer-reviewed over 100 publications, been invited to give presentations and contributed to presentations.

Dr. Heng Xu – Warrington College of Business
Professor, Department of Management

Dr. Heng Xu earned her B.B.A. in Information Management and Information System in 2001 from Shandong University in China and her Ph.D. in Information Systems from the National University of Singapore in 2006. Her prior institution is the Kogod School of Business, American University. Dr. Xu has an excellent research record, has 130 refereed journal, conference and workshop publications. She has developed a pipeline on several core issues in management, including fairness in AI us, cyber governance in organizations and organic data use.

Dr. Miles Larmer – College of Liberal Arts and Sciences
Professor, Department of History

Dr. Miles Larmer earned his B.A. in Social Science from Polytechnic of Central London, UK in 1990, his M.A. in African Studies (History) from the Institute of Commonwealth Studies in 1993, his Ph.D. in History from the University of Sheffield, UK in 2004. His prior institution is the University of Oxford. Dr. Larmer is a leader in the field of African History, focusing on the modern history of Zambia, the Democratic Republic of Congo and the wider southern African region. He has published four sole-authored books and edited three others. He has also published 13 book chapters and 28 peer-reviewed papers and has served as editor for six special issues of peer-reviewed journals.

Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology

Dr. Joe G.N. Garcia

Professor of Inflammation Science

Dr. Garcia is internationally recognized pulmonary and critical care physician scientist and elected member of the National Academy of Medicine. He serves as the Director of the Center for Inflammation Sciences and Systems Medicine at The Herbert Wertheim UF Scripps Institute for Biomedical Innovation at the University of Florida's Jupiter campus. With former senior academic leadership positions at Johns Hopkins University, the University of Chicago, the University of Illinois and the University of Arizona, Dr. Garcia also serves as the Associate Vice President for UF Health Research. His extensive NIH grant portfolio and over 600 peer-reviewed publications have focused on the diagnosis, management and genetic basis of inflammatory and fibrotic organ injuries including health disparities in vulnerable populations.

Dr. Luiz Pedro Carvalho

Professor, Department of Chemistry

Dr. Carvalho earned his B.S. in Pharmacy from the Federal University of Rio Grande do Sul, Brazil, in 1999 and his Ph.D. in Biochemistry from the Albert Einstein College of Medicine, in the USA, in 2006. Prior to UF, Dr. Carvalho was a Principal Group Leader at the Francis Crick Institute, in the United Kingdom. He has over 60 peer-reviewed publications. His scientific career has focused on understanding mycobacterial enzymology and metabolism and applying this knowledge to reveal novel mechanisms of action and resistance to antibiotics.



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC2
March 17, 2023**

SUBJECT: New Degree

BACKGROUND INFORMATION

The proposed Master of Science in Business Analytics in the Warrington College of Business (CIP 30.7102) will provide analytic computing, business and communication skills to prepare students to work in various industries. They will learn how to become a crucial translator of functional business needs into analytics processes and analyses. The Master of Science in Business Analytics Medicine was approved by the Curriculum Committee and then by the Faculty Senate at their November 18, 2022 meeting.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Master of Science in Business Analytics listed above for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: See [attached](#) New Degree for Master of Science in Business Analytics.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, March 17, 2023.

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM
 In Accordance with BOG Regulation 8.011
 (Please do not revise this proposal format without prior approval from Board staff)

University of Florida
 Institution Submitting Proposal

Fall 2023
 Proposed Implementation Term

Warrington College of Business
 Name of College(s) or School(s)

Information Systems and Operations Management
 Name of Department(s)/Division(s)

Business Analytics
 Academic Specialty or Field

Master of Science in Business Analytics
 Complete Name of Degree

30.7102 (Business Analytics)
 Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

 Date Approved by the University Board of Trustees

W. Kent Fuchs 1/30/2023 | 1:38 PM EST
 President's Signature Date

 Board of Trustees Chair's Signature Date

Joseph Glover 1/30/2023 | 1:12 PM EST
 Provost's Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Appendix A – Table 3A or 3B. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing total E&G by FTE.

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	60	57	\$15,518	\$931,062	0	0	\$927,567
Year 2	60	57					
Year 3	120	114					
Year 4	120	114					
Year 5	120	114	\$8,565	\$1,027,819	0	0	\$1,027,819

Additional Required Signatures

I confirm that I have reviewed and approved Need and Demand Section III.F. of this proposal.




Signature of Equal Opportunity Officer

2/20/2023 | 11:18 AM EST

Date

I confirm that I have reviewed and approved Non-Faculty Resources Section VIII.A. and VIII.B. of this proposal.



Signature of Library Dean/Director

12/14/21

Date

Introduction

I. Program Description and Relationship to System-Level Goals

A. Describe within a few paragraphs the proposed program under consideration, and its overall purpose, including:

- degree level(s)
- majors, concentrations, tracks, specializations, or areas of emphasis
- total number of credits
- possible career outcomes for each major (provide additional details on meeting workforce need in Section III)

The Master of Science in Business Analytics (M.S.B.A.) program provides analytic, computing, business, and communications skills to prepare students to work in various industries. In the M.S.B.A. program, students will learn how to become a crucial translator of functional business needs into analytics processes and analyses. This program combines business knowledge and related data with analytics skills to meet the growing needs of analytics teams supporting businesses. The curriculum consists of 36 credits taken over ten months. Courses taken include a business core including accounting, finance, marketing, management, and communications. Also, sample technical courses include artificial intelligence, database, data visualization, and marketing analytics. However, we are not proposing any concentrations, tracks, or specializations within the degree.

The Department of Information Systems and Operations Management (ISOM) at the Warrington College of Business (WCB) has offered a specialized master's program since 1988. The Master of Science in Information Systems and Operations Management (M.S.I.S.O.M.) program has continuously demonstrated its marketability and demand since its inception. The program currently has four options for concentrations: Business Analytics (BA), Data Science (DS), Information Technology (IT), and Supply Chain Management (SCM). The Business Analytics concentration was added in Fall 2020 and admitted 34 students. This concentration is unique from the other M.S.I.S.O.M. concentrations in the following ways: (1) It is a shorter 10-month program, (2) It contains a required practicum series of courses where students work with companies, and (3) it provides several business analytic elective choices across the business school. Based on the success of this concentration, the WCB wants to offer a stand-alone degree. *Specifically, we plan to rename the Business Analytics concentration as a new specialized non-thesis degree titled Master of Science in Business Analytics (M.S.B.A.).* The M.S.B.A. degree program will have two delivery options: a traditional, on-campus experience or an online distance learning experience.

A key component of the M.S.B.A. program is a practicum course, whereby students work on a real-world business analytics project in partnership with businesses and organizations. The benefits of this partnership are two-fold: the students gain critical practical training, while the businesses gain direct access to potential employees. The job outlook for our graduating students is positive. Previously, we have placed M.S.I.S.O.M. students in a variety of industries, including consulting (Accenture, Protiviti, Raymond James, KPMG), technology (Amazon, IBM, Microsoft, Google), and financial (Bank of America, Citibank, Chase). We anticipate that our M.S.B.A. graduates will place commensurately.

B. If the proposed program qualifies as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan, please indicate the category.

- **Critical Workforce**

- Education
- Health
- Gap Analysis

- **Economic Development**

- Global Competitiveness
- Science, Technology, Engineering, and Math (STEM)

Does not qualify as a Program of Strategic Emphasis.

II. Strategic Plan Alignment, Projected Benefits, and Institutional Mission and Strength

A. Describe how the proposed program directly or indirectly supports the following:

- **System strategic planning goals (see link to the 2025 System Strategic Plan on the [New Program Proposals & Resources](#) webpage)**
- **the institution's mission**
- **the institution's strategic plan**

One of the strategic goals concerning "Strategic Priorities for a Knowledge Economy" is to increase the number of degrees awarded in STEM fields. The UF M.S.B.A. degree would explicitly support this goal by providing students an opportunity to earn a STEM-related degree. Another strategic goal is to increase business engagement. A key component of the M.S.B.A. program is a practicum course, whereby students work on a real-world business analytics project in partnership with businesses and organizations. Finally, this new degree will directly support the AI at UF Initiative and NVIDIA partnership which calls for AI to be the "centerpiece of a major, long-term initiative that is combining world-class research infrastructure, cutting-edge research, and a transformational approach to curriculum."

B. Describe how the proposed program specifically relates to existing institutional strengths. This can include:

- **existing related academic programs**
- **existing programs of strategic emphasis**
- **institutes and centers**
- **other strengths of the institution**

The Department of Information Systems and Operations Management (ISOM) at the Warrington College of Business (WCB) has offered a specialized master's program since 1988. The Master of Science in Information Systems and Operations Management (M.S.I.S.O.M.) program has continuously demonstrated its marketability and demand since its inception. The program currently has four options for concentrations: Business Analytics (BA), Data Science (DS), Information Technology (IT), and Supply Chain Management (SCM). The Business Analytics concentration was added in Fall 2020 and admitted 34 students. This concentration is unique from the other M.S.I.S.O.M. concentrations in the following ways: (1) It is a shorter 10-month program, (2) It contains a required practicum series of courses where students work with companies, and (3) it provides several business analytic elective choices across the business school. Based on the success of this concentration, the WCB wants to offer a stand-alone degree. Specifically, we plan to rename the Business Analytics concentration as a new specialized degree titled Master of Science in Business Analytics (M.S.B.A.).

We are working to develop a Business Analytics Center which will help coordinate the teaching and research activities across disciplines. Whether it is assisting in developing new cross-disciplinary specializations, modifying existing curricula to better reflect the needs of businesses who hire our graduates, or funding research for our doctoral students in AI, the Center will serve as a focal point that helps to synergize the vast reservoir of talent and expertise within the College as it relates to AI and all

the changes that it brings to the world of business. In addition, this new degree will directly support the AI at UF Initiative and NVIDIA partnership.

- c. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify whether any concerns were raised, and, if so, provide a narrative explaining how each concern has been or will be addressed.**

The pre-proposal was approved on September 2, 2021. A chief concern of CAVP was that several institutions suggested using the CIP code of 30.7102 with the title of "Business Analytics." We originally proposed to use the CIP code 11.0501 (Computer Systems Analysis/Analyst) for our new degree as it was a STEM designated CIP code. We have since found out that CIP code 30.7102 (Business Analytics) has now also been classified as a STEM CIP code by the BOG and DHS. Hence, we decided to adopt the CIP code 30.7102 (Business Analytics) as per the CAVP recommendations.

Another concern expressed by UNF was that they also offer an M.S.B.A. degree, and that there may be some conflict between two competing programs. When comparing the curriculum directly, it appears that ours is distinct as it includes business core classes (such as Accounting, Marketing, Finance, and Organizational Staffing.) In addition, our program requires 36 total credits, where the UNF program only contains 30 credits.

Further investigation of Florida Labor Statistics shows that the Professional and Business Services Industry (NAICS Code) is projected to grow by 14.9% by the year 2028. Also, Computer Systems Analysts (SOC Code 15-1121) and Computer and Information Systems Managers (SOC Code 11-3021) remain on the list of fastest-growing occupations when comparing employment in 2020 to projections for 2028. Note that the Occupation of Management Analysts also is projected to have a 17.8% growth. Because the growth for these computer and business-related occupations is high, it appears that the industry can support this additional degree program.

- d. In the table below, provide a detailed overview and narrative of the institutional planning and approval process leading up to the submission of this proposal to the Board office. Include a chronology of all activities, providing the names and positions of both university personnel and external individuals who participated in these activities.**
- If the proposed program is a bachelor's level, provide the date the program was entered into the APPRiSe system, and, if applicable, provide narrative responding to any comments received from APPRiSe.**
 - If the proposed program is a doctoral-level program, provide the date(s) of the external consultant's review in the planning table. Include the external consultant's report and the institution's responses to the report as Appendix B.**

Planning Process

Date	Participants	Planning Activity Description
Fall 2019	Dean's Committee for Business Analytics Curriculum	Initial curriculum planning for a Business Analytics track in the M.S.I.S.O.M. program.
Fall 2020	M.S.I.S.O.M. Department	Started the M.S.I.S.O.M. Business Analytics (BA) concentration with 34 students.
Fall 2020	Graduate School	Petition to change all tracks within the M.S.I.S.O.M. (including the BA track) to concentrations instead approved by the Graduate School.
Spring 2021	WCB	Pre-proposal filed for the M.S.B.A. degree.
September 2, 2021	SUS Council of Academic Vice Presidents Academic Program Coordination Group	Approval of the pre-proposal.
Fall 2021	M.S.I.S.O.M. Department	Admitted the second cohort of M.S.I.S.O.M. BA concentration students.
Spring 2022	To Do: WCB	Approval of the proposal

- E. Provide a timetable of key events necessary for the implementation of the proposed program following approval of the program by the Board office or the Board of Governors, as appropriate, and the program has been added to the State University System Academic Degree Program Inventory.**

Events Leading to Implementation

Date	Implementation Activity
Fall 2022- Spring 2023	Hire faculty to support the M.S.B.A. program (as discussed in Section VI-A).
Spring 2023	Arrange for practicum projects with corporate partners.
Fall 2023	Admit the first cohort of M.S.B.A. students.

Institutional and State Level Accountability

III. Need and Demand

A. Describe the workforce need for the proposed program. The response should, at a minimum, include the following:

- **current state workforce data as provided by Florida's Department of Economic Opportunity**
- **current national workforce data as provided by the U.S. Department of Labor's Bureau of Labor Statistics**
- **requests for the proposed program from agencies or industries in your service area**
- **any specific needs for research and service that the program would fulfill**

Machine learning (ML) and, more generally, artificial intelligence (AI) is quickly becoming the new frontier for businesses searching for tools and techniques to gain a competitive advantage. PwC predicts that AI will add as much as \$16 trillion to the global economy by 2030. Firms are eager to accumulate the necessary skills and talent to deploy AI into their businesses. A recent McKinsey article suggests that we might need less pure data scientists and more professionals with business-level expertise who can work with tools that technology companies are rapidly developing.

The Master of Science in Business Analytics (M.S.B.A.) program provides analytic, computing, business, and communications skills to prepare students to contribute to the Florida and US economies. In the M.S.B.A. program, students will learn how to become a crucial translator of functional business needs into analytics processes and analyses. These students will have the necessary skills to utilize tools such as ML and AI to effectively develop business applications in the finance, marketing, or supply chain domains. Moreover, the M.S.B.A. will train students for the following occupations recently identified by The US Bureau of Labor Statistics as the top 20 fastest growing occupations: statisticians, information analysts, and data scientists.

Florida Labor Statistics shows that the Professional and Business Services Industry (NAICS Code) is projected to grow by 14.9% by 2028. Also, Computer Systems Analysts (SOC Code 15-1121) and Computer and Information Systems Managers (SOC Code 11-3021) remain on the list of fastest-growing occupations when comparing employment in 2020 to projections for 2028. Note that the Occupation of Management Analysts also is projected to have a 17.8% growth. Because the growth for these computer and business-related occupations is high, it appears that the industry can support this additional degree program.

B. Provide and describe data that support student demand for the proposed program. Include questions asked, results, and other communications with prospective students.

Because we successfully admitted two cohorts for the BA concentration, we are confident that we will be able to fill an initial class of 60 students when the M.S.B.A. becomes a stand-alone degree. In addition, we feel that the online program has the potential to attract a broader population, including part-time working students. We plan to also accept another online cohort of students before year 5, which will double the

total number of students to 120 students.

- C. Complete Appendix A – Table 1 (1-A for undergraduate and 1-B for graduate) with projected student headcount (HC) and full-time equivalents (FTE).**
- Undergraduate FTE must be calculated based on 30 credits per year
 - Graduate FTE must be calculated based on 24 credits per year

In the space below, provide an explanation for the enrollment projections. If students within the institution are expected to change academic programs to enroll in the proposed program, describe the anticipated enrollment shifts and impact on enrollment in other programs.

Because we successfully admitted two cohorts for the BA concentration, we are confident that we will be able to fill an initial class of 60 students when the M.S.B.A. becomes a stand-alone degree. In addition, we feel that the online program has the potential to attract a broader population, including part-time working students. We plan to also accept another online cohort of students before year 5, which will double the total number of students to 120 students.

- D. Describe the anticipated benefit of the proposed program to the university, local community, and the state. Benefits of the program should be described both quantitatively and qualitatively.**

One of the strategic goals concerning "Strategic Priorities for a Knowledge Economy" is to increase the number of degrees awarded in STEM fields. One of the quantitative benefits of the UF M.S.B.A. degree is to explicitly support this goal by providing students an opportunity to earn a STEM-related degree. Another strategic goal is to increase business engagement. A vital component of the M.S.B.A. program is a practicum course, whereby students work on a real-world business analytics project in partnership with businesses and organizations. Thus, a qualitative benefit would be to enhance UF's engagement with the business community.

- E. If other public or private institutions in Florida have similar programs that exist at the four- or six-digit CIP Code or in other CIP Codes where 60 percent of the coursework is comparable, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at those institutions regarding the potential impact on their enrollment and opportunities for possible collaboration in the areas of instruction and research.**

Three other universities in Florida currently offer programs under the 30.7102 CIP code: Florida Atlantic University (FAU), Florida State University (FSU), and the University of North Florida (UNF). Senior Associate Dean Gary McGill sent an email letter to the Dean of each of these schools concerning this matter. All three schools offered their support for the new program at UF, and these emails are included in Appendix J. To summarize, Dean Gropper at FAU had some questions chiefly concerning the possibility of offering the degree in South Florida. Senior Associate Dean McGill and Dean Mitra of UF responded to those questions, and Dean Mitra confirmed that we planned for potential collaboration with FAU in South Florida in the future. Dean Hartline at FSU emailed support without other comments. Dean Buttmer

at UNF had questions about the online version of UF's M.S.B.A. program, and Senior Associate Dean McGill clarified that we are planning on adding an online cohort at some time in the next five years.

F. Describe the process for the recruitment and retention of a diverse student body in the proposed program. If the proposed program substantially duplicates a program at FAMU or FIU, provide a letter of support from the impacted institution(s) addressing how the program will impact the institution's ability to attract students of races different from that which is predominant on the FAMU or FIU campus. The institution's Equal Opportunity Officer shall review this Section of the proposal, sign, and date the additional signatures page to indicate that all requirements of this section have been completed.

To ensure that the race/ethnicity balance holds, we will work actively with the Director of Graduate Minority Programs at the University of Florida to recruit minority students. Note that we anticipate that the M.S.B.A. program will attract similar students as the M.S.I.S.O.M. program. For the traditional M.S.I.S.O.M. students admitted and accepted into the Fall 2020 incoming class, 25% indicated that they were Hispanic, and 9% indicated that they were of Black or African American race. In addition, 41% of the class are female, considered underrepresented in STEM fields.

FAMU and FIU do not have programs with the CIP code 30.7102, so we do not anticipate a negative impact on these universities.

IV. Curriculum

- A. Describe all admission standards and all graduation requirements for the program. Hyperlinks to institutional websites may be used to supplement the information provided in this subsection; however, these links may not serve as a standalone response. For graduation requirements, please describe any additional requirements that do not appear in the program of study (e.g., milestones, academic engagement, publication requirements).**

Admission standards: The admission standards will be similar to those already established for the current M.S.I.S.O.M. program. In particular, students will need to submit (a) to transcript certifying a bachelor's degree from an accredited college or university with a minimum GPA of 3.0, (b) GMAT or GRE scores, (c) a current resume, and (d) three letters of recommendation. International students will also need to complete a personal interview and submit TOEFL or IELTS scores. Details for admissions are included in the following : <https://warrington.ufl.edu/master-of-science-in-information-systems-and-operations-management/admissions/>.

Graduation requirements: Students will need to complete 36 credits consisting of 22 credits for required courses, an additional 14 credits of electives and satisfaction of all UF Graduate Council policies governing master level graduate degree programs (including but not limited to the requirements for graduate student oversight, a final comprehensive examination, time limitation, and a minimum 3.0 (truncated) GPA (in overall, major, and, where applicable, minor credits) in order to graduate.

- B. Describe the specific expected student learning outcomes associated with the proposed program. If the proposed program is a baccalaureate degree, include a hyperlink to the published Academic Learning Compact and the document itself as Appendix C.**

As part of the AACSB accreditation process discussed in Section V, the M.S.I.S.O.M. program reviews its progress via the Assurance of Learning procedures. The following goals are assessed periodically via external exams and performance in communications courses:

Goal 1: Demonstrate competency in and across business disciplines;

Goal 2: Apply appropriate problem solving and decision-making skills;

Goal 3: Possess effective communication skills;

Goal 4: Think critically and analytically in formulating business solutions.

We will have similar expected student learning outcomes associated with the M.S.B.A. program.

- C. If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as outlined in [State Board of Education Rule 6A-10.024](#). Additionally, please list the prerequisites, if any, and identify the specific AS degrees that may transfer into the proposed program.**

Not applicable to this program because it is not an AS-to-BS Capstone.

D. Describe the curricular framework for the proposed program, including the following information where applicable:

- **total numbers of semester credits for the degree**
- **number of credits for each course**
- **required courses, restricted electives, and unrestricted electives**
- **a sequenced course of study for all majors, concentrations, tracks, or areas of emphasis**

Students will complete 36 credits consisting of 22 credits for required courses and an additional 14 credits of electives. All courses are offered in a modular (i.e., half-semester) format, most of which consists of 2 units of credit. The required courses consist of (a) required business core functional courses (such as accounting and marketing) (b) required analytics tools courses (such as systems analysis and design, database, statistics, Python, Business Intelligence), (c) required communications courses (such as writing and communications), and (d) required practicum courses. The elective courses consist of choices for (i) functional analytics courses (such as organizational staffing, human capital management, marketing analytics, corporate finance, and AI & ML for FINTECH, (ii) technical analytics courses (such as Data Mining, Data Visualization, Managerial Quantitative Analysis, and Artificial Intelligence Methods).

Initially, we will accept a single on-campus cohort with face-to-face courses, which students will complete within a 10-month timeframe. Eventually, we will also start another online cohort which students will complete within 5 semesters, thereby accommodating students who are also working professionals.

See Appendix I for the course progressions. Exhibit 1 shows the 10-month curriculum for the in-person version on-campus version of the M.S.B.A., while Exhibit 2 shows the curriculum for the 2-year online version of the M.S.B.A.. There are no formal majors or concentrations. The arrows in the Exhibit denote a prerequisite structure.

E. Provide a brief description for each course in the proposed curriculum.

Required Courses:

ACG5005 (2) Financial Accounting

Description: Introduction for prospective managers. Primary emphasis on financial reporting and analysis.

ACG5075 (2) Managerial Accounting

Description: Introduction for prospective managers. Primary emphasis on management control systems.

Prerequisites: C or higher in ACG5005.

GEB5212 (1) Professional Writing in Business

Description: Written structure of memoranda, executive summaries, mission statements, marketing and SWOT analyses, product and management structure descriptions, marketing and business plans. Conventions and psychological principles governing reader preferences and assumptions.

Prerequisites: None

GEB5215 (1) Professional Communication in Business

Description: Balance between descriptive information and application of organizational communication theories and techniques for business and professional speaking.

Prerequisites: None

ISM6128 (2) Advanced Business Systems Design and Development I

Description: Object-oriented analysis and model specification for business software systems. Articulation of key requirements (data, processes, physical components, deployment) using logical modeling methodologies.

Prerequisites: None

ISM6215 (2) Business Database Systems I

Description: Fundamentals of data storage and retrieval models for business applications. Data modeling and database design principles. Theoretical foundations and exercises presented for relational data model and SQL.

Prerequisites: C or higher in ISM6128.

ISM6405 (2) Business Intelligence

Description: Mastering emerging business intelligence technologies such as data warehousing, online analytic processing (OLAP), data mining and text mining in generating valuable control and decision-support business intelligence for many organizations in adjusting to their competitive business environment.

Prerequisites: C or higher in ISM6215 and QMB6358.

ISM6413 (2) Introduction to Python

Description: The course is designed to teach Python as a tool to create business analytics and visualization applications. The emphasis of the course is on programming constructs for analytics. A thorough introduction to Object-Oriented programming concepts with Python will be given. Python libraries designed for data preparation, transformation and wrangling will be reviewed with sample applications.

Prerequisites: None

MAR5806 (2) Problems and Methods in Marketing Management

Description: Concepts and techniques for resolving marketing management problems through the case method.

Prerequisites: None

QMB6358 (2) Statistical Analysis for Managerial Decisions I

Description: Data-application techniques for managerial problems; difficulties that can arise in applying the techniques and interpreting results. Experience using computerized procedures; may require substantial amount of case analysis.

Prerequisites: None

QMB6938 (1) Analytics Processes for Business Bootcamp

Description: The ultimate objective of the course is to prepare you to use one of the most comprehensive business analytics tools effectively within a standard analytics process framework. This tool and framework can be applied to almost all business analytics and modeling efforts, including Artificial Intelligence.

Prerequisites: BA concentration or instructor permission.

QMB6942 (1) Analytics Project Practicum 1

Description: This course is designed to engage you in solving "real world" business analytics problems. You will be a part of a small team of students that work with a business or organization. In this first practicum module, the focus will be on the first key steps of the analytics process.

Prerequisites: Analytics Process Bootcamp.

QMB6943 (1) Analytics Project Practicum 2

Description: This course is designed to engage you in solving "real world" business analytics problems. You will be a part of a small team of students that work with a business or organization. In this second practicum module, the focus will be on the modeling steps of the analytics process.

Prerequisites: Analytics Practicum 1.

QMB6944 (1) Analytics Project Practicum 3

Description: This course is designed to engage you in solving "real world" business analytics problems. You will be a part of a small team of students that work with a business or organization. In this third module, the focus will be on the Evaluation and Deployment steps of the analytics process.

Prerequisites: Analytics Practicum 2.

Elective Courses:

ACG7848 (2) Data Analysis Skills

Description: In this course the students are introduced to archival research. The primary focus is on introducing the most used datasets on WRDS (Compustat, CRSP and IBES) and learning SAS to manage and analyze these datasets.

Prerequisites: C or higher in ISM6413.

ACG7849 (2) Web Crawling and Textual Analysis

Description: In this course students will learn how to automatically retrieve data web pages/data from the internet and perform natural language processing techniques.

Prerequisites: C or higher in ISM6413.

FIN5437 (2) Finance I: Asset Valuation, Risk, and Return

Description: Analysis of business financing and investing decisions. Selected financial tools and concepts. Risk analysis and capital budgeting.

Prerequisites: Must be MBA student. Required of all MBA students who lack basic business finance course.

FIN6779 (2) Artificial Intelligence & Machine Learning Applications for Finance & FINTECH Description: This course deals with the application of data-intensive computer methods broadly known as "machine learning" to certain financial issues. Fintech can be approached from a number of different angles but the focus here will be on using data for autonomous (AI-based) financial decisions such as lending and portfolio selection.

Prerequisites: ISM 6413 and FIN 5437 or by consent of instructor.

FIN6930 (2) Special Topics in Finance (AI & ML Applications for Finance & FINTECH) Description: The focus in this course will be on how data are used for autonomous (AI-based) financial decisions such as lending and retail investment recommendations.

Prerequisites: None

ISM6304 (2) Artificial Intelligence Methods

Description: No information found.

Prerequisites: C or higher in ISM6413.

ISM6423 (2) Data Analysis for Decision Support

Description: Overview of various solution methods for data analysis programs such as clustering, classification, and regression that occur in business decision making.

Prerequisites: C or higher in ISM6405.

ISM6562 (2) Business Data Presentations and Visualization

Description: Business Data Presentation and Visualization

Prerequisites: C or higher in ISM6215.

MAN6366 (2) Organizational Staffing

Description: Overview of human resource selection. Recruitment, job analysis, psychometrics, criterion measurement, development and evaluation of selection devices, and practical applications.

Prerequisites: C or higher in MAN5245

MAN6930 (2) Special Topics (Human Capital Analysis)

Description: This course covers statistical and analytical know-how to harness the potential of HR metrics and people-related data.

MAR6668 (2) Marketing Analytics I

Description: Marketers today typically have access to a large amount of data with different formats. Properly analyzing these data will help managers better understand the marketplace and improve their decision-making, such as pricing, advertising budget allocation, and product recommendation.

Prerequisites: C or higher in MAR5806. A basic understanding of the statistical programming language Python. Instructor approval required if the student has not taken an Intro to Python Course.

MAR6669 (2) Marketing Analytics II

Description: This course is designed to engage you in the marketing analytics

activities that support marketing decision-making using machine learning.
Prerequisites: C or higher in MAR6668.

QMB6755 (2) Managerial Quantitative Analysis I

Description: Survey of deterministic models for managerial decision making.
Emphasizes mathematical programming.

Prerequisites: None

QMB6304 (2) Artificial Intelligence Methods in Business

Description: This course is designed to engage you building artificial intelligence (AI) models for business using modern tools.

Prerequisites: None

- F. For degree programs in medicine, nursing, and/or allied health sciences, please identify the courses that contain the competencies necessary to meet the requirements identified in [Section 1004.08, Florida Statutes](#). For teacher preparation programs, identify the courses that contain the competencies necessary to meet the requirements outlined in [Section 1004.04, Florida Statutes](#).**

Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.

- G. Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or increased need for required or elective courses outside of the proposed academic program. If the proposed program is a collaborative effort between multiple academic departments, colleges, or schools within the institution, provide letters of support or MOUs from each department, college, or school in Appendix D.**

As part of the curriculum, several other business courses are required from other Warrington College of Business departments. The department chairs from those alternate departments (Finance, Accounting, Management, and Marketing) have been consulted to provide required business core courses as well as potential electives for the degree. These courses are already in place for the current BA concentration students.

- H. Identify any established or planned educational sites where the program will be offered or administered. If the proposed program will only be offered or administered at a site(s) other than the main campus, provide a rationale.**

We will offer the program at the main campus in a face-to-face format and also online.

- I. Describe the anticipated mode of delivery for the proposed program (e.g., face-to-face, distance learning, hybrid). If the mode(s) of delivery will require specialized services or additional financial support, please describe the**

projected costs below and discuss how they are reflected in Appendix A – Table 3A or 3B.

We will offer the program at the main campus in a face-to-face format and also online.

- J. Provide a narrative addressing the feasibility of delivering the proposed program through collaboration with other institutions, both public and private. Cite any specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.**

As part of the program, we require the students to take a practicum series of courses where students work with companies. We will coordinate with these companies for the projects involving data analysis. However, joint use of facilities is not planned at this time.

- K. Describe any currently available sites for internship and/or practicum experiences. Describe any plans to seek additional sites in Years 1 through 5.**

Not applicable to this program because the program does not require internships or practicums.

Sample companies that have provided internship opportunities to our students include consulting firms (Accenture, Protiviti, Raymond James, KPMG), technology firms (Amazon, IBM, Microsoft, Google), and financial firms (Bank of America, Citibank, Chase). We will collaborate with Graduate Business Services (<https://warrington.ufl.edu/career/>) to expand our students' list of corporate internships.

V. Program Quality Indicators - Reviews and Accreditation

- A. List all accreditation agencies and learned societies that would be concerned with the proposed program. If the institution intends to seek specialized accreditation for the proposed program, as described in [Board of Governors Regulation 3.006](#), provide a timeline for seeking specialized accreditation. If specialized accreditation will not be sought, please provide an explanation.**

The Association to Advance Collegiate Schools of Business International (AACSB) is the accreditation agency utilized by most Business Schools.

- B. Identify all internal or external academic program reviews and/or accreditation visits for any degree programs related to the proposed program at the institution, including but not limited to programs within academic unit(s) associated with the proposed degree program. List all recommendations emanating from the reviews and summarize the institution's progress in implementing those recommendations.**

The Warrington College of Business undergoes accreditation by AACSB every 5 years, and the most recent accreditation was in January 2019. As part of this process, the M.S.I.S.O.M. program reviews its progress via the Assurance of Learning process.

- C. For all degree programs, discuss how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Additionally, indicate whether an industry or employer advisory council exists to provide input for curriculum development, student assessment, and academic-force alignment. If an advisory council is not already in place, describe any plans to develop one or other plans to ensure academic-workforce alignment.**

In addition to the AACSB accreditation, we have another mechanism in place to evaluate the program's curriculum, learning outcomes, and overall quality. The department hosts an employer advisory council (the Information Systems and Operations Management Forum) in which executives from firms meet with faculty and students. The firms that are regularly represented in the forum are those that typically hire our students. Every year, we have a discussion with representatives concerning our curriculum. This feedback is further evaluated during faculty meetings and acted upon if we feel it will improve the quality of our program. Feedback from the forum helps ensure that our curriculum is cutting-edge and relevant to industry. We plan to continue to solicit feedback from our industry partners for our M.S.B.A. program.

VI. Faculty Participation

A. Use Appendix A – Table 2 to identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty. Include the following information for each faculty member or position in Appendix A – Table 2:

- the faculty code associated with the source of funding for the position
- faculty member's name
- highest degree held
- academic discipline or specialization
- anticipated participation start date in the proposed program
- contract status (e.g., tenure, tenure-earning, or multi-year annual [MYA])
- contract length in months
- percent of annual effort that will support the proposed program (e.g., instruction, advising, supervising)

This information should be summarized below in narrative form. Additionally, please provide the curriculum vitae (CV) for each identified faculty member in Appendix E.

The CVs for all current faculty members teaching in this program is included in Appendix E. We are currently in the process of hiring 2 new faculty in the ISOM Department to support the M.S.B.A. program.

B. Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program have been productive in teaching, research, and service. Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, and other qualitative indicators of excellence (e.g., thesis, dissertation, or research supervision).

The Department of Information Systems and Operations Management has been in existence since 1988, and we have offered various MS programs since 1993. Recent qualitative indicators of research excellence from the 2020-2021 academic year include the following:

-The department increased its research productivity, as assessed in terms of publications in top journals.

- The Association for Information Systems research rankings for the 2016-2020 period based on publications in the top three Information Systems (IS) journals show that the ISOM Department is ranked 13th among North American universities (15th Worldwide).

- Two ISOM faculty were placed among the world's top 100 information systems scholars on the same list, with Liangfei Qiu ranked at 1st, and Kenny Cheng ranked at 32nd.

- The paper entitled "Financial Sustainability of IoT Platforms: The Role of Quality and Security" by ISOM doctoral student Anurag Garg and ISOM faculty Emre Demirezen, Kutsal Dogan, and Kenny Cheng won the 2020 Decision Sciences Institute

Conference Best Interdisciplinary Paper Award.

-Numerous research grants were accrued by faculty.

Indicators of teaching excellence from the 2020-2021 academic year include the following:

- The ISOM Department offered 125 graduate modules equivalent in-load teaching capacity and 8.25 graduate modules equivalent overloads (off-book teaching not included) during the 2020-21 period.

- It is even more impressive when we account for the fact that class sizes are typically large, as faculty need to revise their course materials in response to technological advancements and market needs.

Indicators of service excellence from the 2020-2021 academic year include the following:

-ISOM Faculty have served on editorial boards and served as Senior, Area, or Associate Editors.

-They continue to organize workshops and sessions for major conferences.

VII. Budget

- A. Use Appendix A – Table 3A or 3B to provide projected costs and associated funding sources for Year 1 and Year 5 of program operation. In narrative form, describe all projected costs and funding sources for the proposed program(s). Data for Year 1 and Year 5 should reflect snapshots in time rather than cumulative costs.**

The costs associated with teaching the M.S.B.A. program are summarized in Table 3B of Appendix A. Because we plan to accept 60 students initially, we can accommodate these by teaching a single section of the courses shown in Section E. By the fifth year, we will accept an additional online cohort. Consequently, the number of courses offered will double by the fifth year.

- B. Use Appendix A – Table 4 to show how existing Education & General (E&G) funds will be reallocated to support the proposed program in Year 1. Describe each funding source identified in Appendix A – Table 4, and provide a justification below for the reallocation of resources. Describe the impact the reallocation of financial resources will have on existing programs, including any possible financial impact of a shift in faculty effort, reallocation of instructional resources, greater use of adjunct faculty and teaching assistants, and explain what steps will be taken to mitigate such impacts.**

The anticipated reallocation of educational general funds is summarized in Appendix A – Table 4. The current sources of funding will be “reallocated” from the existing program (M.S.I.S.O.M. Business Analytics Concentration) to the new proposed program, (M.S.B.A.) thus other programs will not be impacted by the reallocation.

- C. If the institution intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition, as described in [Board of Governors Regulation 8.002](#), provide a rationale and a timeline for seeking Board of Governors' approval.**

Not applicable to this program because the program will not operate through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition

- D. Provide the expected resident and non-resident tuition rate for the proposed program for both resident and non-resident students. The tuition rates should be reported on a per credit hour basis, unless the institution has received approval for a different tuition structure. If the proposed program will operate as a continuing education program per [Board of Governors Regulation 8.002](#), please describe how the tuition amount was calculated and how it is reflected in Appendix A – Table 3B.**

This program will charge the regular UF graduate tuition rate. As per [UF Regulation 3.0375 Tuition Cost](#) Resident Graduate Tuition is \$448.73 per credit hour and for non-resident students, \$690.21 per credit hour.

- E. Describe external resources, both financial and in-kind support, that are available to support the proposed program, and explain how this amount is reflected in Appendix A – Table 3A or 3B.**

A key component of the M.S.B.A. program is a practicum course, whereby students work on a real-world business analytics project in partnership with businesses and organizations. The benefits of this partnership are two-fold: the students gain critical practical training, while the businesses gain direct access to potential employees. Resources are necessary to identify appropriate businesses and match them with student groups. The college recently established a Business Analytics and Artificial Intelligence Center to help coordinate teaching and research activities across disciplines. Amongst other tasks, this center will aid student groups to identify corporate partners and help provide access to necessary computing resources.

Over the last four years, the WCB averaged approximately \$25 million per year from Entrepreneurial Programs, \$.4 million from Contracts and Grants, and \$10.9 million from Endowment Earnings and Gift Transfers. The ISOM Department is supported by \$15.5 million of endowment and other current use gifts that generate approximately \$700,000 of spendable income per year to support faculty and programs.

VIII. Non-Faculty Resources

A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5 below, including but not limited to the following:

- **the total number of volumes and serials available in the discipline and related disciplines**
- **all major journals that are available to the university's students**

The Library Director must sign the additional signatures page to indicate that they have review Sections VIII.A. and VIII.B.

Master of Science in Business Analytics (M.S.B.A.) – Library Support

George A. Smathers Libraries of the University of Florida form the largest information resource system in the state of Florida. The libraries hold 6,169,930 print volumes, 1,489,569 e-books (books in digital format), 145,280 full-text e-journal titles, and 1,092 electronic databases as of 2018. There are six research libraries, includes libraries for sciences, humanities & social sciences, architecture & fine arts, education, and health sciences. In addition, there are two specialized libraries, the UF Digital Collections and the Special & Area Studies Collection. Many books and most periodicals related to business and data science are online. Most print resources are located in Library West and in the Marston Science Library.

Specialized business and data analytics databases include ACM Digital Library, Bloomberg, Compustat, CRSP, IEEE Explore, Refinitiv Workspace, Web of Science, WRDS, and many others, available 24/7 to UF students, faculty, and staff on and off campus. Multidisciplinary databases are funded centrally. The UF Libraries spend more than \$12.2 million annually on electronic resources. Listed below is a selection of highly ranked scholarly journals in business and data analytics, available to graduate students pursuing an M.S.B.A..

Data Analytics / ISOM

- Artificial Intelligence
- Big Data Research
- Found and Trends in Machine Learn
- Intl Journal of Data Sci and Analytics
- Machine Learning
- SIGKDD Exploration
- ACM Transactions on Knowledge Discovery from Data
- Data Mining and Knowl Discovery
- Chance
- IEEE Trans on Knowl & Data Eng
- Information Visualization
- Intelligent Data Analysis
- J of Data Mining & Knowl Discov
- Journal of Data Science
- Journal of Intelligent Inform Systems
- Journal of Machine Learning Res
- Statistical Analysis and Data Mining
- KAIS: Knowl and Inform Systems
- Data Mining and Knowl Discovery
- Transactions on Machine Learning and Data Mining

Business, Economics, etc.

- Academy of Management
- Journal Academy
- Management Review
- American Economic

- Review Decision Sciences
- Econometrica
- Journal of the Academy of Marketing Science
- Journal of Accounting and Economics
- Journal of Accounting Research
- Journal of Consumer Research
- Journal of Finance
- Journal of Management
- Journal of Marketing
- Journal of Supply Chain Management
- Management Science
- MIS Quarterly Organization Science
- Organization Science
- Personnel Psychology
- Quarterly Review of Economics
- Strategic Management Journal

The Libraries hold memberships in a number of consortia, and in institutions such as the Center for Research Libraries, ensuring access to materials not held locally. “UBorrow” service allows UF patrons to easily borrow materials from any other Florida state university or college library. Materials not held in UF collections and unavailable via UBorrow are procured through Interlibrary Loan. Interlibrary Loan requests are fulfilled at no cost to the library patron; participation in this library collection exchange program is paid for by the UF Libraries. All students, faculty, and staff may use interlibrary loan services.

With monies allocated through the Provost and the UF budgeting process, the library materials budget is determined by the Dean of Libraries in consultation with the Senior Associate Dean for Scholarly Resources & Research Services and subject specialist librarians. The librarian subject specialists for business, economics, and accounting, with input from the Warrington College of Business, determines business acquisition priorities for the year. Standing subscriptions to journal literature and databases make up the majority of purchasing. Online research guides for all UF disciplines and many specific topics are available from the library website <http://library.ufl.edu>. Many online tutorials for specific databases are also available. Additionally, the UF Libraries offer consultations, workshops, and events throughout the year.

B. Discuss any additional library resources that are needed to implement and/or sustain the program through Year 5. Describe how those costs are reflected in Appendix A – Table 3A or 3B.

Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.

A subscription to the O'Reilly Safari electronic platform is recommended, though not mandated. Safari provides a comprehensive collection of data science and artificial intelligence (A.I.) resources, including content from other leading publishers in this field. The platform is also interactive, with hands-on learning experiences to support student acquisition of technical skills and knowledge. An annual subscription to Safari would be approximately \$60,000.

KDD Nuggets, a leading provider of data science and A.I. resource information, curates a list of the highest ranked journals in this area. Although the library subscribes to a most of the journals on their list, we do not currently subscribe to the following:

- Big Data (\$2,300 annually)
- International Journal of Business Intelligence and Data Mining (\$1,195 annually)

While our present journal subscriptions will support the proposed major as currently defined, adding these journals to our online journal collection would be helpful long term.

Several eBook collections would enhance and deepen our online book collections to support functional business courses. Examples:

Business Ebook Subscription. ProQuest.

26,000 titles, 1,110 award winning books, 300 publishers. 130 university press publishers.

Business & Management eBook Collection. Springer.

The books in this collection are of interest to academics and professionals in business, management, and many related fields.

C. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.

The WCB has been offering the M.S.I.S.O.M. with a concentration in Business Analytics. The existing program is housed in William R. Hough Hall (Hough Hall). At Hough Hall, students have access state-of-the-art classrooms, as well as program offices, breakout rooms, student lounges and lockers. All of the classrooms are equipped with modern instructional technology and tiered for case-study style presentations. We estimate that one classroom is being used by this program. In addition, students in Hough Hall have access to Graduate Business Career Services and the Financial Markets Laboratory, which allows students to gain hands-on experience using Bloomberg terminals and a wide spectrum of real business applications. In addition, approximately 6 offices are used to house faculty and staff for this program. The proposed program would have access to the same classrooms, program offices, breakout rooms, student lounges and lockers as the existing M.S.I.S.O.M. program.

D. Describe any additional specialized equipment or space that will be needed to

implement and/or sustain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Appendix A – Table 3A or 3B. Costs for new construction should be provided in response to Section X.E. below.

Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5

E. If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Appendix A – Table 3A or 3B includes only I&R costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs, in particular, would necessitate increased costs in non-I&R activities.

Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.

F. Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel, and explain how those projected costs of special resources are reflected in Appendix A – Table 3A or 3B.

Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.

G. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5, and explain how those are reflected in Appendix A – Table 3A or 3B.

Not applicable to this program because no fellowships, scholarships and/or graduate assistantships will be allocated to the proposed program through Year 5.

IX. Required Appendices

The appendices listed in tables 1 & 2 below are required for all proposed degree programs except where specifically noted. Institutions should check the appropriate box to indicate if a particular appendix is included to ensure all program-specific requirements are met. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 4 below.

Table 1. Required Appendices by Degree Level

Appendix	Appendix Title	Supplemental Instructions	Included? Yes/No	Required for Degree Program Level		
				Bachelors	Masters/ Specialist	Doctoral/ Professional
A	Tables 1-4		Y	X	X	X
B	Consultant's Report and Institutional Response		N			X
C	Academic Learning Compacts	Include a copy of the approved or proposed Academic Learning Compacts for the program	N	X		
D	Letters of Support or MOU from Other Academic Units	Required only for programs offered in collaboration with multiple academic units within the institution	Y	X	X	X
E	Faculty Curriculum Vitae		Y	X	X	X
F	Common Prerequisite Request Form	This form should also be emailed directly to the BOG Director of Articulation prior to submitting the program proposal to the Board office for review.	N	X		
G	Request for Exemption to the 120 Credit Hour Requirement	Required only for baccalaureate degree programs seeking approval to exceed the 120 credit hour requirement	N	X		
H	Request for Limited Access Status	Required only for baccalaureate degree programs seeking approval for limited access status	N	X		

Table 2. Additional Appendices

Appendix	Appendix Title	Description
I	Course Progression	Contains diagrams visualizing the course sequence and prerequisites for the M.S.B.A. curriculum.
J	Letters of Support from Programs in Florida	Contains emails concerning potential overlap with alternate programs in Florida with CIP 30.7102

APPENDIX A
TABLE 1-B
PROJECTED HEADCOUNT FROM POTENTIAL SOURCES
(Graduate Degree Program)

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	4	3	4	3	8	6	8	6	8	6
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	35	26.25	35	26.25	70	52.5	70	52.5	70	52.5
Individuals who graduated from preceding degree programs at other Florida public universities	6	4.5	6	4.5	12	9	12	9	12	9
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	6	4.5	6	4.5	12	9	12	9	12	9
Additional foreign residents***	9	6.75	9	6.75	18	13.5	18	13.5	18	13.5
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	60	45	60	45	120	90	120	90	120	90

* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

** If numbers appear in this category, they should go DOWN in later years.

*** Do not include individuals counted in any PRIOR category in a given COLUMN.

APPENDIX A
Table 2
Anticipated Faculty Participation

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Specialty	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
C	New hire, PhD Management	Ast Professor	Tenure Accruing	Fall 2022	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Mocko, Megan, MS Management	Lecturer	Non Tenure Accruing	Fall 2022	12	1.00	0.08	0.08	12	1.00	0.16	0.16
B	New hire, PhD Information Systems and Operations	Ast Professor	Tenure Accruing	Fall 2022	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Kwark, Young, PhD Management	Ast Professor	Tenure Accruing	Spring 2023	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Dogan, Kutsal, PhD Management	Clinical Aso Professor	Non Tenure Accruing	Spring 2023	9	0.75	0.14	0.11	9	0.75	0.28	0.21
C	New hire, PhD Management	Clinical Ast Professor	Non Tenure Accruing	Spring 2023	9	0.75	0.29	0.22	9	0.75	0.58	0.44
A	Davis, Joel, PhD Management	Clinical Full Professor	Non Tenure Accruing	Summer 2023	12	1.00	0.11	0.11	12	1.00	0.22	0.22
A	Munson, Adam, PhD Management	Sr Lecturer	Non Tenure Accruing	Spring 2023	12	1.00	0.08	0.08	12	1.00	0.16	0.16
A	YiXuan Li, PhD Management	Ast Professor	Tenure Accruing	Spring 2023	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Amin Hosseininasab, PhD Marketing	Ast Professor	Tenure Accruing	Spring 2023	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Impink,Johannes, PhD Accounting	Clinical Ast Professor	Non Tenure Accruing	Spring 2023	9	0.75	0.29	0.22	9	0.75	0.58	0.44
A	Hoover, Jim, PhD Marketing	Clinical Professor	Non Tenure Accruing	Fall 2022	9	0.75	0.43	0.32	9	0.75	0.86	0.65
A	Farid Aitsahlia, PhD Finance, Insurance, and Real Estate	Clinical Ast Professor	Non Tenure Accruing	Summer 2023	9	0.75	0.14	0.11	9	0.75	0.28	0.21
A	Swider, Brian, PhD Management	Aso Professor	Tenured	Fall 2022	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Singh, Sonia Accounting	Sr Lecturer	Non Tenure Accruing	Fall 2022	9	0.75	0.15	0.11	9	0.75	0.30	0.23
A	DiPasquale, Dennis, PhD Marketing	Lecturer	Non Tenure Accruing	Fall 2022	9	0.75	0.08	0.06	9	0.75	0.16	0.12
A	Coman,Anthony, PhD Communications	Lecturer	Non Tenure Accruing	Fall 2022	12	1.00	0.04	0.04	12	1.00	0.08	0.08
A	Banko, John, PhD Finance, Insurance, and Real Estate	Sr Lecturer	Non Tenure Accruing	Spring 2023	12	1.00	0.08	0.08	12	1.00	0.16	0.16
A	Limon, Sean, PhD Communications	Sr Lecturer	Non Tenure Accruing	Spring 2023	12	1.00	0.04	0.04	12	1.00	0.08	0.08
A	Sheffield, Jessica, PhD Communications	Lecturer	Non Tenure Accruing	Summer 2023	12	1.00	0.04	0.04	12	1.00	0.08	0.08
Total Person-Years (PY)								2.74				5.47

Faculty Code	Code Description	Source of Funding	PY Workload by Budget Classification	
			Year 1	Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	2.33	4.66
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.41	0.81
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00
F	Existing faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
G	New faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
H	Existing or New Faculty teaching outside of regular/tenure-track line course load	Enterprise Auxiliary Funds	0.00	0.00

Overall Totals for **2.74** **5.47**

APPENDIX A
TABLE 3
PROJECTED COSTS AND FUNDING SOURCES

Table 3 Column Explanations

Reallocated Base* (E&G)	1	E&G funds that are already available in the university's budget and will be reallocated to support the new program. Please include these funds in the Table 4 – Anticipated reallocation of E&G funds and indicate their source.
Enrollment Growth (E&G)	2	Additional E&G funds allocated from the tuition and fees trust fund contingent on enrollment increases.
New Recurring (E&G)	3	Recurring funds appropriated by the Legislature to support implementation of the program.
New Non-Recurring (E&G)	4	Non-recurring funds appropriated by the Legislature to support implementation of the program. Please provide an explanation of the source of these funds in the budget section (section III. A.) of the proposal. These funds can include initial investments, such as infrastructure.
Contracts & Grants (C&G)	5	Contracts and grants funding available for the program.
Philanthropy Endowments	6	Funds provided through the foundation or other Direct Support Organizations (DSO) to support the program.
Enterprise Auxiliary Funds	7	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.
Continuing Base** (E&G)	9	Includes the sum of columns 1, 2, and 3 over time.
New Enrollment Growth (E&G)	10	See explanation provided for column 2.
Other*** (E&G)	11	These are specific funds provided by the Legislature to support implementation of the program.
Contracts & Grants (C&G)	12	See explanation provided for column 5.
Philanthropy Endowments	13	See explanation provided for column 6.
Enterprise Auxiliary Funds	14	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.

**APPENDIX A
TABLE 3A
ENROLLMENT AND GROWTH
PROJECTED COSTS AND FUNDING SOURCES**

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Institutions should not edit the categories or budget lines in the table below. This table is specific to state-funded (E&G) programs, and institutions are expected to explain all costs and funding sources in Section VII.A. of the proposal. Detailed definitions for each funding category are located at the bottom of the table.															
2	Budget Line Item	Reallocated Base* (E&G) Year 1	Enrollment Growth (E&G) Year 1	New Recurring (E&G) Year 1	New Non-Recurring (E&G) Year 1	Contracts & Grants (C&G) Year 1	Philanthropy/ Endowments Year 1	Other Funding Year 1 - Please Explain in Section VII.A. of the Proposal	Subtotal Year 1	Continuing Base** (E&G) Year 5	New Enrollment Growth (E&G) Year 5	Other*** (E&G) Year 5	Contracts & Grants (C&G) Year 5	Philanthropy/ Endowments Year 5	Other Funding Year 5 - Please Explain in Section VII.A. of the Proposal	Subtotal Year 5
3	Salaries and Benefits (Faculty)	789,493	0	0	0	0	0	0	\$789,493	868,442	0	0	0	0	0	\$868,442
4	Salaries and Benefits (A&P and USPS)	128,074	0	0	0	0	0	0	\$128,074	140,881	0	0	0	0	0	\$140,881
5	OPS (including assistantships & fellowships)	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
6	Programmatic Expenses****	10,000	0	0	3,495	0	0	0	\$13,495	18,495	0	0	0	0	0	\$18,495
7	Total Costs	\$927,567	\$0	\$0	\$3,495	\$0	\$0	\$0	\$931,062	\$1,027,818	\$0	\$0	\$0	\$0	\$0	\$1,027,818

8 *Identify reallocation sources in Table 4.
9 **Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "new recurring") from Years 1-4 that continue into Year 5.
10 ***Identify if non-recurring.
11 ****include library costs, expenses, OCO, special categories, etc.

12 **Faculty and Staff Summary**

Total Positions	Year 1	Year 5
Faculty (person-years)	2.75	5.47
FTE (A&P and USPS)	1.49	1.49

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$931,062	\$1,027,818
Annual Student FTE	45	60
E&G Cost per FTE	\$20,690.27	\$17,130.30

18 **Table 3 Column Explanations**

19	Reallocated Base* (E&G)	1	E&G funds that are already available in the university's budget and will be reallocated to support the new program. Please include these funds in the Table 4 – Anticipated reallocation of E&G funds and indicate their source.
20	Enrollment Growth (E&G)	2	Additional E&G funds allocated from the "Student and Other fees Trust Fund" contingent on enrollment increases.
21	New Recurring (E&G)	3	Recurring funds appropriated by the Legislature to support implementation of the program.
22	New Non-Recurring (E&G)	4	Non-recurring funds appropriated by the Legislature to support implementation of the program. Please provide an explanation of the source of these funds in the budget section (section VII.A.) of the proposal. These funds can include initial investments, such as infrastructure.
23	Contracts & Grants (C&G)	5	Contracts and grants funding available for the program.
24	Philanthropy Endowments	6	Funds provided through the foundation or other Direct Support Organizations (DSO) to support the program.
25	Continuing Base** (E&G)	7	Includes the sum of columns 1, 2, and 3 over time.
26	New Enrollment Growth (E&G)	8	See explanation provided for column 2.
27	Other*** (E&G)	9	These are specific funds provided by the Legislature to support implementation of the program.
28	Contracts & Grants (C&G)	10	See explanation provided for column 5.
29	Philanthropy Endowments	11	See explanation provided for column 6.
30	Other Funding	12	Any funding sources not already covered in any other column of the table. Please provide an explanation for any funds listed in these columns in the narrative for Section VII.A. of the proposal.

APPENDIX A

TABLE 4

ANTICIPATED REALLOCATION OF EDUCATION GENERAL FUNDS*

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
Faculty Salaries, State funds 17010100-101-1100	399,803	106,655	\$293,149
Faculty Salaries, State funds 17020100-101-1100	3,369,062	83,484	\$3,285,579
Faculty Salaries, State funds 17030100-101-1100	2,542,710	112,495	\$2,430,216
Faculty Salaries, State funds 17060100-101-1100	740,131	59,706	\$680,426
Faculty Salaries, State funds 17070100-101-1100	3,506,882	261,508	\$3,245,375
Faculty Salaries, State funds 17080100-101-1100	2,859,146	165,648	\$2,693,499
Staff Salaries, State funds 17010100-101-1100	428,688	128,074	\$300,614
Prog Exp, State funds 17010100-101-1100	109,245	10,000	\$99,245
Totals	\$13,955,667	\$927,567	\$13,028,100

* If not reallocating E&G funds, please submit a zeroed Table 4

Appendix D: Letters of Support or MOU from Other Academic Units

From: Naranjo, Andy <andy.naranjo@warrington.ufl.edu>
Sent: Monday, January 31, 2022 5:18 PM
To: McGill, Gary A <gary.mcgill@warrington.ufl.edu>; Wang, Mo <mo.wang@warrington.ufl.edu>; Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>; Lutz, Richard J <richard.lutz@warrington.ufl.edu>
Cc: Dr. Hsing K. Cheng <kenny.cheng@warrington.ufl.edu>; Pearce, Kathryn LG <kathryn.pearce@warrington.ufl.edu>
Subject: Re: Support for MS Business Analytics Degree

FIRE also concurs with the aforementioned points.

Andy Naranjo
John B. Hall Professor of Finance &
Chairman, Eugene F. Brigham Finance, Insurance & Real Estate Department
University of Florida, Warrington College of Business
309B Stuzin Hall, PO Box 117168
Gainesville, FL 32611-7168
Office: (352) 392-3781; Fax: (352) 392-0301
Email: andy.naranjo@warrington.ufl.edu

From: McGill, Gary A <gary.mcgill@warrington.ufl.edu>
Sent: Monday, January 31, 2022 4:52 PM
To: Wang, Mo <mo.wang@warrington.ufl.edu>; Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>; Naranjo, Andy <andy.naranjo@warrington.ufl.edu>; Lutz, Richard J <richard.lutz@warrington.ufl.edu>
Cc: Dr. Hsing K. Cheng <kenny.cheng@warrington.ufl.edu>; Pearce, Kathryn LG <kathryn.pearce@warrington.ufl.edu>
Subject: RE: Support for MS Business Analytics Degree

The Fisher School of Accounting supports the creating of a MS in Business Analytics degree. This will be valuable for the accounting profession and accounting undergraduates who wish to specialize in analytics by completing this master's degree.

Gary McGill, PhD, CPA (Texas)

J. Roy Duggan Professor
Senior Associate Dean
Director, Fisher School of Accounting
Director, Hough Graduate School of Business
WARRINGTON COLLEGE OF BUSINESS
UNIVERSITY OF FLORIDA

352-273-0219 (office) | 352-317-6566 (mobile)
gary.mcgill@warrington.ufl.edu
210 Gerson Hall or 100 Hough Hall
PO Box 117166, Gainesville, FL 32611

WARRINGTON.ufl.edu



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From: Wang, Mo
Sent: Monday, January 31, 2022 1:48 PM
To: Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>; McGill, Gary A <gary.mcgill@warrington.ufl.edu>; Naranjo, Andy <andy.naranjo@warrington.ufl.edu>; Lutz, Richard J <richard.lutz@warrington.ufl.edu>
Cc: Dr. Hsing K. Cheng <kenny.cheng@warrington.ufl.edu>; Pearce, Kathryn LG <kathryn.pearce@warrington.ufl.edu>
Subject: Re: Support for MS Business Analytics Degree

Hi Janice, the Department of Management agrees to provide support to the proposed MS degree in Business Analytics in the future.

Thanks!

-Mo

From: Lutz, Richard J <richard.lutz@warrington.ufl.edu>
Sent: Monday, January 31, 2022 1:05 PM
To: Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>
Subject: RE: Support for MS Business Analytics Degree

Hi, Janice,

Given Jim Hoover's instrumental role in the M.S.B.A. program, the Marketing Department will definitely continue to support the program in the future. We offer multiple marketing analytics courses, with multiple faculty involved in their delivery.

rich

Richard J. Lutz, Ph.D.
jcpenny Professor of Marketing and Chair of Department
DEPARTMENT OF MARKETING
Warrington College of Business
University of Florida
267A Stuzin Hall, PO Box 117155, Gainesville, FL 32611-7155
Phone 352-273-3273 Fax 352-846-0457
www.cba.ufl.edu/faculty/facultyinfo.asp?WEBID=969
richard.lutz@warrington.ufl.edu

From: Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>
Sent: Monday, January 31, 2022 12:58 PM
To: McGill, Gary A <gary.mcgill@warrington.ufl.edu>; Wang, Mo <mo.wang@warrington.ufl.edu>;

Naranjo, Andy <andy.naranjo@warrington.ufl.edu>; Lutz, Richard J <richard.lutz@warrington.ufl.edu>
Cc: Dr. Hsing K. Cheng <kenny.cheng@warrington.ufl.edu>; Pearce, Kathryn LG
<kathryn.pearce@warrington.ufl.edu>
Subject: Support for MS Business Analytics Degree

Dear All,

As you are already aware, we are submitting a proposal to establish the Business Analytics curriculum as a separate MS degree. As part of this process, one section asks us to include letters of support from other academic units, which is required for programs offered "in collaboration with multiple academic units within the institution." Because the program has courses staffed with faculty from your departments, I am asking you to provide such a statement agreeing that you will provide support in the future. I believe that a simple reply to this message will suffice.

Please let me know if you have any questions concerning this request.

Best regards,
Janice

Janice Carrillo
Judy A. Warrington Professor
Director, M.S.I.S.O.M.
Warrington College of Business
University of Florida
jc@ufl.edu
(352) 392-5858

Megan Mocko

Professional Experience

- Lecturer, ISOM, University of Florida, Gainesville, Florida, Fall 2018 to present
- Master Lecturer, Dep. of Statistics, University of Florida, Gainesville, Florida, Fall 2013 to Summer 2018
- Senior Lecturer, Dep. of Statistics, University of Florida, Gainesville, Florida, 2007 to Fall 2013
- Lecturer, Dep. of Statistics, University of Florida, Gainesville, Florida, 2001-2007

Awards

- Received College Teaching Award 2009-2010
- Received College Teaching Award 2006-2007
- Nominated for National Waller Award 2009, 2010, 2011
- Nominated for College Teaching Award 2003-2004, 2014-2015

NSF Grant Experience

- External Evaluator for NSF EAGER “Researching the HyFlex+ Instructional Model of Blended Learning.” Fall 2015 – Winter 2017
- NSF advisory board member for NSF-Real “Social Presence Online” grant. Fall 2014 – Fall 2017 (NSF: 13-604)
- Mentor and Local Support in Florida for TANGO NSF grant Fall 2016-Spring 2017 (NSF DUE Award #1432251)

Other Grant Experience

- Co-PI, AMATYC grant with Dr. Katina Gothard at Eastern Florida State. The grant is to provide supplies for community college instructors to use hands on activities.

Teaching Experience

- Taught Business Statistics, Statistics for Social Science, Introduction to Statistics 1, Engineering Statistics to classes of various sizes (from 24 to 2370 students)
- Participating in a University wide pilot of LoudSight, a learning analytics tool (Spring 2018) as well as Canvas Analytics Pilot (Summer 2018)
- Created several class websites and managed course management system (Canvas, Sakai, WebCT Vista, WebCT Campus)
- Developed a completely distance learning course for introductory statistics course using SoftChalk lessons and videos
- Recorded lectures on streaming video using MediaSite and Camtasia as well as solo-running the recordings in the “Lightboard” studio with Blackmagic ATEM software with occasional lite editing using Adobe Premiere
- Coordinated and interviewed UF faculty who use statistics in their research for short virtual field trips and then developed statistical activities to be completed based upon those interviews
- Moderator for webinars in Big Blue Button, Elluminate, GoToMeeting and Adobe Connect

- Developed and taught a course in Introduction to Statistics for a class of 25 students with learning disabilities
- Used and tested multiple handheld remote systems to assess students comprehension during lecture
- Trained teaching assistants in how to facilitate “hands on” learning
- Developed quizzes, assignments and discussions to enhance online student’s learning and developed labs that allowed students to practice “doing statistics” for on campus and off campus students
- Created a “Statistics is Fun” presentation for minority students

AP Reader

- Graded the AP Statistics Exam (2008, 2009, 2010, 2012, 2013)
- Faculty Colloquium Attendee for the AP exam (2013)

Peer Reviewer of Open Source Education Materials

- Completed Peer Reviewer Course for MERLOT (Multimedia Educational Resource for Learning and Online Teaching) (Fall 2012)

Webinars

- “Teaching with GAISE: Statistical Literacy for the 21st Century” May 22, 2017 4:30 – 5:30pm given by Robert Carver, Monica Dabos, Joseph Gerda, Kathy Kubo, Megan Mocko, Rebecca Wong and Beverly Wood <https://www.youtube.com/watch?v=ssZSyrzMXxc>
- “Does your New Year’s Resolution include Implementing the New GAISE 2016 College Report in Your Classroom?” Tuesday, December 6, 2016, 4– 5pm given by Robert Carver, Megan Mocko, and Beverly Wood http://magazine.amstat.org/videos/education_webinars/GAISE2016.wmv
- “GAISEing into the NEW Guidelines” , eCOTS 2016 program, Monday, May 16th 2016, 12:15 – 12:45pm given by Robert Carver, Megan Mocko, Jeff Witmer and Beverly Wood <https://www.causeweb.org/cause/ecots/ecots16/breakouts/2>
- “Reporting Back to the Community about GAISE 2015” given on March 8th and March 14th by Robert Carver, Megan Mocko, Jeff Witmer, and Beverly Wood http://magazine.amstat.org/videos/education_webinars/GAISECollegeWebinar3-14-16.wmv
- “Updating the Guidelines for Assessment and Instruction in Statistics Education (GAISE)” CAUSE Teaching and Learning Webinar Series; given on July 9th 2015 <https://www.causeweb.org/webinar/teaching/2015-07/index.php> by Michelle Everson and Megan Mocko
- “Assessing the Effectiveness of Mnemonics in Introductory Statistics for Students with Learning Disabilities: Results from a Pilot Study” USCOTS13 recorded poster session for CAUSE (Consortium for the Advancement of Undergraduate Statistics Education) Webinar: given on September, 12, 2013 by Megan Mocko and Melissa Crow
- "A Two Semester Study: The Effects of an Audience Response System (ARS) on Achievement and Attitudes Towards Statistics in an Introductory Statistics Class", eCots12 recorded poster session, with Megan Mocko, University of Florida; Brad Hartlaub, Kenyon College; and Tim Jacobbe, University of Florida <https://www.causeweb.org/ecots/ecots12/posters/4/>

- CAUSE (Consortium for the Advancement of Undergraduate Statistics Education) Webinar: “Lessons Learned from Teaching Introduction to Statistics Course to Learning Disability Classes” given on April 10th, 2012 <https://www.causeweb.org/webinar/teaching/2012-04/>
- ASA (American Statistical Association) Webinar: “What you need to Know about the ASA Project Competition” given on October 28th, 2008. <http://www.amstat.org/education/posterprojects/ASAProjectCompetitionWebinar.wmv>

Publications

- Wood, B, Mocko, M., Everson, M., Horton, N., and Velleman, P. (2017) “Updated Guidelines, Updated Curriculum: The GAISE College Report and Introductory Statistics for the Modern Student” Chance <https://arxiv.org/abs/1705.09530> . <http://chance.amstat.org/2018/04/updated-guidelines-curriculum/> (peer reviewed)
- Mocko, M., Lesser, L, Wagler, A. and Francis, W. (2017), “Assessing Effectiveness of Mnemonics for Tertiary Students in a Hybrid Introductory Statistics Course” Journal of Statistics Education, 25(1), 1-10. (<http://dx.doi.org/10.1080/10691898.2017.1294879>) (peer reviewed)
- Mocko, M., Ripol, M., *Lab Workbook for Statistics: The Art and Science of Learning From Data*, Pearson, U.S.A., 2017, 160 pages, 4th edition.
- Mocko, M. (2016) Chapter 27: Selecting Technology to Promote Learning in an Online Introductory Statistics Course. In Ben-Zvi, D. and Makar, K.(eds), *The Teaching and Learning of Statistics, International Perspectives* (pp. 215-226); New York: Springer International Publishing.
- Mocko, M. and Werner, M. “What’s New with CAUSEweb and MERLOT?” Journal of Statistics Education, Vol 22, Number 3 (2014). <http://www.amstat.org/publications/jse/v22n3/mockotb.pdf>
- Mocko, M. and Crow, M. International Conference on Teaching Statistics 9 Proceedings “Exploration of Problem Solving Processes of Students with Learning Disabilities” at the International Conference on Teaching Statistics (ICOTS) in Flagstaff, Arizona in July 2014. (http://icots.net/9/proceedings/pdfs/ICOTS9_C129 MOCKO.pdf)
- Mocko, M. and Werner, M. “What’s New with CAUSEweb and MERLOT?” Journal of Statistics Education, Vol 22, Number 1 (2014). <http://www.amstat.org/publications/jse/v22n1/mockotb.pdf>
- Mocko, M. (2013). Selecting Technology to Promote Learning in an Online Introductory Statistics Course. *Technology Innovations in Statistics Education*, 7(2). uclastat_cts_tise_13893. Retrieved from: <http://www.escholarship.org/uc/item/596195sg>
- Fairbourn, C. and Mocko, M. “What’s New with CAUSEweb and MERLOT?” Journal of Statistics Education, Vol 21, Number 2 (2013), www.amstat.org/publications/jse/v21n2/mockotb.pdf .
- Mocko, M. and Fairbourn, C. “What’s New with CAUSEweb and MERLOT?” Journal of Statistics Education, Vol 21, Number 1 (2013), www.amstat.org/publications/jse/v21n1/mockotb.pdf .
- Mocko, M., Ripol, M., *Lab Workbook for Statistics: The Art and Science of Learning From Data*, Pearson, U.S.A., 2013, 160 pages, 3rd edition.

- Mocko, M., International Conference of Mathematics Education 12 Proceedings “Selecting Technology to Promote Learning in an Online Introductory Statistics Course” at the International Conference of Mathematics Education in Seoul, South Korea in July 2012, (2728-2737) (<http://www.icme12.org/>)* (peer reviewed)
- Mocko, M., International Association of Statistical Education Roundtable Proceedings “Selecting Technology to Promote Learning in an Online Introductory Statistics Course” at the International Conference of Mathematics Education in Cebu City, Philippines in July 2012, 15 pages (<http://icots.net/roundtable/programme.php>) (refereed)
- Young, L. and Mocko, M. “The American Statistics Project Competition”, *Bridging the Gap: Between Teaching Statistics and the Common Core State Standards*, American Statistical Association, U.S.A. , 2012, pages 261-269.
- Mocko, M., Ripol, M., *Lab Workbook for Statistics: The Art and Science of Learning From Data*, Prentice Hall, U.S.A., 2009, 166 pages, 2nd edition.
- Mocko, M., Jacobbe, T. The Effects of an Audience Response System (ARS) on Achievement and Attitudes Towards Statistics in an Introductory Statistics Class. Proceedings for ICOTS 8. 2010, 4 pages. http://icots.net/8/cd/pdfs/contributed/ICOTS8_C273 MOCKO.pdf
- Lee, C., Mocko, M. Moreno, J. and Rogness, N. An Overview of K-16 Poster and Project Competitions. In JSM Proceedings, Statistical Education Section. Alexandria, VA: American Statistical Association. 2008 3 pages.
- Mocko, M., Clicker Questions for Chapters 11 through 15 to accompany *Statistics: The Art and Science of Learning from Data, 2008 (213 slides)*.
- Mocko, M., Clicker Questions for Chapters 1 through 10 to accompany *Statistics: The Art and Science of Learning from Data, 2007(92 slides)*
- Mocko, M., Ripol, M., *Lab Workbook for Statistics: The Art and Science of Learning From Data*, Prentice Hall, U.S.A., 2007, 168 pages.
- Ripol, M., Mocko, M., *Activities Manual*, on CD with *Statistics: The Art and Science of Learning From Data*, January 2006, 63 pages.

Interviews on Blogs, YouTube, Newspapers

- UF Online Interview about the STA 2023 Course, posted on UF Online Youtube Channel, http://www.mtinley.com/previews/Pearson_Embanet/F4_MEGAN1_V2_SMALL.mov , posted Aug. 3rd 2015.
- UF Online Interview about trying new things, posted on UF Online Youtube Channel, http://www.mtinley.com/previews/Pearson_Embanet/F5_MEGAN2_V1_SMALL.mov.
- UF Online Interview about accessibility posted on UF Online Youtube Channel, https://www.youtube.com/watch?v=pgNaC_phfJg, posted Aug. 3rd 2015.

- Blog post about lightboard, posted August 21, 2015 <http://www.sonicfoundry.com/new-glass-chalkboard-at-university-of-florida-creates-more-engaging-stem-courses/>
- *New York Times* in article “Learning in Dorm, because Class Is on the Web”, by Trip Gabriel, November 4, 2010. <http://www.nytimes.com/2010/11/05/us/05college.html?mcubz=2>

Presentations

International

- Mocko, M. and Everson M. “GAISING Backward and Forward” ICOTS 10 in Kyoto, Japan in July 2018 (accepted as invited paper / peer reviewed)
- Mocko, M. “Revising the GAISE: Guidelines for Assessment and Instruction in Statistics Education” at the Computational and Methodological Statistics (CMStatistics) 2017 Conference in London, England in December 2017. (organized invited)
- Mocko, M. and Crow, M. “Exploration of Problem Solving Processes of Students with Learning Disabilities” at the International Conference on Teaching Statistics (ICOTS) in Flagstaff, Arizona in July 2014.
- Mocko, M., “Selecting Technology to Promote Learning in an Online Introductory Statistics Course” at the International Conference of Mathematics Education (ICME) in Seoul, South Korea in July 2012.
- Mocko, M., “Selected Technology to Promote Learning in an Online Introductory Statistics Course” at the International Association of Statistical Education in Cebu City, Philippines in July 2012.
- Mocko, M., Jacobbe, T. “The Effects of an Audience Response System (ARS) on Achievement and Attitudes in an Introductory to Statistics Class” at the International Conference on Teaching Statistics (ICOTS) in Ljubljana, Slovenia in July 2010.

National

- Acquash, S., Waldon, L., Welsh, R., Mocko, M., and Mocko, J. “Rapid Fire Panel: Academic Video’s Impact on Learning” UBTEch 2017 on June 12, 2017.
- Carver, R., Gabrosek, G., Mocko, M., Witmer, J. and Wood, B. “Implementing GAISE Recommendations” breakout session at USCOTS 2017 in College Park, Pennsylvania in May 2017.
- Mocko, M., Lesser, L., Wagler, A., and Francis, W. “Results of a Two-Semester Study on Mnemonics Usage in an Online Introductory Statistics Course” at USCOTS 2017 in College Park, Pennsylvania in May 2017. (poster)
- Mocko, J. and Mocko, M. “Lightboard Design, Construction and Special Techniques for Online Classes and Science Labs” at Campus Technology 2016 on Boston, Massachusetts in August 2016.
- Gunderson, B., Hancock, S., Mocko, M., Wild, C. “Teaching a Large Introductory Statistics Course – Making it Work!” at JSM 2016 in Chicago, Illinois in August 2016. (invited panel)
- Everson, M., Carver, R., Gabrosek, J., Mocko, M., Velleman, P. and Wood, B. “GAISE into the Future: Updating a Landmark Report for an Increasingly Data-Centric World” at JSM 2015 in Seattle, Washington in August 2015.
- Everson, M., Gabrosek, J., Mocko, and Rumsey, D. “GAISE into your Classroom” at USCOTS 2015 in College Park, Pennsylvania in May 2015.
- Mocko, M. “Using the Island for Projects in an Introduction to Statistics I Course” at JSM 2014 in Boston, MA in August 2014.

- Mocko, M. “Help! I’m supposed to Teach! – How to Teach Biostatistics to Non-Statisticians in Biomedical Environments at JSM 2013 in Montreal, Canada in August 2013. (invited panel)
- Mocko, M., Lesser, L. and Crow, M. “Assessing the Effectiveness of Mnemonics in Introductory Statistics for Students with Learning Disabilities: Results from Pilot Study” at the United States Conference on Teaching Statistics May 2013.
- Mocko, M. “Lessons Learned from Teaching a Completely Online Introduction to Statistics Course” presentation by Megan Mocko for the topic contributed panel – “The Novice Online Instructor’s Survival Guide: Lessons and Resources from the CAUSE Online Cluster” at the Joint Statistical Meeting in San Diego, August 2012.
- Mocko, M., Hartlaub, B. and Jacobbe, T. “A Two Semester Study: The effects of an Audience Response System (ARS) on Achievement and Attitudes Towards Statistics in an Introductory Statistics Class” at eCots May 2012.
- Mocko, M. “Bag of Tricks”, roundtable discussion leader at JSM 2011 in Miami, Florida.
- Mocko, M. “An Invitation to Participate in the ASA Project Competition “presentation at the Meeting within a Meeting at JSM in Vancouver, Canada in August 2010.
- Mocko, M. “Audience Response System (“Clickers”) and Active Learning: Pluses and Minuses roundtable discussion leader at JSM 2009 in Washington, DC.
- Lee, C., Mocko, M., Moreno, J. and Rogness, N. “An Overview of K-16 Poster and Project Competitions” at JSM 2008 in Denver, Colorado.

Regional

- Mocko, M. and Gothard, K. “Fostering Learning Through Guided Inquiry in Introductory Statistics”, North Florida Regional Conference, Friday, May 25th, 2018
- Mocko, M. “The New GAISE College Report: creating a foundation for our Intro course”, TANGO Stat Ed summer training workshop, Saturday, 24th, 2016.
- “Using Technology to Advance our Teaching Goals”, North Florida Regional Mini Conference, Friday, May 20th, 2016
- Mocko, M. “My 2001 Teaching Odyssey” at the University of South Carolina for the department’s 25th anniversary in October 2010.

Local

- Mocko, M. “One Thing at a Time” at University of Florida Interface Faculty Seminar. Fall 2011.
- Mocko, M. “What do Shrimp, Relaxing Music and Chocolate have in Common?” presented at OASIS Transition Faculty Showcase in August 2010.

National Professional Service

- Program Committee Member for ECOTS 2018 (Electronic Conference on Teaching Statistics). Fall 2017 to Summer 2018
- Program Committee Member for ECOTS 2016 (Electronic Conference on Teaching Statistics). Fall 2015 to Summer 2016
- Co-chair and member, Committee to update and revise GAISE (ASA Member Initiative Grant) Jan. 2014 to Jan 2016 (member) Jan 2016 – June 2017 (co-chair)

- Program Committee Member for ECOTS 2014 (Electronic Conference on Teaching Statistics). Fall 2013 to Summer 2014
- Associate Editor of CAUSE web (Consortium for the Advancement of Undergraduate Statistics Education) Fall 2012 to Summer 2013
- Member of Committee to Submit Comments for Updating the GAISE(Guidelines for Assessment and Instruction in Statistics Education) Report Fall 2012 to August 2013
- Program Committee Member for ECOTS 2012 (Electronic Conference on Teaching Statistics). Fall 2011 to Summer 2012
- Board Member at Large for the Section of Statistical Education of the American Statistical Association term (Jan. 2011 to Dec. 2013)
- Head Judge (2009, 2010) and Co-head judge (2008) of the National Project Competition sponsored by the Joint Committee of the American Statistical Association and the National Council of Teachers of Mathematics.

Reviewer for Journals

- Reviewed papers for *Technology Innovation in Statistical Education* journal (2013 (2))
- Reviewed papers for *Statistics Education Research Journal* (2013 (1), 2016(1), 2017(1))
- Reviewed paper for *American Statistician* (2016 (1))
- Reviewed papers for *Journal of Statistical Education* journal (2014 (1), 2017 (1))

Textbook Consulting

- Attend Business Statistics Think Tank With McMillian Publishing (2018)
- Reviewed Clicker Questions for 3rd Edition of Agresti/Franklin, *Statistics: The Art and Science of Learning from Data* (2011)
- Critiqued Homework Assignments in Agresti/Franklin, *Statistics: The Art and Science of Learning from Data*
- Participated in two reviewer's conferences for the Agresti/Franklin text (2004, 2007)
- Participant in the Pearson's Introduction to Statistics Forum (2008)
- Collected data examples from the media and internet for Agresti's text (2002)

Regional Service

- Chair, North Florida Regional Conference, Friday, May 20th, 2015
- Chair, North Florida Regional Mini Conference, Friday, May 25th, 2018

University Service

- Member, University of Florida e-Learning Course Request Evaluate Zoom and Big Blue Button (Spring 2018)
- Member, University of Florida e-Learning Course Clicker Task Force (Fall 2016)
- Member, University of Florida e-Learning Course Request Redesign Task Force (Fall 2015)
- Member, University of Florida eLearning Advisory Committee (Spring 2015 to present)
- Member, University Technology Innovation Advisory Committee (August 2010 to Spring 2015)
- Member, University of Florida Course Management System Advisory Committee (Fall 2013 to Fall 2014)
- Member, University of Florida Sakai Faculty Advisory Group (Spring 2012 to Spring 2013)

- Member, University of Florida Distance Learning Accessibility Task Force (Spring 2011)
- Member, Ad Hoc University of Florida Committee to determine adoption of remote system (Summer 2005 to Summer 2006)
- Presenter, Committee for “Statistics is Fun” Presentation to Minority Students (Summer 2003, Summer 2005, Summer 2006, Summer 2007, Summer 2008, Summer 2009)
- Participated as a test class user for the Turning Point Remote System, Summer 2006
- Participated as a test class user for the new WEBCT VISTA program in Summer 2004
- Member, Provost Search Committee at the University of South Carolina (Spring 2001)

College Service

- Member, CLAS Strategic Task Force (Spring 2016)
- Member, CLAS Teaching Award Committee (Fall 2007, Fall 2010)

Departmental Service for other Departments

- Member, Mentoring Committee for Lecturer, Department of Psychology (Fall 2015 – Spring 2016)

Statistics Departmental Service

- Chair, Search Committee Chair for Two Lecturer Positions (Fall 2017 – Spring 2018)
- Member, Search Committee for Chair (Spring 2017)
- Member, Search Committee for Chair (Spring 2013)
- Chair, IFAS Lecturer Search Committee (Summer 2010)
- Member, Computer Committee (January 2006 to August 2010)
- Chair, IFAS Senior Lecturer Search (Spring 2008)
- Search Committee for Lecturer (Fall 2002),
- Statistics Department Undergraduate/Service Information Committee (2001-2002)
- Statistics Department Scheduling Committee (2001-2002)

Education

Masters of Science – Statistics

University of South Carolina in Columbia, SC 1999 – 2001

Bachelors of Science – Double Major – Statistics and Mathematics Double Major

Magna Cum Laude 3.9 GPA

Graduated with Honors from the South Carolina Honors College

Full Scholarship

DIRECTORY



YOUNG KWARK

Assistant Professor

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About

Young Kwark is an Assistant Professor in the Department of Information Systems and Operations Management at Warrington College of Business, University of Florida. She received her Ph.D. from Naveen Jindal School of Management, the University of Texas at Dallas on December 2013. She also received MBA in Michael G. Foster School of Business at University of Washington in Seattle. She had worked at LG CNS Co., Ltd. as a system designer and solution expert. Projects she had joined include business process management, service oriented architecture, knowledge management system, and enterprise portal. Her primary research interests are in the economics of emerging phenomena from the rise of new industries and technology changes. She is interested in the effects of user-generated content and digital content in e-commerce, emerging issues in online retail platforms, information security, and recommender systems. Her papers can be found in Decision Analysis, Information Systems Research, Management Information Systems Quarterly, and Management Science.

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Education

- PhD - Management Science, University of Texas at Dallas, 2013
- MBA - Business Administration, The University of Washington, 2008

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- Business Intelligence (ISM6405)
- Phd Seminar in Is/It (QMB7933)

Phd Students Advised

Last 3 years

- Yuan (Lucy) Zhang — 2022
- Hongseok Jang — 2021

Professional Service

Last 5 years

- Book/Textbook Reviewer/Referee, Information Systems Research — 2014 to 2018
- Book/Textbook Reviewer/Referee, Information Technology and Management — 2014 to 2018
- Book/Textbook Reviewer/Referee, Management Information Systems Quarterly — 2014 to 2018
- Book/Textbook Reviewer/Referee, Management Science — 2016 to 2018

Journal Article Publications

Last 5 years

- [Understanding the Effect of a Platform-Initiated Reviewer Incentive Program on Regular Ratings](#)
Status: Conditional Acceptance
Journal: Information Systems Research
Accepted Year: 2023
Authors: Jingchuan Pu, Young Kwark, Sang Pil Han, Bin Gu, Ye Qiang
- [Impact of Own Brand Product Introduction on Optimal Pricing Models for Platform and Incumbent Sellers](#)
(<https://pubsonline.informs.org/doi/abs/10.1287/isre.2022.1175>)
Status: Published
Journal: Information Systems Research
Published Year: 2022
Authors: Hsing Cheng, Kyung Sung Jung, Young Kwark, Jingchuan Pu
- [On the Spillover Effects of Online Product Reviews on Purchases: Evidence from Clickstream Data](#)
Status: Published
Journal: Information Systems Research
Published Year: 2021
Authors: Young Kwark, Gene Moo Lee, Paul Pavlou, Liangfei Qiu
- [User-Generated Content and Product Design of Competing Firms](#)
(<https://pubsonline.informs.org/doi/10.1287/mnsc.2017.2839>)
Status: Published
Journal: Management Science
Published Year: 2018
Authors: Young Kwark, Jianqing Chen, Srinivasan Raghunathan

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KUTSAL DOGAN

Clinical Associate Professor

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About

Dr. Dogan is a clinical associate professor at the Warrington College of Business at the University of Florida. Previously, he was a clinical professor and an assistant dean at Naveen Jindal School of Management at the University of Texas at Dallas. Prior to this position, Dr. Dogan was an associate professor at Ozyegin University in Istanbul (2009-2015). He also served as the associate dean (2010-2014) for undergraduate programs while at OzU and received the university-wide best educator award in 2014 and IBM Faculty Award in 2012. Dr. Dogan served on the faculty of the School of Management, at the University of Texas at Dallas as an assistant professor (2002-2009), where he received the college's Outstanding Undergraduate Teacher of the Year Award (2007).

Dr. Dogan received a BS in Management Engineering from Istanbul Technical University (1993), an MBA from Virginia Tech (1997) and his PhD in Decision and Information Systems from the University of Florida (2002).

Dr. Dogan's research interests are in management information systems, economics, and marketing. In management information systems, he is interested in economics of information products and services such as software. His works in marketing promotions mainly deal with second-degree price discrimination and its effects on consumers and competition. He is also interested in behavioral issues in marketing and economics. His articles have appeared in journals such as *Information Systems Research*, *Decision Sciences*, *International Journal of Industrial Organization*, *Decision Support Systems*, *Quantitative Marketing and Economics*, and *Information Technology and Management*. Dr. Dogan also served on the editorial boards of the *Decision Sciences Journal* and the *International Journal of E-Business Research*.

Dr. Dogan teaches courses on management information systems, data mining and business intelligence, and enterprise data and knowledge organization and management.

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Education

- PhD, University of Florida, 2002
- MBA, Virginia Tech, 1997
- BSc - Management Engineering , Istanbul Technical University, 1993

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- Analytics Programming (ISM6251)
- Business Objects 1 (ISM6236)
- Data Visualization (ISM6562)
- Intro to Python (ISM6413)
- Intro to Python (QMB6930)

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DIRECTORY



JOEL DAVIS

Clinical Professor

Executive Director, [David F. Miller Retail Center](#)

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About

Joel Davis is a Clinical Professor in the Warrington College of Business at the University of Florida. Joel has 25 years of commercial experience in analytics, AI, and business operations. Most recently he was Chief Strategy Officer at Revenue Management Solutions, a company that assists the restaurant and retail industry identify profitability opportunities through data-driven analytics, where he was responsible for leading the company's emerging analytics and data strategy discipline. His current research is focused on the integration of analytics and artificial intelligence solutions into business decision-making, and effective AI solution adoption strategies within corporations. In addition to his clinical faculty role, Joel also serves as the Executive Director of the David F. Miller Retail Center at Warrington.

In The News

[All Articles \(https://news.warrington.ufl.edu/tag/joel-davis-12518/\)](https://news.warrington.ufl.edu/tag/joel-davis-12518/)

- ➔ [How employees can thrive amid changes brought on by AI \(https://news.warrington.ufl.edu/?p=51368\)](https://news.warrington.ufl.edu/?p=51368) — October 5, 2022 — Businesses have been incorporating AI technologies into their practices for several years, but how will these changing technologies impact o...
- ➔ [Joel Davis named Executive Director of Miller Retail Center \(https://news.warrington.ufl.edu/?p=48046\)](https://news.warrington.ufl.edu/?p=48046) — February 14, 2022 — GAINESVILLE, Fla. - Dr. Joel Davis has been tapped to lead the David F. Miller Retail Center at the University of Florida Warrington Colle...
- ➔ [Warrington and UF health sciences partner on workshop focused on tackling bias in data science \(https://news.warrington.ufl.edu/?p=47268\)](https://news.warrington.ufl.edu/?p=47268) — December 1, 2021 — As our world continues to embrace artificial intelligence (AI) and the many benefits it brings to society, like faster decision making, pred...
- ➔ [New Python course sets analytics and AI foundation for Warrington students \(https://news.warrington.ufl.edu/?p=40032\)](https://news.warrington.ufl.edu/?p=40032) — December 18, 2020 — This past fall semester 54 Warrington students got, what was for many of them, a first look into understanding the world of business analyti...

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ADAM BURTON MUNSON

Instructional Associate Professor

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About

Adam B. Munson is a Senior Lecturer in the department of Information Systems and Operations Management at the University of Florida. He earned his Ph.D. in Environmental Engineering from the University of Florida and also holds B.S. and M.S. degrees in Mechanical Engineering and Aquatic Ecology, and an M.B.A. He also is licensed as a PE in industrial engineering. Adam has conducted extensive research on development of environmental constraints for the purpose of water supply planning and alternative water resource development. He is particularly interested in developing the lowest cost local and region-scale strategies for meeting current and future water supply demands without violating ecologic constraints on traditional water supplies. This ultimately leads towards the conjunctive use of multiple surface and ground water resources, with highly variable availability, to maximize resource yield and supply reliability. Recently Adam has been involved with the statistical modeling of historic surface water stages based on climatic indicators where stage records are too brief to span climate cycles. This impacts recourse availability by establishing a non-bias record of historic condition. Adam's research has been published in multiple journals including the Journal of the American Water Resource Association, Florida Water Recourses Journal, and Lake and Reservoir Management.

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Research Interests

-  Operations Management
-  Decision Modeling
-  Supply Chain Management
-  Managerial Statistics

In The News

[All Articles \(https://news.warrington.ufl.edu/tag/adam-munson-5491/\)](https://news.warrington.ufl.edu/tag/adam-munson-5491/)

-  [Warrington honors four with teaching, advising awards \(https://news.warrington.ufl.edu/?p=10196\)](https://news.warrington.ufl.edu/?p=10196) — February 9, 2017 — GAINESVILLE, Fla. — Professors David Ling and Adam B. Munson joined Associate Director of Master of International Business Dena Roberts an...

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YIXUAN LI

Assistant Professor in Management
Warrington College of Business
University of Florida
Gainesville, FL 32611-7165
E-mail: yixuan.li@warrington.ufl.edu

EDUCATION

University of Florida, Warrington College of Business

Ph.D. in Management, 2013-2018

Peking University, China

Bachelor of Laws, 2008-2012

Bachelor of Economics, 2009-2012

EMPLOYMENT HISTORY

University of Florida, Warrington College of Business

Assistant Professor in Management, 2021-current

Purdue University, Krannert School of Management

Assistant Professor in Organizational Behavior and Human Resources, 2018-2021

RESEARCH INTERESTS

Strategic human resource management

Workplace diversity and inclusion

Learning and innovation

HONORS AND AWARDS

Emerging Scholar Award in Participation & Ownership, Academy of Management, Human Resources Division (US \$1500) 2022

REFEREED ARTICLES

(† denotes current or former Ph.D. student at time of submission)

Li, Y., Turek, K., Henkens, K., & Wang, M. (in press). Retaining retirement-eligible older workers through training participation: The joint implications of individual growth need and organizational climates. *Journal of Applied Psychology*.
<https://doi.org/10.1037/apl0001065>

Zhan, Y., Froidevaux, A. Li, Y., Wang, M., & Shi, J. (in press). Preretirement resources and post-retirement life satisfaction change trajectory: Examining the mediating role of retiree experience during retirement transition phase. *Journal of Applied Psychology*.
<https://doi.org/10.1037/apl0001043>

- Tang, G., Ren, S., Wang, M., **Li, Y.**, & Zhang, S.[†] (in press). Employee green behavior: A review and recommendations for future research. *International Journal of Management Reviews*.
- Li, Y.**, [†]Shao, Y., Wang, M., Fang, Y., Gong, Y., & Li, C. (2022). From inclusive climate to organizational innovation: Examining internal and external enablers for knowledge management capacity. *Journal of Applied Psychology*, *107*, 2285-2305.
- Li, Y.**, [†]Kleshinski, C. E., Wilson, K. S., Zhang, K. (2022). Age differences in affective responses to inclusion experience: A daily diary study. *Personnel Psychology*, *75*, 805-832.
- * Earlier version in Academy of Management Best Paper Proceedings, GDO Division
- Dezsó, C. L., **Li, Y.**, & Ross, D. G. (2022). Female CEOs and the compensation of other top managers. *Journal of Applied Psychology*, *107*, 2306-2318.
- Li, Y.**, Koopmann, J., Lanaj, K., & Hollenbeck, J. R. (2022). When and how does gender diversity benefit performance in self-managing teams? An integration-and-learning perspective. *Journal of Applied Psychology*, *107*, 1628-1639.
- Li, Y.**, Gong, Y., Burmeister, A., Wang, M., [†]Alterman, V., Alonso, A., & Robinson, S. (2021). Leveraging age diversity for organizational performance: An intellectual capital perspective. *Journal of Applied Psychology*, *106*, 71-91.
- Burmeister, A., **Li, Y.**, Wang, M., Shi, J., & Jin, Y. (2020). Team knowledge exchange: How and when does transformational leadership have an effect? *Journal of Organizational Behavior*, *41*, 17-31.
- Takeuchi, R., **Li, Y.**, & Wang, M. (2019). Expatriates' performance profiles: Examining the effects of work experiences on the longitudinal change patterns. *Journal of Management*, *45*, 451-475.
- Li, Y.**, Wang, M., van Jaarsveld, D. D., Lee, G. K., & Ma, D. G. (2018). From employee-experienced high-involvement work system to innovation: An emergence-based human resource management framework. *Academy of Management Journal*, *51*, 2000-2019.
- Wang, M., Kammeyer-Mueller, J., Liu, Y., & **Li, Y.** (2015). Context, socialization, and newcomer learning. *Organizational Psychology Review*, *5*, 3-25.
- Li, Y.**, Yao, X., Chen, K., & Wang, Y. (2013). Different fit perceptions in an academic environment: Attitudinal and behavioral outcomes. *Journal of Career Assessment*, *21*, 163-174.
- Shao, Y., Yao, X., **Li, Y.**, & Huang, Z. (2013). Personality and life satisfaction in China: The birth order effect under the influence of national policy. *Personality and individual differences*, *54*, 536-541.
- Wang, Y., Cullen, K. L., Yao, X., & **Li, Y.** (2013). Personality, freshmen proactive social

behavior, and college transition: Predictors beyond academic strategies. *Learning and Individual Differences*, 23, 205-212.

SELECTED CONFERENCE PRESENTATIONS

- Li, Y.,** †Huang, C., Methot, J., & Tang, G. (2022, August). *Enhancing employees' daily inclusion at work*. Paper presented at 82nd Academy of Management, Seattle, WA.
- Li, Y.,** †Shao, Y., †Huang, Z., & Tang, G. (2022, August). *Conflict culture profiles and organizational innovation*. Symposium paper presented at 82nd Academy of Management, Seattle, WA.
- Li, Y.,** Turek, K., Henkens, K., & Wang, M. (2022, August). *Retaining retirement-eligible workers through human capital development*. Symposium paper presented at 82nd Academy of Management, Seattle, WA.
- Li, Y.,** Song, Y., Wang, M., Wu, Y., Zhu, S., & Alonso, A. (2022, March). *Inclusion management as a pathway to enhance organizational resilience during the crisis*. Paper presented at 3rd Dismantling Bias Conference, West Lafayette, IN.
- Li, Y.,** †Kleshinski, C. E., Wilson, K. S., Zhang, K. (2021, August). *Age differences in affective shifts in response to daily inclusion*. Symposium paper presented at 81st Academy of Management (virtual meeting).
- Li, Y.** (2020, September). *Toward inclusive organizations*. Presented at 2020 Attrition and Retention Consortium Annual Conference (virtual meeting).
- Li, Y.,** Burmeister, A., Wang, M., Asencio, R., Jin, Y., & Zhu, Y. (2020, July). *Age diversity, knowledge exchange, and team innovation*. Symposium paper presented at 80th Academy of Management (virtual meeting).
- Zhan, Y., Froidevaux, A. **Li, Y.,** Wang, M., & Shi, J. (2020, July). *How to successfully adjust to retirement? Examining the role of pre-retirement resources*. Paper presented at the 80th Academy of Management (virtual meeting).
- Li, Y.,** Gong, Y., Burmeister, A., †Alterman, V., Alonso, A., & Robinson, S. (2019, August). *Linking age diversity to organizational performance: The mediating role of intellectual capital and moderating role of age-inclusive management*. Symposium paper presented at 79th Academy of Management, Boston, MA.
- Liu, H., **Li, Y.,** †Wang, S., & Wang, M. (2019, August). *The asymmetrical effects of valence in affect transfer*. Symposium paper presented at 79th Academy of Management, Boston, MA.
- Lanaj, K., Koopman, J., **Li, Y.,** & Hollenbeck, J. R. (2018, August). *Gender diversity and leadership patterns in self-managing teams: A structural-emergence theory perspective*. Symposium paper presented at 78th Academy of Management, Chicago,

IL.

- Burmeister, A., **Li, Y.**, Wang, M., Shi, J., & Jin, Y. (2018, August). *Team knowledge exchange: How and when does transformational leadership have an effect?*. Symposium paper presented at 78th Academy of Management, Chicago, IL.
- Zhang, K., **Li, Y.**, & Tang, N. (2018, April). *Team members' relative power distance orientation and perceived inclusion by leader*. Poster presented at 33th Annual Society for Industrial/Organizational Psychology Conference, Chicago, IL.
- Alterman, V., Liu, Y., **Li, Y.**, Song, Y., Wang, M., & Shi, J. (2017, June). *All stressed out: Investigating the formation and consequences of daily team stress*. Paper presented at Work, Stress, and Health Conference, Minneapolis, MN.
- Li, Y.**, Wang, M., Altman, V., Song, Y., Liu, Y., Koopmann, J., & Shi, J. (2016, August). *The impact of relative leader treatment on team members' conflict management process and outcomes*. Symposium paper presented at 76th Academy of Management, Anaheim, CA.
- Li, Y.**, Lee, G. K., & Walker, G. (2015, August). *Social capital, transaction cost and firm capability: Make-or-buy decisions at a startup in China*. Paper presented at the discussion paper session at 75th Academy of Management, Vancouver, Canada.
- Li, Y.**, Wang, M., Yao, X., & Huang, Z. (2015, April). *Exploring the role of coping using the daily diary method*. Symposium paper presented at 30th Annual Society for Industrial/Organizational Psychology Conference, Philadelphia, PA.
- Zhan, Y., **Li, Y.**, Wang, M., & Shi, J. (2015, April). *Sleep quality, vigor, and extra-role behaviors: A daily diary study*. Symposium paper presented at 30th Annual Society for Industrial/Organizational Psychology Conference, Philadelphia, PA.
- Zhou, L., Gelfand, M. J., **Li, Y.**, Wang, M., Aktas, M., Frick, S. E. (2014, May). *Interaction between Leader Network Ties and Subordinate Cultural Values*. Poster presented at 29th Annual Society for Industrial/Organizational Psychology Conference, Honolulu, Hawaii.
- Li, Y.**, Yao, X., & Wang, Y. (2012, April). *Different fit perceptions in an academic environment: Attitudinal and behavioral outcomes*. Poster presented at 27th Annual Society for Industrial/Organizational Psychology Conference, San Diego, CA.

GRANTS

Workshop Grant (SES-2221818), National Science Foundation, US	2022-2023
Workshop on AI Governance in For-profit and Not-for profit Organizations Co-PI (US \$59,970)	
Research Grant, Purdue Research Foundation, US (US \$8000)	2020

INVITED PRESENTATIONS

Oklahoma State University, Stillwater, OK	2022
University of Florida, Gainesville, FL	2020
Zhejiang Gongshang University, Hangzhou, China	2019
Peking University, Beijing, China	2019
Temple University, Philadelphia, PA	2017
University of British Columbia, Vancouver, Canada	2017
Purdue University, West Lafayette, IN	2017
Pennsylvania State University, State College, PA	2017
Georgia Institute of Technology, Atlanta, GA	2017
California State University Fullerton, Fullerton, CA	2017
University of North Carolina at Greensboro, Greensboro, NC	2017

PROFESSIONAL ACTIVITIES

Professional Affiliations

Member of Academy of Management (Human Resources Division, Organizational Behavior Division, Diversity, Equity and Inclusion Division)
Member of Society for Industrial and Organizational Psychology
Member of Strategic Management Society

Editorial Board Member

Journal of Applied Psychology (2020-current)
Personnel Psychology (2020-current)
Work, Aging and Retirement (2021-current)

Ad Hoc Reviewer

Academy of Management Journal
Strategic Management Journal
Organizational Behavior and Human Decision Processes
Human Relations
Human Resource Management Journal
Journal of Management Studies
Journal of Business Research
Strategy Science
Journal of Organization Design

TEACHING EXPERIENCE

University of Florida, Warrington College of Business

MAN 6930 Human Capital Analysis, Spring 2022, Spring 2023
MAN 6366 Organizational Staffing, Spring 2022, Spring 2023
MAN 5246 Organizational Behavior, Spring 2022, Spring 2023

Purdue University, Krannert School of Management

OBHR 33000 Introduction to Organizational Behavior, Spring 2019, Fall 2019, Fall 2020

University of Florida, Warrington College of Business

MAN 4301 Human Resource Management, Fall 2015, Spring 2017

GRADUATE STUDENT ADVISING

Doctoral Dissertation (Committee Member)

Purdue University

Benjamin Pratt (2021)

Catherine Kleshinski (2021)

COLLEGE COMMITTEE

Committee Members

University of Florida

Faculty Search Committee, Department of Management (2021-2022)

Purdue University

Ph.D. Committee, OBHR Division, Krannert School of Management (2020-2021)

Data Analytics Committee, Krannert School of Management (2019-2020)

STAR Review Committee, Krannert School of Management (2019-2020)

Digital Footprint Committee, Krannert School of Management (2018-2019)

AMIN HOSSEININASAB

Warrington College of Business
University of Florida
Stuzin Hall 256
Gainesville, FL, 32611

Email: amin.hosseininasab@warrington.ufl.edu
Phone: +1 (352) 273-3288
Website: sites.google.com/view/aminh/

EMPLOYMENT

Warrington College of Business, University of Florida Aug. 2020 - Present
Assistant Professor of Marketing.

EDUCATION

Tepper School of Business, Carnegie Mellon University May 2020
PhD in Operations Research, minor in Machine Learning.

Tepper School of Business, Carnegie Mellon University May 2016
MSc in Operations Research

University of Waterloo Jan. 2015
MSc in Management Science

Amirkabir University of Technology May 2012
BSc in Industrial Engineering and Management Systems

RESEARCH INTERESTS

Machine learning for marketing; Interpretable machine learning; Causality in machine learning; Fairness in AI; Sequential pattern mining; Mathematical programming; Data-driven decision making; E-Commerce; Healthcare markets; Financial markets; Operations.

PUBLICATIONS

Wang, X., **Hosseininasab, A.**, Colunga, P., Kadioğlu, S., and van Hoeve, W.J., 2022. Seq2Pat: Sequence-to-Pattern Generation for Constraint-based Sequential Pattern Mining. *Proceedings of the AAAI Conference on Artificial Intelligence*, to appear.

Hosseininasab, A., van Hoeve, W.J. and Cire, A.A., 2019. Constraint-Based Sequential Pattern Mining with Decision Diagrams. *Proceedings of the AAAI Conference on Artificial Intelligence*, 33 (01), 1495-1502.

Hosseininasab, A., van Hoeve, W.J., 2021. Exact Multiple Sequence Alignment by Synchronized Decision Diagrams. *INFORMS Journal on Computing*, 33 (2): 721-738.

Hosseininasab, A. and Gzara, F., 2020. Effects of Feasibility Cuts in Lagrangian Relaxation for a Two-stage Stochastic Facility Location and Network Flow Problem. *Optimization Letters*, 14 (1), 171-193.

Hosseininasab, A. and Ahmadi, A., 2015. Selecting a Supplier Portfolio with Value, Development, and Risk Consideration. *European Journal of Operational Research*, 245 (1), 146-156.

For a complete list visit: <https://scholar.google.com/citations?user=uCC6V14AAAAJhl=en>

WORKING PAPERS

Hosseininasab, A., van Hoeve, W.J. and Tayur, S. - The Provider Network Selection Problem in Health Insurance Markets. (Submitted)

Hosseininasab, A., van Hoeve, W.J. and Cire, A.A. - Memory Efficient Tries for Sequential Pattern Mining. (Submitted)

Hosseininasab, A. - The Effects of Healthcare Mandates on Health Insurance Markets. (In preparation)

Ahmadi, B., **Hosseininasab, A.**, Reisi Gahrooei, M. - Learning Multi-touch Attribution in Sequential Advertising. (In preparation)

Hosseininasab, A., Shugan, S. M. - Learning from Imbalanced Data. (In preparation)

Hoover, J., **Hosseininasab, A.** - A Learning Framework for Fair Promotions in Direct Marketing. (In preparation)

Hosseininasab, A., Kumar, A. - Learning Product Design via Customer Reviews. (In preparation)

Hosseininasab, A. - Stock Chart Patterns, Reality or Myth? Evidence from Large-scale Sequential Pattern Mining. (In preparation)

Hosseininasab, A., van Hoeve, W.J. - Explaining User Skips in Music Streaming Platforms via Interpretable Machine Learning. (In preparation)

SELECTED TALKS

The Provider Network Selection Problem in Healthcare Markets

- INFORMS Annual meeting, Anaheim, California. Oct. 2021

Structure Mining for Interpretable Data-driven Sequential Decision Making

- INFORMS Annual meeting, Seattle, Washington. Oct. 2019

Explaining User Skips in Music Streaming Platforms via Interpretable Machine Learning

- 14th INFORMS Workshop on Data Mining & Decision Analytics, Seattle, Washington. Oct. 2019

Mining Knowledge from Sequential Data

- POMS Annual Meeting, Washington, DC. May 2019

Constraint-based Sequential Pattern Mining by Decision Diagrams

- AAAI Conference on Artificial Intelligence, Honolulu, Hawaii. Feb. 2019
- INFORMS Computing Society, Knoxville, Tennessee. Jan. 2019
- INFORMS Annual Meeting, Phoenix, Arizona Nov. 2018

Exact Multiple Sequence Alignment by Synchronized Decision Diagrams

- INFORMS Annual Meeting, Houston, Texas. Oct. 2017

A Time-Constrained Pickup and Delivery Problem: Formulation and Solution by Two-level Logic-Based Benders Decomposition

- INFORMS Annual Meeting, Nashville, Tennessee. Nov. 2016

TEACHING EXPERIENCE

Machine Learning Methods for Business Applications (PhD)	Spring 2021, 2022
Marketing Analytics I (MSBA)	Spring 2021, 2022
Mathematical Models for Consulting (undergraduate)	Spring 2020

INDUSTRY EXPERIENCE

Data Analyst (Summer Intern)

Fedex Ground, Moon township, PA. Jun. - Aug. 2018

- Design and implementation of structure mining for vehicle routing.
- Model and implementation of load plan optimization for hub and spoke network.

Strategic Planner (Summer Intern)

Kavir TY, Science and Technology Park, Yazd, Iran. Jun. - Sep. 2011

- Statistical data analysis to identify and establish key factors in strength and weaknesses of Bafgh ore mine.
- Member of a team to establish strategic priorities for Bafgh ore mine.

AWARDS AND HONORS

- 2nd place, 14th INFORMS Workshop on Data Mining & Decision Analytics best paper competition, Seattle, Washington. 2019
- Nominated as one of seven PhD students from Carnegie Mellon University for Schmidt Science Fellowship (university wide). 2019
- Certificate for teaching excellence, University of Waterloo. 2014
- Best student paper award in Industrial Engineering and Management Systems, Amirkabir University of technology. 2012
- 1st place, regional and provincial programming Olympiads, Yazd, Iran. 2008

PROFESSIONAL SERVICE

- Session chair and organizer, Machine Learning for Marketing Applications, INFORMS Annual meeting, Anaheim, California. Oct. 2021
- Session chair and organizer, Data-driven Decision Making and Decision Diagrams, INFORMS annual meeting, Seattle, Washington. Oct. 2019
- Treasurer, INFORMS Student Chapter at Carnegie Mellon University. 2018

Curriculum Vitae

Personalia

Name: Johannes (Joost) Impink
Telephone: (352) 273-1974 (office)
E-mail: joost@ufl.edu
Date of birth: 11th of July 1972
Place of birth: Harenkarspel, the Netherlands

Education

Ph.D. in Economics and Business (Financial Accounting) at University of Groningen, graduated May 12th, 2011

Master in Econometrics, University of Amsterdam, graduated August 31st, 1999

Master in Fiscal Economics, University of Amsterdam, graduated April 8th, 1998

Master in Tax Law, University of Amsterdam, graduated June 9th, 1998

Teaching experience

Doctoral level

Advanced Data and Regression Techniques in DBA program (2017-current)
Data Analysis Skills (SAS) for PhD students in Accounting and Finance (2015-current)
Web Crawling and Textual Analysis for PhD students in Accounting and Finance (2018-2020)

Graduate level

Data Analysis Skills (Python) at University of Florida in ISOM program (2021-current)
Web Crawling and Textual Analysis at University of Florida in ISOM program (2021-current)
Introduction to Managerial Accounting at University of Florida in MBA and MSM programs (2011-current)
Advanced Financial Accounting in Corporate Finance and Banking/Finance and Law program at Duisenberg School of Finance (2010)
Financial Accounting in MBA and MSc programs of Nyenrode University (2002-2005)
Financial Accounting in MBA and Master of International Finance programs at University of Amsterdam (2008-2009)
Financial Accounting in Risk Management/LLM program at Duisenberg School of Finance (2009, 2010)

Introduction to Accounting Research at VU University (2010)
Introduction to Financial Accounting at University of Florida in MSM program (2011, 2012)

Undergraduate level

Cost and Managerial Accounting at University of Florida (2017-current)
Financial Accounting Theory at Nivra-Nyenrode (Dutch CPA institute) (2008)
Financial Statement Analysis and Valuation at University of Amsterdam (2001-2002, 2006-2008)
Intermediate Financial Accounting at University of Amsterdam (2007, 2008)
Intermediate Managerial Accounting at University of Amsterdam (2002)
Introduction to Financial Accounting at University of Amsterdam (1998-2000, 2006-2009)
Introduction to Managerial Accounting at University of Amsterdam (2001, 2002)

Academic publications

Regulation-induced disclosures: Can there be too much information? (With Mari Paananen and Annelies Renders.) ABACUS (2022) Volume 58(3): pp 432-478.

Do video games increase crime? (With Patrick Kielty, Han Stice and Roger White.) Journal of Media Economics (2021) Volume 33(3-4): pp 49-73.

Group audits and earnings informativeness (With Alexey Lyubimov and Ashna Prasad.) International Journal of Auditing (2020), Volume 24(2): pp 245-267.

Did accelerated filing requirements and SOX section 404 affect the timeliness of 10-K filings? (With Martien Lubberink, Bart van Praag and David Veenman.) Review of Accounting Studies (2012), Volume 17(2): pp 227-253.

Working papers

Linking executive regulatory focus, corporate disclosure and tax avoidance (With Erica Bauman, Michael Mayberry and Gary McGill)

Ethical distance between group audit participants and earnings quality (With Alexey Lyubimov and Ashna Prasad)

Dissertation committees

Changhyun Ahn (2022)
Clint Buck (2022, DBA, co-chair)

Mark West (2022, DBA, co-chair)
Russ Sandifer (2022, DBA, co-chair)
Zone Nguyen (2022, DBA, co-chair)
Andres Alcantara (2021, DBA, co-chair)
Patty Cooper (2021, DBA, co-chair)
Joseph Atatsi (2021, DBA, co-chair)
Erica Bauman (2021, DBA, co-chair)
Kenneth Najour (2021, DBA, co-chair)
Joshua Rock (2020, DBA, co-chair)
Shari Fowler (2020, DBA, co-chair)
John Canzio (2020, DBA, co-chair)
Anan Sturgess (2018, DBA)

Presentations

American Accounting Association, 2012, 2019
Eastern Economic Association, 2015, 2017
Norwegian School of Economics, 2011
NYU Stern, JAAF Conference, 2011
Southern Economic Association, 2017
University of Florida, 2011, 2014

Ad hoc reviewer

Auditing: A Journal of Practice & Theory
Journal of Accounting and Public Policy
Journal of Accounting Literature
Managerial Auditing Journal
Small Business Economics: An Entrepreneurship Journal
The British Accounting Review

Experience

Teaching, Research

Fisher School of Accounting, University of Florida, Clinical Assistant Professor (2016-current)

Fisher School of Accounting, University of Florida, Post-doctoral Associate (2011-2016)

VU University, Faculty of Economics and Business Administration
Lecturing Introduction to Accounting Research (2010); External ad-hoc thesis supervisor for Master's in Accounting students (2011 - 2020)

Duisenberg School of Finance (2009, 2010)
Lecturing Financial Accounting and Advanced Financial Accounting for Risk Management/LLM, Corporate Finance and Banking/Finance and Law programs

University of Amsterdam, Faculty of Economics, Amsterdam Business School, Accounting Department (1997-2010)
Lecturer Financial Accounting, Management Accounting and Financial Statement Analysis (includes teaching in Amsterdam MBA, Master of International Finance and thesis supervision)

Nivra Nyenrode (Dutch CPA Institute) (2008)
Lecturer, Financial Accounting Theory

University of Groningen (2005-2007)
PhD student in Accounting

Nyenrode University, Center for Accounting, Auditing and Control (2002-2005)
Lecturer Financial Accounting in MSc and MBA programs (initiated PhD in Accounting)

Financial, Consulting

Co-founder of Tera Insights LLC (2012-current); software development for large scale data analytics and secure data management/analytics.

Freelance programming, clients include KPMG, Deloitte and Touche Actuarial Benefit Consultants (2000-2003)

ING Bank Netherlands, Controller (Oct. 2000-June 2001), Risk consultant, performing data analysis (credit- and business risk management) with SAS

Independent accountant/tax counsellor (1993-1999)
Tax-, legal- and accounting services for small and medium sized businesses

Ernst & Young Amsterdam office (Sept. 1990-Aug. 1991); Assistant accountant

Other

Creator and moderator of Google Group 'WRDS SAS', an online community for SAS and WRDS related issues, currently has approximately 840 subscribers (<https://groups.google.com/forum/#!forum/wrdssas>).

Royal Netherlands Air Force (Aug. 1991-Nov. 1992); Sergeant ground operations

Jim Hoover
Curriculum Vita

July 2022

Jack Faricy Professor
Director, Business Analytics and Artificial Intelligence Center
Department of Marketing
Warrington College of Business
264 Stuzin Hall
University of Florida
Gainesville, FL 32611-7150
Phone (352) 294-0410
Email: jim.hoover@warrington.ufl.edu

Education University of Florida, Gainesville, Florida
Doctor of Business Administration, 2017

University of Florida, Gainesville, Florida
Master of Business Administration, 1996

University of South Florida, Tampa, Florida
B.A Business, Accounting, 1984

Employment	2019-Present	Jack Faricy Professor, Clinical Professor, Marketing Department, Director, Business Analytics and Artificial Intelligence Center Warrington College of Business, University of Florida
	2009-2019	Client Account Lead, Managing Director, Accenture Federal Services
	2018-2019	Adjunct Professor, Barnett Business School, Florida Southern College
	1997-1999	Lecturer, Fels School of Government, University of Pennsylvania
	1984-2009	U.S. Navy

Patents

Hoover, James (2019). Decision Tree Machine Learning. U.S. Patent 10,325,222, filed June 2, 2016, and issued June 18, 2019.

Hoover, James. (2019). Precision health insight tool. U.S. Patent 20190027253, filed July 7, 2017, pending.

Hoover, James. (2018). Database management and presentation processing of a graphical user interface. U.S. Patent 9,978,021, filed June 08, 2011, and issued May 22, 2018.

Hoover, James (2017). Machine learning classifier that compares price risk score, supplier risk score and item risk score to a threshold. U.S. Patent 9,679,261, filed February 22, 2017 and issued June 13, 2017.

Hoover, James. (2017). Machine learning classifier that can determine classifications of high-risk items. U.S. Patent 9,600,779, filed February 22, 2017, and issued June 13, 2017.

Hoover, James. (2017). Machine learning based procurement system using risk scores pertaining to bids, suppliers, prices, and items, U.S. Patent 9,779,364, filed June 8, 2011, and issued October 3, 2017.

Hoover, James. (2014). Business outcome tradeoff simulator. Australian Patent AU2012202980, filed July 22, 2011, and issued December 11, 2014.

Grants

Current Research

Grant Number – 2123440 (co-Principal Investigator: James H Hoover)
Funding Organization – National Science Foundation
Amount Awarded: \$1,498,319
Period of Grant Award – 01/01/2022 to 12/31/2024
Grant Title - *AI across the statewide curriculum*

Peer Reviewed Journal Publications

Hoover, J., Tashman, L. (2022), The UFO Project (Usage of Forecasting in Organizations): Final Survey Results. *Foresight, The International Journal of Applied Forecasting*. (65): 41-47.

Hoover, J. (2022). Book Review: Intermittent Demand Forecasting: Context, Methods and Applications. *Foresight: The International Journal of Applied Forecasting*. (64): 9-11.

Hoover, J. (2021). The UFO Project: Initial Survey Results. *Foresight: The International Journal of Applied Forecasting*. (60): 45-47.

Makridakis, S., Bonnell, E., Clarke, S. Fildes, R., Gilliland, M., Tashman, L., and Hoover, J. (2020). The Benefits of Systematic Forecasting for Organizations: The UFO Project. *Foresight: The International Journal of Applied Forecasting*. (59): 45-56.

Hoover, J., (2013). “Review of Supply Chain Forecasting Software.” *Foresight: The International Journal of Applied Forecasting*. (30): 42-44.

Hoover, J., (2011). “Commentary on Forecast Error vs. Forecast Accuracy.” *Foresight: The International Journal of Applied Forecasting*. (21): 45.

Hoover, J., (2009). “How to Track Forecast Accuracy to Guide Forecast Process Improvement.” *Foresight: The International Journal of Applied Forecasting*. (14): 17-23.

Hoover, J., (2008). “Commentary on Benchmarking.” *Foresight: The International Journal of Applied Forecasting*. (11): 24-25.

Hoover, J., (2007). “Forecasting Software: A Progress Report for the First Seven Years of the 21st Century.” *Foresight: The International Journal of Applied Forecasting*. (7): 45-48.

Hoover, J., (2006). “Measuring Forecast Accuracy: Omissions in Today’s Forecasting Engines and Demand-Planning Software.” *Foresight: The International Journal of Applied Forecasting*. (4): 32-35.

Hoover, J., (2005). “Demand Works Express 3.5: Filling a Gap in the Demand Planning Software Spectrum.” *Foresight: The International Journal of Applied Forecasting*. (2): 44-47.

Hoover, J., (2005). “How to Evaluate the Forecasting Ability of Demand Planning Software.” *Foresight: The International Journal of Applied Forecasting*. (1): 47-49.

Hoover, J., (2004). “The Relationship of Weapon Cannibalization to Weapon System Mission Capability.” *Military Operations Research: A Journal of the Military Operations Research Society*. 9(2): 32-42.

Hoover, J., (1999). "A Review of SmartForecasts V4.12." *The International Journal of Forecasting*. Volume 9(15), Number 4: 451-459.

Monograph Publications

Hoover, J., Jondrow, J., Trost, R., and Ye, M., (2002). "A Model to Study Cannibalization, FMC, and Customer Waiting Time." *CNA Research Memorandum*. D0005957.A2/Final.

Book Chapters

Hoover, J. H. (2021). The Future of Forecasting is Artificial Intelligence (AI) Combined with Human Forecasters. In Gilliland, M. (Ed.). *Business Forecasting: The Emerging Role of Artificial Intelligence and Machine Learning*. Wiley. 2015: 160-169.

Hoover, J. H. (2015). Forecasting Performance and Evaluation, Chapter 3. In: M. Gilliland. (Ed.), *Business Forecasting: Practical Problems and Solutions*. Hoboken, New Jersey: Wiley. 2015: 297-312.

Tashman, L. J. and Hoover, J. (2001). Diffusion of Forecasting Principles Through Software. In: Armstrong, J. S. (Ed.), *Principles of Forecasting*. Boston, MA: Kluwer Academic Publishers. 2001: 651-676.

Dissertation

Hoover, J. (2017). *Big Data Information Privacy Concerns (BDIPC): Assessing Privacy Concerns in a World with Big Data* [Doctoral dissertation]. University of Florida: 2017.

Conference Presentations

Hoover, J. (2022). Findings from the Foresight Survey and Implications. Presentation at the International Symposium on Forecasting, July 2022, Oxford, England.

Hoover, J. (2022). Teaching Data-Driven Decision-Making: Lessons from a Practitioner Turned Faculty Member. Conference: 2022 Management Accounting Section Midyear Meeting: Chartered Global Management Accountant, Teaching Symposium, January 2022, Virtual Conference.

Hoover, J. (2021). Panel Discussion: Expanding the Use of Systematic Forecasting in Organizations and Improving Its Value: The UFO Challenge. Presentation at the M5 Conference: Advances in Forecasting: Machine Learning Methods Applied to Hierarchical Retail Data, December 2021, New York City, NY.

Hoover, J. (2021). Addressing AI Bias through Probability Score Matching and Reinforcement Learning. Presentation at the Data Intelligence Symposium (DAISY), November 2021, Clearwater, FL.

Hoover, J. (2020). Considering Issues of Reproducibility, Interpretability, and Actionability in Artificial Intelligence Models to Detect Suicidal Ideation. Presentation at the Data Intelligence Symposium (DAISY) University of Florida, February 2020, Gainesville, FL.

Hoover, J. (2012). Tracking and Evaluating Forecast Accuracy. Presentation at International Institute of Forecasters (IIF) International Symposium on Forecasting (ISF) Conference; June 2012; Boston, MA.

Hoover, J. (2011). High Risk Procurements: Achieving Savings and Preventing Fraud, Waste, and Abuse in Your Procurement Processes. Presentation at the Analytics 2011 Conference; October 2011; Orlando, FL.

Hoover, J. (2008). Measuring Forecast Accuracy Improvement. Presentation at Forecasting Summit Conference; September 2008; Boston MA.

Commercial Citations

Kesten, G. (2022). "Understanding the Benefits of Business Analytics for Your Business. American Express Industry Trends, May 5, 2022, Retrieved from: <https://www.americanexpress.com/en-us/business/trends-and-insights/articles/benefits-of-business-analytics/>.

Wilder, C. (2020). "Unexcused Absence: Why Is College Football Attendance Tanking?" Sports Illustrated (blog), January 10, 2020, Retrieved from: <https://www.si.com/college/2020/01/10/college-football-attendance-decline-ncaa>

Bialik, C., (2009). "Crystal Balls Have Become Hazy." The Wall Street Journal (blog) by The Numbers Guy, August 11, 2009, Retrieved from <http://blogs.wsj.com/numbersguy/crystal-balls-have-become-hazy-779/>.

Professional Service

Member, Advanced AI: Applications across the Curriculum Committee, 2020-Present

Member, AI Academic working group, 2020-Present

Member, Doctor of Business Administration Committee, 2020-Present

Chairman, Foresight Journal Advisory Board, 2020-Present

Software Editor, Foresight: The International Journal of Applied Forecasting, 2005 – 2013.

Advisory Board, Foresight: The International Journal of Applied Forecasting, 2013 – Present.

Industry Co-Chair, American Council for Technology (ACT) - Industry Advisory Council (IAC); ACT-IAC Emerging Technology Special Interest Group, Analytics and Big Data Committee, Washington, D.C., 2013 – 2015.

Courses Taught

AI/ML Methods for Research (Doctorate)
Business Analytics Practicum Sequence (Masters)
Marketing Analytics II R-based course (Masters)
AI & ML with Applications in Marketing (MBA, Masters)
Analytics Processes for Business: R Bootcamp (Masters)
Marketing Analytics (MBA, Masters)
Marketing Core (MBA, Masters)
New Product Development (MBA, Masters)
Business Analytics (Masters in Accounting)
Statistics (Masters)
Web Programming (Masters)

Dissertation Committees

Alexis Fitzsimmons – Purpose and Public Relations (2022)

FARID AITSAHLIA

Eugene Brigham Department of Finance Insurance & Real Estate
Warrington College of Business Administration
Stuzin Hall
University of Florida
Gainesville, FL 32611-7168

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Tel: (352) 392-5058 (O)

Fax: (352) 392-0301

<http://bear.warrington.ufl.edu/aitsahlia/>

DOCTORAL EDUCATION

Stanford University, Stanford, California

Doctor of Philosophy, Operations Research, March 1995

Dissertation: Optimal Stopping and Weak Convergence Methods for
Some Problems in Financial Economics

Advisor: T. L. Lai, Dept. of Statistics

ACADEMIC EXPERIENCE

- 8/16 - Clinical Assistant Professor and James G. Richardson Faculty Fellow,
Department of Finance Insurance & Real Estate, Warrington College of Business
University of Florida, Gainesville, Florida.
- 8/09 - 8/16 Visiting Assistant Professor/Lecturer/ and James G. Richardson Faculty Fellow,
Department of Finance Insurance & Real Estate, Warrington College of Business
University of Florida, Gainesville, Florida.
- 8/04 – 7/09 Assistant Professor; Co-director, Risk Management and Financial Engineering Laboratory.
Department of Industrial and Systems Engineering, University of Florida, Gainesville, Florida.
- 9/03 - 8/04 Visiting Scholar, Department of Statistics, Stanford University, Stanford California.
- 10/95 - 6/96 Adjunct Assistant Professor, School of Operations Research and Industrial Engineering,
Cornell University, Ithaca, New York.

INDUSTRY EXPERIENCE

- 3/02 – 9/03 Senior Scientist, DemandTec (now part of IBM), San Carlos, California.
- 6/99 - 12/01 Research Associate, Financial Engines, Palo Alto, California.
- 6/88 - 6/99 Researcher/Project Leader, Hewlett-Packard Laboratories, Palo Alto, California.

BOOKS

1. *Elementary Probability Theory with Stochastic Processes and an Introduction to Mathematical Finance*, (with K. L. Chung), Springer-Verlag, March 2003. (Russian edition appeared in 2007, Chinese edition appeared in 2010.)
2. *Selected Works of Kai Lai Chung*, (with E. Hsu and R. Williams), World Scientific Press, October 2008.
3. *Options on Extremes and Averages*, World Scientific Press, to appear (under contract).

ARTICLES AND BOOK CHAPTERS

1. “Menu Simplification for Portfolio Selection Under Short-Sales Constraints” (with Tom Doellman and Sabuhi Sardarli; *European Financial Management* (to appear, 2022)
2. “Information Stages in Efficient Markets” (with J-H Yoon), *Journal of Banking and Finance*, 69 (2016), pp. 84-94.
3. “Optimal Crop Planting Schedules and Financial Hedging Strategies Under ENSO-based Climate Forecasts” (with C-J Wang, V. Cabrera, S. Uryasev, and C. Fraise), *Annals of Operations Research*, vol. 190 (2011), pp. 201-220.
4. “American Option Pricing Under Stochastic Volatility: An Efficient and Accurate Numerical Scheme”, (with M. Goswami and S. Guha), *Computational Management Science*, vol. 7, 2 (2010), pp. 171-187.
5. “American Option Pricing Under Stochastic Volatility: An Empirical Evaluation”, (with M. Goswami and S. Guha), *Computational Management Science*, vol. 7, 2 (2010), pp. 189-206.
6. “Discretely monitored options,” *Encyclopedia of Quantitative Finance*, (R. Cont, ed.), Wiley, (2010).
7. “Stochastic Optimal Stopping: Problem Formulations,” *Encyclopedia of Optimization*, (C. A. Floudas and P. M. Pardalos, eds.), Springer, (2009).
8. “Stochastic Optimal Stopping: Numerical Methods,” *Encyclopedia of Optimization*, (C. A. Floudas and P. M. Pardalos, eds.), Springer, (2009).
9. “Optimal Execution of Time-Constrained Portfolio Transactions,” (with Y-C Sheu, and P. M. Pardalos), *Computational Methods in Financial Engineering*, E. J. Konthoghiorges, B. Rustem, and P. Winker (eds.), Springer-Verlag, 2008.
10. “Corrected Random Walk Approximations to Free Boundary Problems in Optimal Stopping” (with T. L. Lai and Y. C. Yao), *Advances in Applied Probability*, vol. 39, 3 (2007), 753-775.
11. “A Canonical Optimal Stopping Problem for American Options under a Double-Exponential Jump-Diffusion Model” (with A. Runnemo), *Journal of Risk*, Vol. 10, 2007, pp. 85-100.
12. “Pricing and Hedging American Knock-In Options” (with L. Imhof and T. L. Lai), *J. of Derivatives*, Vol. 11, 2004, pp 44-50.
13. “Fast and Accurate Valuation of American Barrier Options” (with L. Imhof and T. L. Lai), *J. Computational Finance*, vol. 7, 2003, pp 129--145.
14. “Exercise Boundaries and Efficient Approximations to American Option Prices and Hedge Parameters” (with T. L. Lai), *J. Computational Finance*, vol. 4, 2001, pp 85--103.
15. “A Canonical Optimal Stopping Problem for American Options and its Numerical Solution” (with T. L. Lai), *J. Computational Finance*, vol. 3, Winter, 1999/2000, pp 33--52.

16. “Random Walk Duality and the Valuation of Discrete Lookback Options” (with T. L. Lai), *Applied Mathematical Finance*, vol. 5, 1998, pp 277--340.
17. “Valuation of Discrete Barrier and Hindsight Options” (with T. L. Lai), *J. Financial Engineering*, vol. 6, 1997, pp. 169--177.
18. “American Options: A Comparison of Numerical Methods” (with P. Carr), in *Numerical Methods in Finance*, C. Rogers and D. Talay (eds.), Cambridge University Press, 1997.
19. “Is Concurrent Engineering Always a Sensible Proposition?” (with E. Johnson and P. Will), *IEEE Transactions on Engineering Management*, vol. 42, 1995, pp 166--170.

MANUSCRIPTS IN PROGRESS

1. “Implementing Mean-Variance Spanning Tests with Short-Sales Constraints” (with Tom Doellman and Sabuhi Sardarli; under review)
2. “American Options Under Stochastic Volatility: Parameter Estimation and Pricing Efficiency,” (with M. Goswami and S. Guha; under review)
3. “Liquidity and Risk Management: Crossing Networks Impact”
4. “Everybody’s Doing it: The Effect of Index Investing”
5. “Spline Approximations for Efficient American Option Pricing in a Jump-Diffusion Model”
6. “Discretely Monitored Look-Back Option Prices and their Sensitivities in Lévy Models” (with G. Gylfadóttir)

Students advised at the University of Florida:

- Sam Lopez (DBA, Spring 2020)
- Philip Garton (DBA, Summer 2020)
- Brad Labrum (DBA, Summer 2020)
- Pete Garcia (DBA, Summer 2020)
- Manisha Goswami (Ph.D., December 2008)
- Suchandan Guha (Ph.D., August 2008)
- Joon-Hui Yoon (Ph.D., August 2009)
- Guðbjört Gylfadóttir (Ph.D., August 2010)
- Andrew Romich (B.S., Summa Cum Laude, Honors Thesis, May 2008)
- Advised more than a dozen students in the M.S./M.B.A., Outreach Engineering Management program (between Spring 2005 and Spring 2009)

Main courses taught at the Warrington College of Business, University of Florida:

- Asset Pricing Theory (Core Finance Ph.D. course)
- Corporate Finance (MBA)
- Financial Management (MBA)
- Derivatives Securities (MSF)
- Investments
- Financial Risk Management
- Machine Learning in Finance and FinTech

ACADEMIC SERVICE

- Editor-in-Chief:
 - Journal of Risk (since November 2009)
- Guest Editor:
 - Journal of Banking and Finance (volume 31, issue 11, November 2007)
- Referee:
 - Review of Financial Studies; Mathematical Finance; Journal of Economic Dynamics and Control; Management Science; Journal of Computational Finance; Journal of Banking and Finance; Operations Research; Optimization Letters; Annals of Operations Research; International Journal of Theoretical and Applied Finance; Computational and Applied Mathematics; Managerial Finance; Naval Research Logistics; Journal of Applied Probability; Journal of Engineering and Technology Management; National Science Foundation; MIT Press; Chapman and Hall (CRC Press)
- Conference organization:
 - Risk Management and Quantitative Finance Conference, Gainesville, FL (Spring 2005).
 - International Conference on Financial Engineering, Gainesville, FL (Spring 2006).
 - Workshop on New Directions in Quantitative Finance, Paris, France (Spring 2008).
- Departmental/University Service:
 - Graduate Committee (Industrial and Systems Engineering)
 - Undergraduate Committee (Industrial and Systems Engineering)
 - University of Florida Faculty Preview Advisor (to entering freshmen)

SELECTED PRESENTATIONS

- Robust Techniques in Quantitative Finance, Oxford University, September 3-7, 2018.
- 8th International Finance Conference, IFC8, Paris, 12-14 March 2015
- Society for Industrial and Applied Mathematics, Financial Mathematics and Engineering, San Francisco, November 2010
- Daiwa Young Researchers' International Workshop on Finance, March 2008, Kyoto University, Japan.
- Risk 2001 Europe and Risk 2001 USA (Risk magazine 6th Annual Derivatives and Risk Management Congress), April 2001, Paris, France, and June 2001, Boston.
- Computational and Quantitative Finance Conference (organized by Risk Publications), September 1999, New York.
- Quantitative Methods in Finance, December 1998, University of Technology, Sydney, Australia.
- Institute of Mathematical Statistics, Asian and Pacific Regional Meeting, July 1997, Taipei, Taiwan.
- Financial Mathematics Program, I. Newton Institute, April 1995, Cambridge University, Cambridge, United Kingdom.
- Seminars:
 - Luxembourg School of Finance (June 2009)
 - Princeton University (ORFE dept., April 2008),
 - Columbia University (IEOR dept., April 2008),
 - University of Michigan (Mathematics dept., October 2006),
 - New York University (Courant Institute, March 2003)
 - University of British Columbia (Management Science, 2002),
 - University of Chicago (Statistics, 1998)

BRIAN W. SWIDER

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University of Florida
Stuzin Hall 239
Gainesville, FL 32611
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EDUCATION

Ph.D.	08/07 – 05/12	Texas A&M University, College Station, TX Major: Human Resources/Organizational Behavior Minor: Research Methods
B.S.B.A.	07/03 – 05/07	University of Florida, Gainesville, FL Major: Management, Summa cum laude

ACADEMIC EXPERIENCE

<i>Warrington College of Business, University of Florida</i>	
Associate Professor & Beth Ayers MaCague Faculty Fellow	08/20 – present
Assistant Professor	05/18 – 07/20
<i>Scheller College of Business, Georgia Institute of Technology</i>	
Assistant Professor (tenure earned: 02/18)	06/12 – 05/18
<i>Mays Business School, Texas A&M University</i>	
Instructor	01/09 – 05/12

JOURNAL PUBLICATIONS (names in italics indicate doctoral students)

Klotz, A.C., Swider, B.W., & Kwon, S. (in press). Back-translation practices in organizational research: Avoiding loss in translation. *Journal of Applied Psychology*.

Swider, B.W. & Steed, L.B. (2022). Applicant initial preferences: The relationship with job choices. *Personnel Psychology*, 75, 321-346.

Swider, B.W., Harris, T.B., & Gong, Q. (2022). First impression effects in organizational psychology. *Journal of Applied Psychology*, 103, 346-369.

Vaiman, V., Collings, D.G., Cascio, W.F., & Swider, B.W. (2021). The shifting boundaries of talent management. *Human Resource Management*, 60, 253-257.

*Invited introduction to special issue

Steed, L.B., Swider, B.W., Keem, S., & Liu, J.T. (2021). Leaving work at work: A meta-analysis on employee recovery from work. *Journal of Management*, 47, 867-897.

*Research cited in *Huffington Post*, *Bloomberg*, *Working Mother*

Klotz, A.C., Swider, B.W., Shao, Y., & Prengler, M.K. (2021). The paths from insider to outsider: A review of employee exit transitions. *Human Resource Management*, 60, 119-144.

Zimmerman, R.D., Swider, B.W., & Arthur, J.B. (2020). Does turnover destination matter? Differentiating antecedents of occupational change versus organizational change. *Journal of Vocational Behavior*, 121, 1-15.

*Research cited in *Futurity*

Zimmerman, R.D., Swider, B.W., & Boswell, W.R. (2019). Synthesizing content models of employee turnover. *Human Resource Management*, 58, 99-114.

Harari, D., Swider, B.W., Steed, L.B., & Breidenthal, A.P. (2018). Is perfect good? A meta-analysis of perfectionism in the workplace. *Journal of Applied Psychology*, 103, 1121-1144.

*Research cited in *Wall Street Journal*, *Harvard Business Review*, *Forbes*, *Huffington Post*, *US Chamber of Commerce*, *The Ladders*, *Human Resources Online*, *The BMJ*, *Quartz*

Swider, B.W., Liu, J.T., Harris, T.B., & Gardner, R.G. (2017). Employees on the rebound: Extending the careers literature to include boomerang employment. *Journal of Applied Psychology*, 102, 890-909.

*Research cited in *New York Times*, *Harvard Business Review*, *CNBC*, *Newsday*, *Business Standard*, *Yahoo India*, *Business News Daily*, *Inc.com*, *Mashable*, *Economic Times*

Swider, B.W., Barrick, M.R., & Harris, T.B. (2016). Initial impressions: What they are, what they are not, and how they influence structured interview outcomes. *Journal of Applied Psychology*, 101, 625-638.

*Research cited in *Wall Street Journal*, *Harvard Business Review*, *The Today Show*, *Business Insider*, *NY Magazine*, *Yahoo! Finance*, *Fast Company*, *Men's Health*, *BPS Digest*, *Medical Daily*, *People Management Magazine*, *HRZone*

Zimmerman, R.D., Swider, B.W., Woo, S.E., & Allen, D.G. (2016). Who withdraws? Psychological individual differences and employee withdrawal behaviors. *Journal of Applied Psychology*, 101, 498-519.

Porter, C.O.L.H., Franklin, D.A., Swider, B.W., & Yu, R.C. (2016). An exploration of the interactive effects of leader trait goal orientation and goal content in teams. *Leadership Quarterly*, 27, 34-50.

- Swider, B.W., Zimmerman, R.D., & Barrick, M.R. (2015). Searching for the right fit: Development of applicant person-organization fit perceptions during the recruitment process. *Journal of Applied Psychology, 100*, 880-893.
- Swider, B.W., Zimmerman, R.D., Charlier, S.D., & Pierotti, A.J. (2015). Deep-level and surface-level individual differences and applicant attraction to organizations: A meta-analysis. *Journal of Vocational Behavior, 88*, 73-83.
- Swider, B.W. & Zimmerman, R.D. (2014). Prior and future withdrawal and performance: A meta-analysis of their relations in panel studies. *Journal of Vocational Behavior, 84*, 225-236.
- Boswell, W.R., Zimmerman, R.D., & Swider, B.W. (2012). Employee job search: Toward an understanding of search context and search objectives. *Journal of Management, 38*, 129-163.
- Barrick, M.R., Dustin, S.L., Giluk, T.L., Stewart, G.L., Shaffer, J.A., & Swider, B.W. (2012). Candidate characteristics driving initial impressions during rapport building: Implications for employment interview validity. *Journal of Occupational and Organizational Psychology, 85*, 330-353.
- Swider, B.W., Barrick, M.R., Harris, T.B., & Stoverink, A.C. (2011). Managing and creating an image in the interview: The role of interviewee initial impressions. *Journal of Applied Psychology, 96*, 1275-1288.
- Swider, B.W., Boswell, W.R., & Zimmerman, R.D. (2011). Examining the job search–turnover relationship: The role of embeddedness, job satisfaction, and available alternatives. *Journal of Applied Psychology, 96*, 432-441.
- Swider, B.W., Zimmerman, R.D., Boswell, W.R., & Hinrichs, A.T. (2011). Understanding your standing: Multiple indicators of status and their influence on employee attachment. *Corporate Reputation Review, 14*, 159-174.
- Barrick, M.R., Swider, B.W., & Stewart, G.L. (2010). Initial evaluations in the interview: Relationships with subsequent interviewer evaluations and employment offers. *Journal of Applied Psychology, 95*, 1163-1172.
*Research cited in *Harvard Business Review*
- Swider, B.W. & Zimmerman, R.D. (2010). Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes. *Journal of Vocational Behavior, 76*, 487–506.

UNDER REVIEW MANUSCRIPTS

Swider, B.W., Yang, J., & Wang, M. Title removed to protect anonymity. Proposal under review at *Journal of Management*.

WORKING MANUSCRIPTS/PROJECTS

Steed, L.B. & Swider, B.W. Title removed to protect anonymity. Manuscript prepared for submission at *Journal of Applied Psychology*.

Swider, B.W., Gong, Q., Gale, J.P., Bono, J.E., & Bussen, T.J. Title removed to protect anonymity. Manuscript prepared for submission at *Personnel Psychology*.

Sullivan, D.W. & Swider, B.W. Title removed to protect anonymity. Manuscript prepared for submission at *Personnel Psychology*.

Shao, Y., Swider, B.W., Yang, J., & Wang, M. Title removed to protect anonymity. Manuscript prepared for submission at *Journal of Applied Psychology*.

Swider, B.W., Li, Y., & Zhang, K. Title removed to protect anonymity. Manuscript being written.

Sullivan, D.W. & Swider, B.W. Title removed to protect anonymity. Data analysis.

Harris, T.B., Swider, B.W., & Yang, J. Title removed to protect anonymity. Data collection.

BEST PAPER PROCEEDINGS

Swider, B.W. (2013). Applicant attitudes across the recruitment process: Time is of the essence. *Academy of Management Best Paper Proceedings*, Orlando, FL.

CONFERENCE PRESENTATIONS

Sullivan, D.W., Swider, B.W., & Barrick, M.B. (2022). Social Influencers: A Social Information Processing Perspective on Person-Organization Fit during Recruitment. Presented at the 82nd Annual Meeting of the National Academy of Management, Seattle, WA.

Simon, L.S., & Swider, B.W. (2019). Personality and Individual Differences. Presented as part of the OB Research Roundtables Forum at the 82nd Annual Meeting of the National Academy of Management, Seattle, WA.

- Glomb, T.M. & Swider, B.W. (2022). Constructing Your Identity. Presented as part of the HR Division New Faculty Consortium at the 82nd Annual Meeting of the National Academy of Management, Seattle, WA.
- Jiang, K. & Swider, B.W. (2021). More Research and Instituting Collaborative Relationships. Presented as part of the HR Division New Faculty Consortium 2.0 at the 81st Annual Meeting of the National Academy of Management, Philadelphia, PA (virtually).
- Swider, B.W., Roth, P.L., van Iddekinge, C.H., & Potosky, D. (2020). Selection and Staffing. Presented as part of the HR Research Roundtable Forum at the 80th Annual Meeting of the National Academy of Management, Vancouver, CA (virtually).
- Barnes, C.B., Lanaj, K., & Swider, B.W. (2020). Prolific Authors. Presented as part of the Doctoral Consortium at the 35th Annual Meeting of the Society of Industrial and Organizational Psychology, Austin, TX (virtually).
- Barrick, M.R., Rubenstein, A.L., & Swider, B.W. (2019). Personality and Individual Differences. Presented as part of the OB Research Roundtables Forum at the 79th Annual Meeting of the National Academy of Management, Boston, MA.
- Swider, B.W. (2019). What it Takes to be Successful in Academia. Presented as part of the Mid-Stage HR Doctoral Consortium at the 79th Annual Meeting of the National Academy of Management, Boston, MA.
- Swider, B.W., Minbaeva, D.B., & Berry, C.M. (2019). Getting Published: Advice from Highly Successful Researchers. Presented as part of the HR Doctoral Consortium at the 79th Annual Meeting of the National Academy of Management, Boston, MA.
- Swider, B.W., Roth, P.L., van Iddekinge, C.H., & Potosky, D. (2019). Selection and Staffing. Presented as part of the HR Research Roundtable Forum at the 79th Annual Meeting of the National Academy of Management, Boston, MA.
- Swider, B.W., Hood, A.C., & Rogers, S. (2018). Preparing for the Job Market Now. Presented as part of the New Doctoral Student Consortium at the 78th Annual Meeting of the National Academy of Management, Chicago, IL.
- Collins, C.J., Swider, B.W., Pieper, J.R., & Turban, D.B. (2018). Recruitment and Job Search. Presented as part of the HR Research Roundtable Forum at the 78th Annual Meeting of the National Academy of Management, Chicago, IL.
- Swider, B.W. (2017). Patterns for Productivity: Value of Routines On- and Off-the-job. Presented as part of the Productivity Process: Research Tips and Strategies from Prolific Junior Faculty PDW at the 77th Annual Meeting of the National Academy of Management, Atlanta, GA.

- Zimmerman, R.D., Swider, B.W., & Arthur, J.B. (2017). Differentiating Occupational Change Versus Organizational Change. Presented at the 77th Annual Meeting of the National Academy of Management, Atlanta, GA.
- Bono, J.E. & Swider, B.W. (2017). Personality and Individual Differences. Presented as part of the OB Research Networking Forum at the 77th Annual Meeting of the National Academy of Management, Atlanta, GA.
- Swider, B.W., Sady, K.G., Kantrowitz, T.M., & Landers, R.N. (2016). Making It Personal: Using Personality Assessments for Workforce Management. Presented as part of the Society of Industrial and Organizational Psychology Leading Edge Consortium and Top Minds and Bottom Lines Series, Atlanta, GA.
- Boon, C.T., Charlier, S.D. & Swider, B.W. (2015). Lessons learned in the job search: Recent perspectives. Presented at the HR Doctorial Consortium of the 75th Annual Meeting of the National Academy of Management, Vancouver, CA.
- Swider, B.W., Liu, J.T., Harris, T.B., & Gardner, R.G. (2015). Employees on the rebound: Toward a framework for boomerang employee performance. Paper presented at the 75th Annual Meeting of the National Academy of Management, Vancouver, CA.
- Zimmerman, R.D., Swider, B.W., Charlier, S.D., & Pierotti, A. (2015). Personality, ability, and applicant attraction: A meta-analysis. Presented at the 30th Annual Conference of the Society of Industrial and Organizational Psychology, Philadelphia, PA.
- Flynn, J.P., Zimmerman, R.D., Swider, B.W., & Arthur, J.B. (2015). Extra work on- and off-the-job: Differentiating occupational versus organizational turnover. Presented at the 30th Annual Conference of the Society of Industrial and Organizational Psychology, Philadelphia, PA.
- Charlier, S.D. & Swider, B.W. (2014). Lessons learned in the job search: Recent perspectives. Presented at the HR Doctorial Consortium of the 74th Annual Meeting of the National Academy of Management, Philadelphia, PA.
- Swider, B.W. (2013). Applicant attitudes across the recruitment process: Time is of the essence. Paper presented at the 73rd Annual Meeting of the National Academy of Management, Orlando, FL.
- Swider, B.W. & Li, N. (2013). Leadership Change and Team Performance Trajectory: An Examination and Extension of the Punctuated Equilibrium Model. Paper presented at the 73rd Annual Meeting of the National Academy of Management, Orlando, FL.
- Franklin, D.A., Porter, C.O.L.H., Swider, B.W., & Yu, R.C. (2013). The interactive effects of team content goals and leader goal orientation: A test for complementary and supplementary fit. Paper presented at the 73rd Annual Meeting of the National Academy of Management, Orlando, FL.

Swider, B.W., & Barrick, M. R. (2012). The Incremental Impact of Initial Impressions versus Self-Presentation. Paper presented at the 27th Annual Conference of the Society of Industrial and Organizational Psychology, San Diego, CA.

Harris, T.B., Stoverink, A.C., Swider, B.W., & Barrick, M. R. (2010). Toward a New Model of Interviewer Decision Making. Paper presented at the 25th Annual Conference of the Society of Industrial and Organizational Psychology, Atlanta, GA.

Swider, B.W., Barrick, M. R., Harris, T.B., & Stoverink, A.C. (2010). Interviewers as Human Polygraphs: Detection of Lying in the Interview. Paper presented at the 7th Annual Meeting of the Southwest Academy of Management, Dallas, TX.

Swider, B.W., Boswell, W.R., & Zimmerman, R.D. (2009). Examining a Job Search-Turnover Contingency Model: An Integration of Turnover-Related Constructs. Paper presented at the 69th Annual Meeting of the National Academy of Management, Chicago, IL.

Stoverink, A.C., Umphress, E.E., Miner-Rubino, K., & Swider, B.W. (2009). Not All Groups Are Created Equal: A Contingency Perspective on Interpersonal Justice. Paper presented at the 69th Annual Meeting of the National Academy of Management, Chicago, IL.

Coombs, J.E., Webb, J.W., & Swider, B.W. (2009). The Role of Burnout in Venture Failure. Paper presented at Babson College Entrepreneurship Research Conference, Babson Park, MA.

Hinrichs, A.T., Boswell, W.R., Zimmerman, R.D., & Swider, B.W. (2009). Interactive effects of community embeddedness and work-life permeability on stress. Paper presented at the 24th Annual Conference of the Society of Industrial and Organizational Psychology, New Orleans, LA.

Swider, B.W., Zimmerman, R.D., Boswell, W.R., & Hinrichs, A.T. (2008). Individual and joint effects of image, self-determination, and impact on work-related outcomes. Paper presented at the 68th Annual Meeting of the National Academy of Management, Anaheim, CA.

CHAired CONFERENCE SESSIONS

Swider, B. W. (2022). Insights from Fit Research on Navigating the Great Resignation. Discussant at the 82nd Annual Meeting of the National Academy of Management, Seattle, WA. *Selected by the Academy of Management as a Showcase Symposium.*

Swider, B. W. (2021). Navigating the Tensions and Dynamics of Perfectionism in Organizations. Discussant at the 81st Annual Meeting of the National Academy of Management, Philadelphia, PA (virtually).

Swider, B.W. (2018). Causes and Consequences of Employee Turnover and Withdrawal. Chair at the 78th Annual Meeting of the National Academy of Management, Chicago, IL.

Swider, B.W. (2012). Recruiting Strategies and Job Choice. Chair at the 72nd Annual Meeting of the National Academy of Management, Boston, MA.

Swider, B.W. (2011). New Perspectives on Employee Recruiting. Chair at the 71st Annual Meeting of the National Academy of Management, San Antonio, TX.

INVITED TALKS

London School of Economics, Guest Speaker Series, *Payday as a Temporal Landmark: Examining a Natural Work Event* (2022)

Highbrow Drivel Podcast, Expert Guest, *What is Burnout and Why Does It Happen?* (2021)

University of Florida, Guest, *We Are Warrington Podcast* (2020)

Shanghai Jiao Tong University, Visiting Scholar, *Starting in Pole Position: Applicant Initial Preferences and Ultimate Job Choices* (2019)

Shaanxi Normal University, Visiting Scholar, *Applicant Initial Preference, Attitudes, and Job Choices* (2019)

Oregon State University, Guest Speaker Series, *Applicant Initial Preference, Attitudes, and Job Choices* (2019)

Georgia Institute of Technology, MBA Employer Summit, *Hiring Decisions: Understanding the Choices We Make* (2017)

Georgia Institute of Technology, Business Analytics Think Tank Roundtable, *HR and Workforce Analytics* (2017)

AWARDS, SCHOLARSHIPS, AND GRANTS

Florida Department of Health & Centers for Disease Control and Prevention “First Responder Needs Assessment” Grant, 2019 (co-Investigator): \$200,000

Early Career Achievement Award from the Academy of Management HR Division, 2019

Brady Family Award for Faculty Research Excellence, 2017

Dean’s Award for Outstanding Research by a Doctoral Student, 2011

Mays Business School Research Grant, 2011 (PI): \$2,500

Mays Business School Research Grant, 2008 (co-Investigator): \$5,000

Center for Human Resource Management Grant, 2007 (co-Investigator): \$1,000

TEACHING EXPERIENCE

University of Florida, Warrington College of Business

MAN 7249 - Organizational Behavior (DBA)

Summer 2021, Summer 2022

MAN 6366 - Organizational Staffing

Spring 2022, Fall 2021, Spring 2021, Fall 2020, Spring 2020, Spring 2019, Fall 2018

MAN 5246 - Organizational Behavior
Fall 2021, Fall 2020, Fall 2019, Spring 2019, Fall 2018

Georgia Institute of Technology, Scheller College of Business
MGT 6101 - Managing Human Resources: Analytics and Decision Making
Summer 2017 & Spring 2016

MGT 3102 - Managing Human Resources in a Regulated Environment
Summer 2018, Spring 2018, Fall 2016, Fall 2015, Summer 2015, Fall 2014, Spring 2014,
Fall 2013, & Fall 2012

Texas A&M University, Mays Business School
MGMT 373 - Managing Human Resources (writing intensive course)
Spring 2012, Spring 2011, Summer 2011, & Spring 2010

EXTERNAL CONSULTING EXPERIENCE

Florida Department of Health (2019)
Lillian S. Wells Department of Neurosurgery, Gainesville, FL (2018)
Texas A&M University Human Resources Department, College Station, TX (2007-2011)
Texas Transportation Institute, College Station, TX (2008)

PROFESSIONAL SERVICE

Associate Editor
Human Resource Management (2015 – 2022)

Guest Editor
Human Resource Management (special issue on Talent Management, 2019 – 2020)

Editorial Board
Journal of Applied Psychology (2018 – Present)
Personnel Psychology (2020 – Present)
Journal of Management (2020 – Present)
Organizational Behavior and Human Decision Processes (2016 – Present)
Journal of Occupational and Organizational Psychology (2014 – 2021)

Ad Hoc Reviewer
Academy of Management Journal
National Science Foundation
Journal of Organizational Behavior
Human Resource Management Review
Journal of Experimental Psychology: Applied
Work & Stress
Journal of Applied Behavioral Science

Journal of Business Research
INFORMS/Organization Science Dissertation Proposal Competition

Reviewer for the Annual Meeting for the National Academy of Management
HR, RM, and OB Divisions (2008, 2010-12, 2014-21)

Reviewer for the Annual Meeting for Society for Industrial and Organizational
Psychology (2017, 2018, 2020)

Representative-at-large, HR Division, Academy of Management (2022 – Present)

Chair of the 2021 HR Division Early Career Achievement Award Committee

Chair of the 2020 HR Division Early Career Achievement Award Committee

Member of the 2015 and 2016 Ralph Alexander Dissertation Award Committee

Member of the 2015 HR Division Best Student Convention Paper Award Committee

Co-Coordinator of the 2019 Personnel and Human Resource Research Group (PHRRG) Meeting

COLLEGE AND UNIVERSITY SERVICE

Member, Management Department Hiring Committee (2021)
Member, Warrington College of Business Research Committee (2021 – present)
Member, Warrington College of Business Strategic Planning Committee (2021 – present)
Co-Chair, Management Department Administrative Support Hiring Committee (2021)
Member, Warrington College of Business Faculty Advisory Committee (2020 – present)
Coordinator, CARMA Webcast Presentations (2014 – 2018)
Member, Athletic Academic Steering Committee (2017 – 2018)
Co-Chair, Scheller College of Business OB Hiring Committee (2017)
Co-Chair, OB Distinguished Speaker Series (2014 – 2017)
Member, Committee to Review GPAs in the Undergraduate Core (2016)
Member, Half-Baked: The OB Research Group (2013 – 2018)

PHD DISSERTATION COMMITTEE SERVICE

Member, Y. Shao (2022)
Member, Q. Gong (2022)
Member, V. Alterman (2020)
Chair, D. Jackson (2020; DBA)
Member, A. Breidenthal (2019)
Member, D. Harari (2019)
Chair, L. Steed (2018)

Co-Chair, J. Liu (2016)
Member, B. Sell (2015)

PROFESSIONAL AFFILIATIONS

Academy of Management
Society for Industrial and Organizational Psychology
American Psychological Association
Society for Human Resource Management

DIRECTORY



SONIA R. SINGH

Davis Family Faculty Fellow

Instructional Associate Professor

(352) 273-0218

Email (<mailto:sonia.singh@warrington.ufl.edu>)

Contact Details ([#contact-details](#))

Education

- LLM - Taxation, University of Florida, 2013
- JD - Law, University of Florida, 2012
- MAcc - Accounting, University of Florida, 2009
- BSAC - Accounting, University of Florida, 2009

In The News

[All Articles \(https://news.warrington.ufl.edu/tag/sonia-singh-5401/\)](https://news.warrington.ufl.edu/tag/sonia-singh-5401/)

- [Three honored with Warrington's teaching awards \(https://news.warrington.ufl.edu/?p=23586\)](https://news.warrington.ufl.edu/?p=23586) — February 1, 2019 — GAINESVILLE, Fla. - The University of Florida Warrington College of Business recognized faculty members Alan Cooke, Sonia Singh and Larry...

Honors and Awards

All years

- Undergraduate Teacher of the Year Warrington College of Business — 2019
- J. Michael Cook Teaching Award Fisher School of Accounting — 2018
- Accounting Faculty of the Year Warrington College of Business Administration — 2012

Courses Taught

Last 5 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- Accounting Regulation (ACG5815)
- Advanced Accounting (ACG5226)
- Federal Income Tax 1 (TAX5025)
- Federal Income Tax 2 (TAX5027)
- Fin Accounting (ACG5005)
- Fin Accounting Rep 1 (ACG3101)
- Fin Accounting Rep 2 (ACG4111)
- Finan/Manag Accountng (ACG5065)
- Financial Accounting (ACG5005)
- Financial Accounting (ACG6935)
- Financial Accounting and Reporting 1 (ACG3101)
- Financial Accounting and Reporting 2 (ACG4111)
- Governmental Accounting (ACG5505)
- Intro Fed Income Tax (TAX4001)

Show Less

 **Contact Details**

University of Florida
Warrington College of Business
[Fisher School of Accounting \(https://warrington.ufl.edu/about/fisher/\)](https://warrington.ufl.edu/about/fisher/)
Gerson Hall 312

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 **Follow Sonia**

- [LinkedIn \(https://www.linkedin.com/in/soniarsingh/\)](https://www.linkedin.com/in/soniarsingh/)

PEOPLE, PLACES & PARKING

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- [Warrington Campus on Google Maps \(https://www.google.com/maps/place/Warrington+College+of+Business/@29.651312,-82.3413352,663m/data=!3m2!1e3!4b1!4m5!3m4!1s0x88e8a38370437617:0x2c111b9bd7e9c8ff!8m2!3d29.651312!482.340238?hl=en&shorturl=1\)](https://www.google.com/maps/place/Warrington+College+of+Business/@29.651312,-82.3413352,663m/data=!3m2!1e3!4b1!4m5!3m4!1s0x88e8a38370437617:0x2c111b9bd7e9c8ff!8m2!3d29.651312!482.340238?hl=en&shorturl=1)
- [UF Campus Map \(https://campusmap.ufl.edu/#/index\)](https://campusmap.ufl.edu/#/index)
- [Parking on Campus \(https://parking.ufl.edu\)](https://parking.ufl.edu)
- [UF Directory \(https://directory.ufl.edu\)](https://directory.ufl.edu)

Dennis DiPasquale

2701 NW 23 Blvd, Apt GG-225, Gainesville, FL 32605
Mobile: (215) 983-8870 • DiPasquale@Kenazz.com

EDUCATION

Post-Doctoral Bridge Degree

University of Florida, July 2018

Concentration: Marketing & Management

Research Topic: The Effect of Salesperson Perceptions on Brand Equity

Ph.D. in Mass Communications (Advertising)

University of Florida, December 2017

Dissertation: "Motivations for Social Media Adoption and Actions along the Product Life Cycle"

Directed By: Dr. Amy Jo Coffey

M.A. in Public Relations (Communications/Advertising)

Rowan University, May 2008

Thesis: "Internet Social Networking Sites as a Component of Integrated Marketing Communication."

Directed By: Dr. Suzanne Fitzgerald

B.S. in Computer Science

Rowan University, May 1999

ACADEMIC ASSIGNMENTS

2010-Present: **University of Florida**

2015 – Present: *Adjunct Lecturer (Full Time, 12 credits/semester)*

Marketing Department, Warrington College of Business

2010 – 2014: *Graduate Teaching Assistant (Sole Lecturer/Instructor)*

Department of Advertising, College of Journalism & Communication

2000 – 2009: **Rowan University**

2000 – 2006, 2008 – 2009: *Adjunct Instructor*

Department of Computer Science, College of Liberal Arts & Sciences

2008, 2010: **Chestnut Hill College**

Spring 2008, Spring 2010: *Adjunct Instructor*

Department of Business, School of Undergraduate Studies

TEACHING EXPERIENCE

2010 – Present

University of Florida, Gainesville, FL.

Lecturer: Graduate Marketing Management (2018-2019)

Lecturer: Marketing Management (Summer 2019)

Lecturer: Sales Management (2015-Present)

- Lecture three sections per fall/spring semester, 30-35 students per section average to teach consultative selling with a strong marketing management focus
- Mentor/advise student groups on semester-long project: Fundraising for a local non-profit in a business-to-business manner (solicitations of major donations)
- Coach students in several detailed sales-related role-plays throughout the semester
- Maintain relationships with local non-profits to ensure real-world student projects
- Additional activities involved outreach to potential sales program donors/sponsors and relationships with professional recruiters to help match students with careers
- Created and proposed a minor in Professional Selling

Undergraduate Honors Thesis Advisor: Samantha Hadid (Spring 2016)

- Thesis Topic: Synergistic Selling (Literature Review/Call for Research)

Lecturer: Principles of Marketing (Spring 2015)

- lectured for 800+ students, mixed online and in class
- managed a team of 10 Teaching Assistants and course administrator to facilitate instruction, supplemental student help, and assembly-style exams

Instructor: Principles of Advertising (2010-2014)

- Lectured up to 250 student sections on basics of advertising
- Used guest speakers to supplement lectures and bring different experiences and professions within the field of advertising directly to the students
- Used in-class projects break-out groups throughout semester to add an application-oriented approach to theory

Instructor: Advertising & Social Media (Summer 2013)

- Created a seminar-style course, developed from ground up.
- Mixed theoretical aspects of group behavior to better understand social media adoption & use with practical case studies. Students understand the differences and similarities to standard media from an advertiser's perspective.
- This course uses flexible coursework to help (14) students develop professional and/or graduate-school portfolios.

Instructor: Advertising Strategy (Summer 2011)

- Instructed 17 students on basics of advertising strategy
- Used group projects to enhance the lessons learned in class and encourage a better understanding of professional work environments
- Encouraged students to find their own clients

2008, 2010

Chestnut Hill College, Philadelphia, PA.

Adjunct Instructor: Introduction to Advertising (*Spring 2008, Spring 2010*)

- Instructed 5 to 15 students on basics of advertising, the advertising industry and marketing communication
- Focused on ethical issues in advertising per the school's catholic mission
- Used guest speakers to supplement lectures and bring different experiences and professions within the field of advertising directly to the students

2000 – 2010

Rowan University, Glassboro, NJ.

Adjunct Instructor: Computing Environments (*2009 – 2010*)

- Directed two sections of 20-30 students each using a workshop/lab structure on the use of various business-level applications such as Microsoft Office Suite (Word, Excel, Access, PowerPoint)

Adjunct Instructor: Introduction to Computer Programming (*2003–2006*)

- Instructed 20-30 students on basic computer programming (Visual C+)
- Focused on algorithm development and the process of programming as well as the syntax and language of programming

Adjunct Instructor: Computer Lab Techniques (*2000 – 2002*)

- Instructed 20-30 Computer Science Majors on the advanced use of the Unix operating system from a text-based administrative and programming approach

RELEVANT MARKETING/ADVERTISING POSITIONS & CONSULTING EXPERIENCE

2018 – Present

*Marketing and Business Strategy Coaching
Drew Doerr corporate chair massage (Gainesville, FL)*

2014 – Present

*Marketing Strategy Consulting,
Super Cool Bike Shop (Gainesville, FL)*

Fall 2012

*Competitive Analysis Research Consulting
Hamlyn Senior Marketing (Cherry Hill, NJ):*

2010

*Brochure Design & Marcom Strategy Consulting
American Institute of Physics (Beltsville, MD)*

2009 – 2010

*Marcom Strategy Consulting
Broderick Family Chiropractic (Sewell, NJ):*

2007 – 2008

*Web Design Consultant
Quality Carpets (Glassboro, NJ)*

2006 – 2007

Director of Brand Development

South Jersey Federal Credit Union (Deptford, NJ):

- Managed Marketing Department's budget
- Oversaw strategy & development of the SJFCU brand assets
- Shopped competitors to evaluate opportunities in the local market
- Evaluated advertisements for competitors daily through local print media
- Designed & placed advertising in local print & electronic media
- Created, monitored & managed internal communication via corporate intranet

2005 – 2011

Web Design & Strategy Consultant

NJ State Police Memorial Association (Trenton, NJ)

2003 – 2010

Principal, Kenazz Communication (Glassboro, NJ)

Marketing Communications Consulting for small to mid-sized clients

- Managed interns and consultants
- Sought new business through networking, presentations and pitches
- (See other consulting for more details on clients and activities)

2003 – 2010

Strategy and Design Consultant

R&B Showcase Magazine (Willingboro, NJ):

CONFERENCE PAPERS

Jewett, A., DiPasquale, D., (2013). *What's black and blue and read online: An analysis of newspaper website aesthetics and the influence of circulation size*. Association for Education in Journalism and Mass Communication Annual Conference, Washington, DC, August 8-11.

Zhang, M., Xie, Q., DiPasquale, D. (2013)., *White vs. Tan: A Cross-Cultural Study of Skin Beauty Perceptions Between Chinese and American Women*. Association for Marketing & Health Care Research 32nd Annual Conference, February 27-March 1.

CURRENT RESEARCH

DiPasquale, D. *Social Media Adoption and the Product Life Cycle* (Dissertation Completed)

DiPasquale, D. *Anti-Social Personalities' Use of Social Media*. (Manuscript Completed)

DiPasquale, D. *The Big Five Personality Traits as Psychological Antecedents to Social Media Adoption and Use*. (Data Collected)

CITATIONS AND MENTIONS

Martinovitch, M., (2016). "Marketing class's sales pitch results in more than \$50,000," *Warrington Newsroom*. (quoted)

Moriarity S., Mitchell N., Wells W. (2015). *Advertising & IMC: Principles and Practice*. 10/e. Pearson Education. Upper Saddle River, NJ. (quoted)

Skane, A., (2013, Sep. 12). "Tomagotchi makes a comeback," *The Independent Florida Alligator*. (quoted)

TRADE ARTICLES

DiPasquale, D., (2010). Location-based social media: Becoming mainstream? *Ad News*.

DiPasquale, D., (2009). Twittering in a Crisis (A Tale of Two Twitters). *Ad News*.

DiPasquale, D., (2009). Toolbox Topics: Adding More Power to your Twitter. *Ad News*.

DiPasquale, D., (2008). Promoting on Social Networking: Using the New Medium. *Ad News*.

INVITED TALKS

“Social Media and Entertainment Promotion” panel participant, PRSSA Regional Conference, Cherry Hill, NJ, March 2009.

CAMPUS AND COMMUNITY SERVICE

2017 – Present: Commencement Marshall, College of Business

2017: Judge for National AMA Case Competition

2016 – Present: Advisor, UF Student Chapter of American Marketing Association

2015 – Present: Advisor, Gator Selling Professionals

2012 – Present: Advisor, University of Florida Circle K International

2012 – Present: Judge, UF American Marketing Association Midsemester & Final Presentations

2014 – 2015: President (Team Captain), University of Florida Triathlon Team

2014: Coach, Youth Combine Cross Country Program

2013 – 2014: Sponsorship Coordinator, University of Florida Triathlon Team

2002 – 2003: Advisor, Rowan University Chapter of Chi Upsilon Sigma (OWLS)

2001 – 2003: Advisor, Rowan University Chapter of Circle K International

2000 – 2003: Mentor, Harvey E. Flack Mentoring Program

2000 – 2003: Assistant Kiwanis Administrator (Zone Advisor), New Jersey Circle K International

1999 – 2003: Member, Kiwanis International

1996 – 1997: Class of 1998 President (Student Government)

1995 – 1996: Class of 1998 Treasurer (Student Government)

1995 – 1996: Lieutenant Governor, New Jersey District Circle K International

1994 – 1995: Student Financial Control Board Secretary (Student Government)

1994 – 1995: Founding President, Rowan University Circle K International

AWARDS AND RECENT SERVICE OUTCOMES

2018: “Student Organization Advisor of the Year” for Gator Selling Professionals (UF/WCB)

2017: Gator Selling Professionals Role Play Team ICSC “Role Play Rookies of the Year”

2017: Gator Selling Professionals “New Student Organization of the Year” (UF/WCB)

2017: American Marketing Association “Most Improved Student Organization” (UF/WCB)

2017: American Marketing Association “Outstanding Membership” (AMA International)

2015: “Outstanding Faculty Advisor” for UF Chapter Circle K (Florida Circle K International)

DIRECTORY



ANTHONY COMAN

Instructional Assistant Professor

(352) 273-3216

Email (<mailto:anthony.coman@warrington.ufl.edu>)

Contact Details ([#contact-details](#))

About

Dr. Coman teaches professional writing in the Management Communication Center. His classes offer students portable strategies for writing clear, effective workplace documents. He has over 10 years of experience working with students who are from different backgrounds and at different stages in their career, helping them to achieve their communication goals through mastery of grammar, rhetoric, and style.

Education

- PhD - English, University of Florida, 2018
- MA - English, Northern Illinois University, 2010
- BA - English, Northern Illinois University, 2007

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- Prof Business Writing (GEB3213)
- Prof Comm Acc (GEB6229)
- Professional Writing (GEB5212)
- Professional Communica (GEB5215)
- Write/Speak in Bus (GEB3219)

Contact Details

University of Florida
 Warrington College of Business
 Management Communication Center (<https://warrington.ufl.edu/management-communication-center/>)
 Bryan Hall 233
 (352) 273-3216
 Email (<mailto:anthony.coman@warrington.ufl.edu>)

PEOPLE, PLACES & PARKING

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(<https://www.google.com/maps/place/Warrington+College+of+Business/@29.651312,-82.3413352,663m/data=!3m2!1e3!4b1!4m5!3m4!1s0x88e8a38370437617:0x2c111b9bd7e9c8ff!8m2!3d29.651312!4>)

[82.340238?hl=en&shorturl=1](#)

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[UF Directory \(https://directory.ufl.edu\)](https://directory.ufl.edu)

DIRECTORY



JOHN C. BANKO

Wells Fargo Faculty Fellow

*Instructional Associate Professor, Finance
and Director of Wealth Management
Program*

(352) 392-6395

Email (<mailto:john.banko@warrington.ufl.edu>)

[Contact Details \(#contact-details\)](#)

Education

- PhD, University of Florida, 2003
- BS, University of Florida, 1990
- BS, University of Florida, 1990

In The News

[All Articles \(https://news.warrington.ufl.edu/tag/john-banko-5488/\)](https://news.warrington.ufl.edu/tag/john-banko-5488/)

- ➔ [5 best debt consolidation loans \(https://news.warrington.ufl.edu/?p=47962\)](https://news.warrington.ufl.edu/?p=47962) — January 31, 2022 — Wells Fargo Faculty Fellow, Senior Lecturer and Director of the Wealth Management program John Banko shares insights on loan consolidation.?
- ➔ [New program prepares students for careers in wealth management \(https://news.warrington.ufl.edu/?p=46784\)](https://news.warrington.ufl.edu/?p=46784) — October 27, 2021 — This fall, students at the Warrington College of Business and across the University of Florida will have the opportunity to hone their wealt...
- ➔ [Ask the Experts: 2021 Cheapest Car Insurance in Florida \(https://news.warrington.ufl.edu/?p=40658\)](https://news.warrington.ufl.edu/?p=40658) — January 21, 2021 — WalletHub spoke with Wells Fargo Faculty Fellow John Banko about car insurance rates in Florida. See what Banko had to say about how local g...
- ➔ [Warrington professors receive College's teaching awards \(https://news.warrington.ufl.edu/?p=1258\)](https://news.warrington.ufl.edu/?p=1258) — January 25, 2013 — GAINESVILLE, Fla. – The Warrington College of Business Administration honored five of its professors with its 2012-13 Teaching Awards. BB&...

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](/undergraduate-current-students/academic-advising/course-syllabi/)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](/graduate-current-students/graduate-course-syllabi/)

- ➔ Asset Val Risk Return (FIN5437)
- ➔ Business Finance (FIN3403)
- ➔ Corporate Finance (FIN6425)
- ➔ Financial Management (FIN5405)
- ➔ Intro Fin Planning (FIN3124)

Professional Service

Last 5 years

- ➔ Other, CFA Partner Program Director — 2008 to 2022
- ➔ Other, Financial Management Association — 2019 to 2022
- ➔ Board of Directors, Southwest Finance Association — 2016 to 2019
- ➔ Attendee, Meeting, Southwestern Finance Association — 2018
- ➔ Other, CFA Partner Program Application Committee — 2018

 **Contact Details**

University of Florida
Warrington College of Business
[Finance, Insurance and Real Estate Department \(https://warrington.ufl.edu/finance-insurance-and-real-estate-department/\)](https://warrington.ufl.edu/finance-insurance-and-real-estate-department/)
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DIRECTORY



SEAN LIMON

*Instructional Professor and Oral
Communication Coordinator*

(352) 273-3214

Email (<mailto:sean.limon@warrington.ufl.edu>)

Contact Details ([#contact-details](#))

About

Dr. Limon is currently the Oral Communication Coordinator for the Management Communication Center in the Warrington College of Business, where he teaches how to give high impact presentations. He is also the Head Coach for the Heavener International Case Competition Team. Dr. Limon has taught and consulted in the communication field for over 20 years. He has taught courses and workshops for students and corporate clients in the areas of presentation skills, leadership, teamwork, organizational communication, and conflict management.

Education

- PhD - Organizational Communication, Michigan State University, 2000
- MS, Illinois State University, 1997
- BA, California State University-Fresno, 1995

Research Interests

- Business Presentations
- Leadership and Communication
- Teamwork
- Organizational Communication

In The News

[All Articles \(https://news.warrington.ufl.edu/tag/sean-limon-5196/\)](https://news.warrington.ufl.edu/tag/sean-limon-5196/)

- [Case Connections: How the Heavener International Case team helped Armenia's university system build a nationwide case program \(https://news.warrington.ufl.edu/?p=46946\)](https://news.warrington.ufl.edu/?p=46946) — November 1, 2021 — In August, Sean Limon received a curious message from an employee at the United States Department of State. He had been personally requested...
- [Warrington honors educators with undergraduate teaching, advising awards \(https://news.warrington.ufl.edu/?p=8606\)](https://news.warrington.ufl.edu/?p=8606) — February 10, 2016 — GAINESVILLE, Fla. - Professors John Banko, M. Sean Limon and Kathy Rugar, and Associate Director of International Programs Jason Ward are...

Honors and Awards

Last 5 years

- Featured Expert- U.S. Speaker Program at U.S. Department of State U.S. Department of State — 2021
- Outstanding Faculty Award- SFMBA21 Cohort MBA Programs — 2021
- BBICC Advisor of the Year Award Belgrade Business International Case Competition — 2018
- Communication Faculty of the Year Warrington College of Business Administration, Undergraduate Program — 2018

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- [Business Cse Analysis \(GEB3523\)](#)
- [Prof Comm Acc \(GEB6229\)](#)
- [Professional Speaking \(GEB3218\)](#)
- [Professionl Communica \(GEB5215\)](#)

Contact Details

University of Florida
 Warrington College of Business
[Management Communication Center \(https://warrington.ufl.edu/management-communication-center/\)](https://warrington.ufl.edu/management-communication-center/)
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DIRECTORY



JESSICA SHEFFIELD

Instructional Assistant Professor

(352) 273-3210

Email (<mailto:Jessica.Sheffield@warrington.ufl.edu>)

Contact Details (#contact-details)

About

Dr. Sheffield teaches professional writing and communication in the Warrington College of Business' MBA, Specialized Masters, and Master of Accounting programs. She enjoys the learning about her students' business interests and passions through their writing and presentations. Before joining the MCC faculty, Dr. Sheffield taught persuasion, digital writing, and other undergraduate and graduate-level communication courses at the University of South Alabama; prior to that, she taught public speaking and organizational communication at the University of South Carolina.

Education

- PhD - Communication Arts and Sciences, The Pennsylvania State University, 2010
- MA - Communication Arts and Sciences, The Pennsylvania State University, 2007
- BA - Communication Arts, University of Alabama in Huntsville, 2007

Research Interests

- Rhetoric
- Persuasion
- Technology-mediated communication
- Environmental communication

Courses Taught

Last 3 years

[Search Undergraduate Course Syllabi \(/undergraduate-current-students/academic-advising/course-syllabi/\)](#)

[Search Graduate Course Syllabi \(/graduate-current-students/graduate-course-syllabi/\)](#)

- Prof Comm Acc (GEB6229)
- Professional Writing (GEB5212)
- Professional Communica (GEB5215)

Contact Details

University of Florida
Warrington College of Business
[Management Communication Center \(https://warrington.ufl.edu/management-communication-center/\)](https://warrington.ufl.edu/management-communication-center/)
Bryan Hall 233C

(352) 273-3210

Email (<mailto:Jessica.Sheffield@warrington.ufl.edu>)

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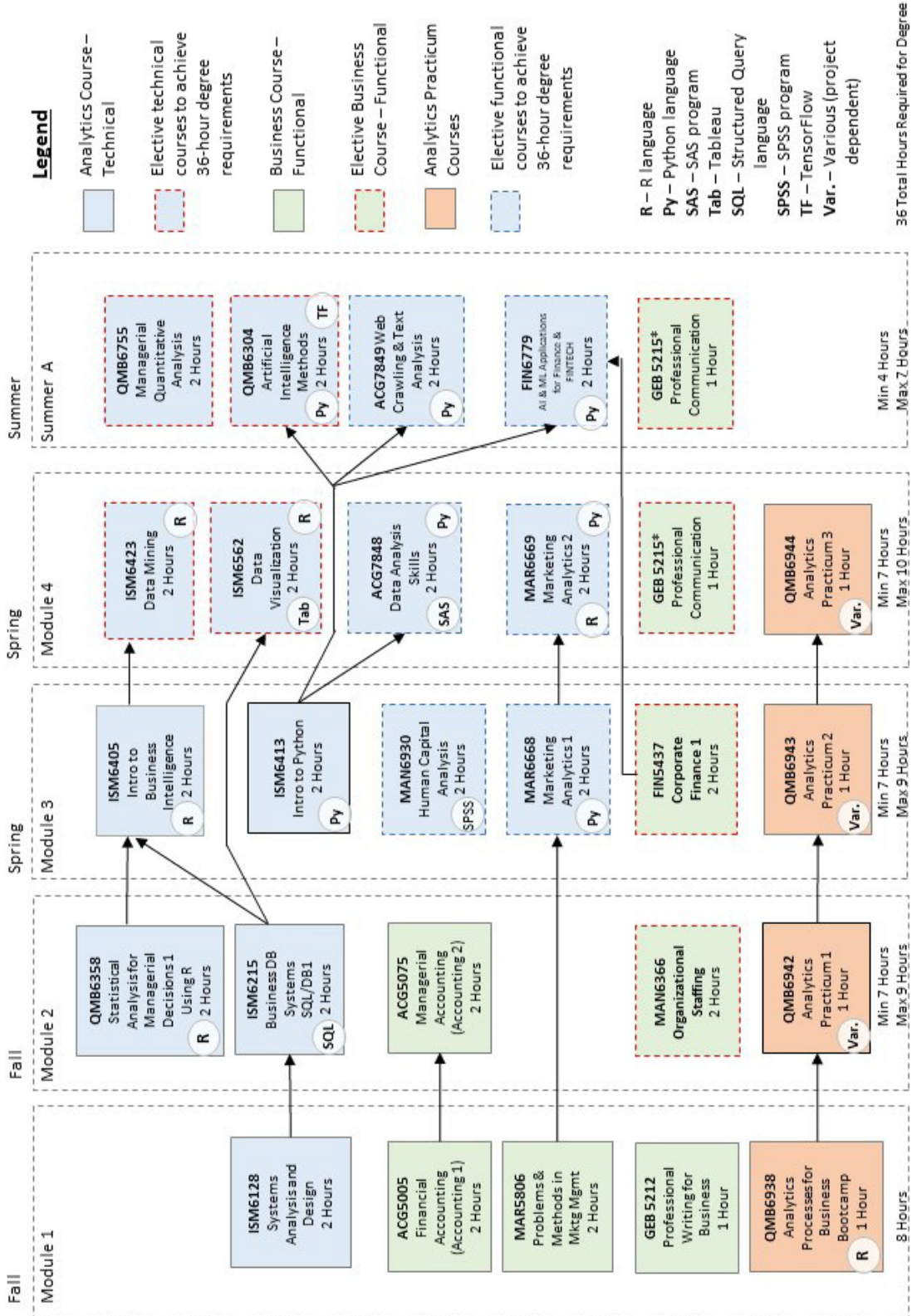
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Appendix I: Course Progression

03-01-2022

MSBA Curriculum



STEM degree CIP code 30.7102

Exhibit 1

* Note: GEB 5215 is required either Module 4 or Summer A

MSBA Online Curriculum Year 1

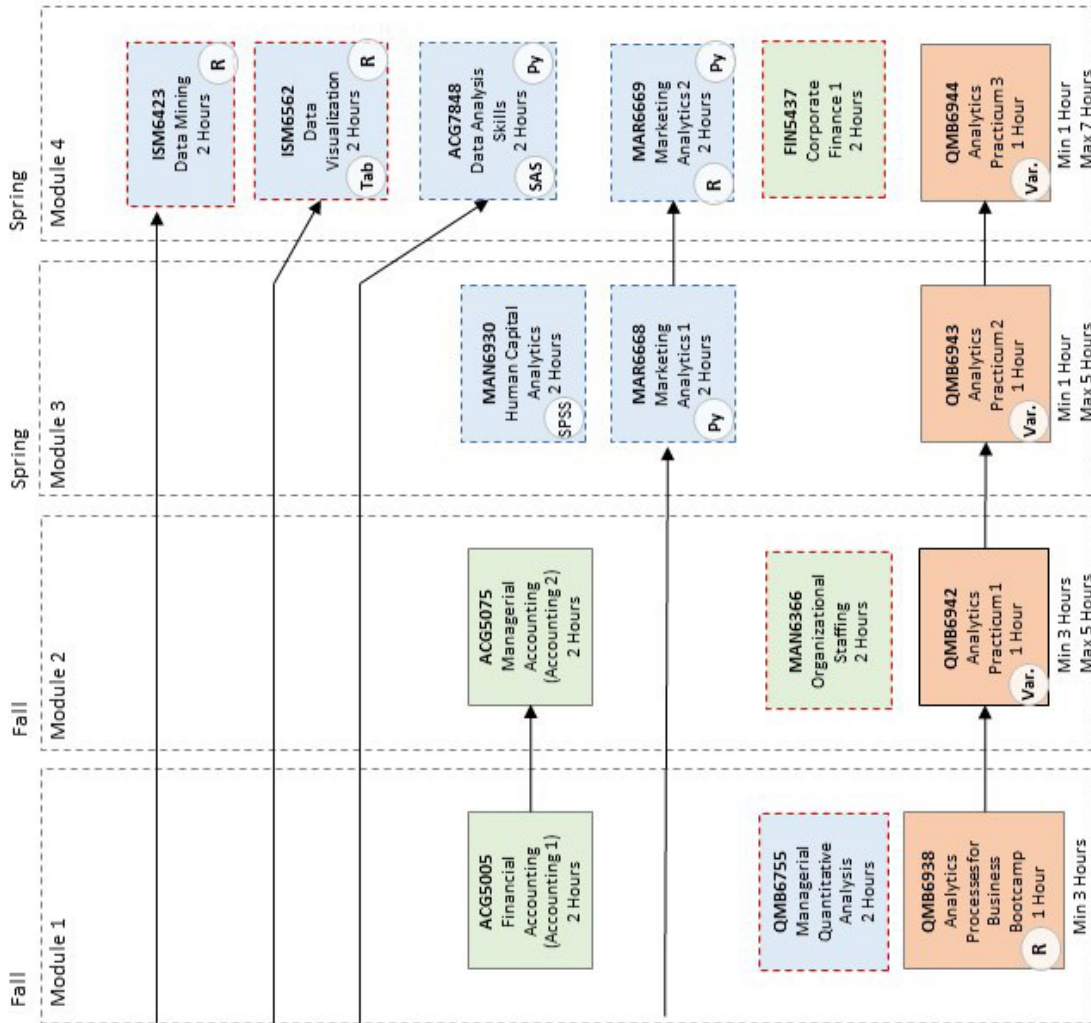


STEM degree CIP code 30.7102

Exhibit 2a

* Note: GEB 5215 is required either Module 4 or Summer A

MSBA Online Curriculum Year 2



Min 4 Hours
Max 7 Hours
36 Total Hours Required for Degree

Exhibit 2b

Appendix J: Letters of Support from Programs in Florida

Sample Letter from Dean McGill to the Deans at FAU, FSU, and UNF:

From: SrAssociateDean@warrington.ufl.edu <SrAssociateDean@warrington.ufl.edu>
Sent: Monday, March 14, 2022 1:59 PM
To: Buttimer, Richard <richard.buttimer@unf.edu>
Subject: Master of Science in Business Analytics

Dear Dean Buttimer,

My name is Gary McGill and I am the Senior Associate Dean at the Warrington College of Business. I am writing to seek your support for a new degree at UF – a Master of Science in Business Analytics.

The Hough Graduate School of Business currently offers a Business Analytics concentration as part of our MS in Information Systems and Operations Management program and accepts approximately 50 students per year. Based on the success of this concentration, the college wants to offer a stand-alone degree. Specifically, we plan to rename the Business Analytics concentration as a separate M.S.B.A. degree. Our admissions will remain the same but be directed into this new program.

We are proposing this degree under the 30.7102 Business Analytics CIP code. Currently, the three universities offering similar masters programs with this same CIP are your institution, Florida Atlantic University, and Florida State University. Thus, I wanted to ask for your collegial support for this endeavor.

After looking carefully at your program, the main differences are that the proposed UF M.S.B.A. degree:

- (1) **Contains a business core course requirement, as students are required to take introductory business courses such as Accounting, Marketing, and Finance.**
- (2) **Contains a multi-course practicum whereby students work in groups on an end-to-end analytics project with a sponsor firm.**
- (3) **Consists of 36 units.**

I look forward to your response.

Gary McGill, PhD, CPA (Texas)

J. Roy Duggan Professor

Senior Associate Dean

Director, Hough Graduate School of Business

Director, Fisher School of Accounting

WARRINGTON COLLEGE OF BUSINESS
UNIVERSITY OF FLORIDA

352-392-8436 (office)

SrAssociateDean@warrington.ufl.edu

100 Hough Hall

PO Box 117150, Gainesville, FL 32611

WARRINGTON.ufl.edu



Response from Dean at FAU and Email:

From: Mitra, Saby <Saby.Mitra@warrington.ufl.edu>
Sent: Wednesday, March 30, 2022 12:23 PM
To: McGill, Gary A <gary.mcgill@warrington.ufl.edu>
Cc: Daniel Gropper <dgropper@fau.edu>; Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>; Pearce, Kathryn LG <kathryn.pearce@warrington.ufl.edu>; Russ Ivy <IVY@fau.edu>
Subject: Re: Master of Science in Business Analytics

Dan

Thanks for the e-mail. As we have discussed, research partnerships around AI/ FinTech/ Analytics is definitely possible and I am committed to building such relationships with FAU. While most such partnerships happen at the faculty level, we should think about institutional mechanisms (like joint centers) that can enable such partnerships.

Saby

Sent from my iPhone

On Mar 30, 2022, at 11:49 AM, McGill, Gary A <gary.mcgill@warrington.ufl.edu> wrote:

Thanks Dan. West Palm collaboration is a higher pay grade than mine. But I've CC'd Saby so that he can see your response and I'm sure you two have discussed some of this and will continue to discuss this over time. thanks again. /Gary

Gary McGill, PhD, CPA (Texas)
J. Roy Duggan Professor
Senior Associate Dean
Director, Fisher School of Accounting
Director, Hough Graduate School of Business

Warrington College of Business
University of Florida
352.317.6566 (cell)
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gary.mcgill@warrington.ufl.edu

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On Mar 30, 2022, at 11:35 AM, Daniel Gropper <dgropper@fau.edu> wrote:

[External Email]

Good morning, Gary –

I appreciate your responses. I also understand that predicting the future locations, direction and delivery modes of any program can be difficult. Many programs are moving online, or at least will contain an online component for optimal learning.

I also appreciate the West Palm Beach uncertainty, although \$100M in the state budget for construction is a nice start. Add the land and private donations, and you are well on the way.

The West Palm Beach delivery location is our main concern, as we draw students there now for our Masters programs, and I expect that your online, weekend and limited residency programs in Gainesville do as well.

If there are ways that our two institutions can work collaboratively on teaching and / or research projects that support graduate programs and faculty development in business analytics, FinTech, and A.I. applications, we would be interested in discussing them.

Having shared the above thoughts, the FAU College of Business does not have an objection to your MS in Business Analytics program. The state workforce needs in this area are large, and undoubtedly your program will be excellent.

Sincerely,
Dan

Daniel M. Gropper, Ph.D.
Dean and Kaye Family Professor
College of Business
777 Glades Road, BU320
Boca Raton, FL 33431
(561) 297-3635

Zoom address: [Dean Dan Gropper's Zoom Personal Room Link](#)

Google Scholar: <https://scholar.google.com/citations?user=ObKpKQIAAAAJ&hl=en>

 FLORIDA ATLANTIC UNIVERSITY | THE COLLEGE OF BUSINESS



From: McGill, Gary A <gary.mcgill@warrington.ufl.edu>

Sent: Tuesday, March 29, 2022 3:57 PM

To: Daniel Gropper <dgropper@fau.edu>

Cc: Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>; Pearce, Kathryn LG <kathryn.pearce@warrington.ufl.edu>

Subject: RE: Master of Science in Business Analytics

EXTERNAL EMAIL : Exercise caution when responding, opening links, or opening attachments.

Dan, Thanks for your response. I've answered your questions below.

1. Are you proposing this as: on-campus, online, or self-supporting programs of some type?

This will be an in-person, residential program. In five years or so, we'd like to add an online cohort to the residential cohort.

2. Is this one you will propose offering on-site (at least in part) in West Palm Beach?

Nothing is finalized of course, but our initial degree offerings in West Palm will likely be a FinTech master's degree and an MBA with AI/Analytics emphasis. It is certainly possible that the M.S.B.A. degree (and other graduate business and accounting degrees) could eventually be offered there as well. We expect that the West Palm degree offerings will be self-supporting. Again, the West Palm offerings are not fully planned at this point. However, the degree we are asking about in this request will be offered via our Gainesville campus.

3. **If this is in an online or self-supporting mode, what tuition do you plan to charge?**

This will be regular state tuition based. Not self-supporting.

Gary McGill, PhD, CPA (Texas)

J. Roy Duggan Professor

Senior Associate Dean

Director, Fisher School of Accounting

Director, Hough Graduate School of Business

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From: SrAssociateDean@warrington.ufl.edu

Sent: Tuesday, March 29, 2022 3:05 PM

To: McGill, Gary A <gary.mcgill@warrington.ufl.edu>; Carrillo, Janice Ellen <janice.carrillo@warrington.ufl.edu>

Subject: FW: Master of Science in Business Analytics

From: Daniel Gropper <dgropper@fau.edu>

Sent: Tuesday, March 29, 2022 3:00 PM
To: SrAssociateDean@warrington.ufl.edu
Subject: RE: Master of Science in Business Analytics

[External Email]

Hi Gary –

I have asked my colleagues, and in general, we do not think we have an objection. We usually go through our Associate Provost on these things, and he assembles responses and communicates with the other institution and the BOG.

In the College of Business, we did have a few questions about what you are proposing before we had an official response:

1. Are you proposing this as: on-campus, online, or self-supporting programs of some type?
2. Is this one you will propose offering on-site (at least in part) in West Palm Beach?
3. If this is in an online or self-supporting mode, what tuition do you plan to charge?

Many thanks,

Dan

Daniel M. Gropper, Ph.D.
Dean and Kaye Family Professor
College of Business
777 Glades Road, BU320
Boca Raton, FL 33431
(561) 297-3635

Zoom address: [Dean Dan Gropper's Zoom Personal Room Link](#)

Google Scholar: <https://scholar.google.com/citations?user=ObKpKQIAAAAJ&hl=en>

 FLORIDA ATLANTIC UNIVERSITY | THE COLLEGE OF BUSINESS



From: SrAssociateDean@warrington.ufl.edu <SrAssociateDean@warrington.ufl.edu>

Sent: Tuesday, March 29, 2022 1:58 PM

To: Daniel Gropper <dgropper@fau.edu>

Subject: RE: Master of Science in Business Analytics

EXTERNAL EMAIL : Exercise caution when responding, opening links, or opening attachments.

Good afternoon Dean Gropper,

Page 41 of 46

269/319

Revised 12-8-21

I am following up on the email below seeking support for a new MS Business Analytics degree here at UF. Happy to answer any questions as well.

Look forward to your thoughts,

Gary McGill, PhD, CPA (Texas)

J. Roy Duggan Professor

Senior Associate Dean

Director, Hough Graduate School of Business

Director, Fisher School of Accounting

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Response from Dean at FSU:

From: Michael Hartline <mhartline@fsu.edu>
Sent: Tuesday, March 22, 2022 9:09 PM
To: SrAssociateDean@warrington.ufl.edu
Subject: Re: Master of Science in Business Analytics

[External Email]

No concerns here. Thanks for letting us know. I hope you are doing well.

Mike

Michael D. Hartline, Ph.D.
Dean and Charles A. Bruning Professor of Business Administration
College of Business
Florida State University
mhartline@business.fsu.edu

International Acclaim. Individual Attention.

Response from Dean at UNF:

From: Buttimer, Richard <richard.buttimer@unf.edu>
Sent: Tuesday, March 15, 2022 10:29 AM
To: McGill, Gary A <gary.mcgill@warrington.ufl.edu>
Subject: RE: Master of Science in Business Analytics

[External Email]

Thanks Gary, I appreciate the transparency. No worries about your taking it online in a few years – my guess is ours will be too by then. More importantly, it gives us time to get ours established in the local market. We will be supportive of your change.

(Other unrelated personal information removed)

Thanks,
Richard

Richard J. Buttimer, Jr., Ph.D.
Dean, Coggin College of Business
University of North Florida
1 UNF Drive
Jacksonville, FL 32224
Richard.Buttimer@unf.edu
Phone: 904-620-5280

Fax: 904-620-2594

From: McGill, Gary A <gary.mcgill@warrington.ufl.edu>
Sent: Monday, March 14, 2022 9:26 PM
To: Buttimer, Richard <richard.buttimer@unf.edu>
Subject: FW: Master of Science in Business Analytics

Richard, Thanks for the follow up. To be fully transparent, we would like to start offering an online cohort for this degree in about 5 years. But I suspect we could say the same thing about every degree program we offer. For now, we are keeping the program small and residential as the capstone project class with companies is quite challenging to implement.

Regards, Gary

(Other unrelated personal information removed)

Gary McGill, PhD, CPA (Texas)
J. Roy Duggan Professor
Senior Associate Dean
Director, Fisher School of Accounting
Director, Hough Graduate School of Business

WARRINGTON COLLEGE OF BUSINESS
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From: Buttimer, Richard <richard.buttimer@unf.edu>
Sent: Monday, March 14, 2022 3:59 PM
To: SrAssociateDean@warrington.ufl.edu
Subject: RE: Master of Science in Business Analytics

[External Email]

Thank you for reaching out to me and letting me know about your plans. Is the proposed program an in-person program? I am assuming so given the limitation on students. If so, I don't think we have any concerns. If it is online we might be a bit more concerned because it would be

directly competing with our relatively new program.

Thanks again,
Richard

Richard J. Buttimer, Jr., Ph.D.
Dean, Coggin College of Business
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1 UNF Drive
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Phone: 904-620-5280
Fax: 904-620-2594



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC3
March 17, 2023**

SUBJECT: Degree Program Change

BACKGROUND INFORMATION

The College of Medicine is requesting to reduce the number of credit hours from 36 to 30 for the Master of Science with a major in Medical Sciences and a concentration in Gerontology. The change will align with the Graduate Council's minimum degree requirements and will not impact initial enrollment, retention or graduation. The change was approved by the Curriculum Committee and then by the Faculty Senate at their November 18, 2022, meeting.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above degree program change for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: See [attached proposal](#) for Master of Science with a major in Medical Sciences and a concentration in Gerontology.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

Degree|Change_Credits for request 17005

Info

Request: MS Medical Sciences – Gerontology curriculum modification

Description of request: The College of Medicine seeks to modify the curriculum for the Master of Science with a major in Medical Sciences and a concentration in Gerontology

Submitter: Robyn Edwards redwards@ufl.edu

Created: 7/8/2022 3:58:35 PM

Form version: 4

Responses

Degree Name

Enter the name of the degree program.

Response:

Master of Science with a major in Medical Sciences and a concentration in Gerontology

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the [Office of Institutional Planning and Research \(OIPR\)](#) to verify the CIP code for the existing degree program.

Response:

26.9999

Current Total Credits

Enter the current number of credits needed to complete the majors in the degree program.

Response:

36

Proposed Total Credits

Enter the proposed number of credits needed to complete the majors in the degree program.

Response:

30

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:

No

Effective Term

Enter the term (semester and year) that the requested change in total credits would be effective.

Response:

Summer

Effective Year

Response:
2022

Pedagogical Rationale/Justification

Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:

<ol style="list-style-type:lower-alpha;">

- Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
- Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
- The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.*

Response:

We are requesting this change to be in alignment with the Graduate Council's minimum degree requirements for Master of Science degree programs-.
Courses have been combined.
Repeat or overlapping courses have been cleaned up.

Impact on Initial Enrollment/Retention/Graduation

Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.

Response:

This change should not have an impact on initial enrollment, retention or graduation

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

Response:

The Master of Science with a major in Medical Sciences and a concentration in Gerontology is ideal for current and aspiring professionals in the field of gerontology and geriatric care. This non-thesis program will impart the skills, knowledge and experience students need to advance their careers and help aging populations transition from one stage of life to the next.

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.

Response:

As Gerontology is a concentration for the Master of Science with a major in Medical Sciences program, the reduction to the number of credits will not require any modifications to the Academic Assessment Plan.



COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS AND INTERNAL AFFAIRS PRE-MEETING AGENDA

Thursday, March 16, 2023

~3:30 p.m.

President’s Room 215B, Emerson Alumni Hall University of Florida, Gainesville, Florida

Committee Members:

Morteza “Mori” Hosseini (Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Rahul Patel, Fred S. Ridley, Anita G. Zucker

- 1.0 Call to Order and WelcomeMorteza “Mori” Hosseini, Chair
2.0 Verification of Quorum Vice President Liaison
3.0 Review and Approval of Minutes..... Mori Hosseini
December 8, 2022
February 13, 2023
4.0 Action ItemsMori Hosseini, Chair
GGRIA1 Direct Support Organizations AppointmentsAmy Hass, Vice President and General Counsel
GGRIA2 UF Regulations.....Amy Hass
GGRIA3-A Collective Bargaining Agreements-Police Benevolent AssociationAmy Hass
GGRIA4 Officer ElectionsAmy Hass
5.0 Discussion Item
5.1 Government Update Mark Kaplan, Vice President for Government and Community Relations and University Secretary
6.0 New BusinessMori Hosseini, Chair
7.0 AdjournMori Hosseini, Chair



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**

Meeting Minutes

December 8, 2022

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:45 a.m.

Time Adjourned: 12:04 p.m.

Committee and Board members present:

Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. "Bill" Heavener, Lauren D. Lemasters, Daniel T. O'Keefe, Rahul Patel, Amanda J. Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 11:45 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

3.0 Review and Approval of Minutes

Committee Chair Hosseini asked for a motion to approve the committee minutes of the June 16, 2022, August 9, 2022 and November 7, 2022, which was made by Trustee Brandon, and a second, which was made by Trustee Zucker. Committee Chair Hosseini asked for further discussion, after

which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

GGRIA1 UF Regulations

Vice President and General Counsel Amy Hass reviewed five regulations. Proposed regulation 1.202 identifies the types of bonus plans UF is permitted to have under state law and BOG Regulation 9.015 and provides a process for proposing, approving and implementing these bonus plans. Proposed regulation 1.600 implements the requirements of BOG Regulation 10.004 related to Education Research Centers for Child Development and addresses the governance, operations, admissions and financial aspects of Baby Gator at UF. The UF Office of Business Affairs proposes to repeal Regulation 2.0031 and move the remaining relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>. The UF Institute of Food and Agricultural Sciences proposes to repeal Regulation 6.015 as IFAS outside activities are governed by University Regulation 1.011. In accordance with updated BOG Regulation 8.003, the proposed amendment to regulation 7.049 addresses changes to textbook and instructional materials affordability as promulgated by Senate Bill 7044 from the 2022 Legislative Session. VP Hass removed proposed regulation 1.005 from the agenda and is expected to be brought back to the committee at a future meeting.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole and a second, which was made by Trustee Corr. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA2 Implementing Civil Discourse Recommendations

Vice President and University Secretary Mark Kaplan reviewed the civil discourse recommendations. He stated this is a part of the Board of Governors' initiatives around civil discourse the BOG requires periodic reporting on what each university has done and plans to do. For this round of reporting, the BOG provided a template with questions which each university was asked to address.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole and a second, which was made by Trustee Zucker. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA3 Direct Support Organization Appointments

Vice President and General Counsel Amy Hass noted the Board had 49 appointments in their materials to review including bios of each appointment. It was noted that Trustee Heavener was one of the appointments being considered and he would not vote on this action item.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole and a second, which was made by Trustee Patel. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA4 Collective Bargaining Amendment-AFSCME

Vice President and General Counsel Amy Hass reviewed the collective bargaining amendment between the Board of Trustees and American Federation of State, County & Municipal Employees, AFL-CIO (AFSCME), a union that represents some of UF's staff employees. A successful ratification vote by members of AFSCME occurred on August 4, 2022. The material CBA amendments are as follows: Extends the deadline to file a grievance from ten to fifteen days to allow more time for informal resolution of a concern before a grievance is filed; provides a 3% merit and market pool for salary increases to eligible employees effective October 1, 2022; provides a one-time performance payment to eligible employees with a base salary of \$45,000 or less.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel and a second, which was made by Trustee Zucker. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA5 Collective Bargaining Amendment-Graduate Assistants United

Vice President and General Counsel Amy Hass reviewed a ratification of amendments to the Collective Bargaining Agreement between the Board of Trustees and Graduate Assistants United. The University of Florida and GAU reached a tentative agreement in August and October 2022 on amendments to the CBA between UFBOT and GAU. A successful ratification vote by members of GAU occurred November 15, 2022. The material CBA amendments are as follows: Effective January 1, 2022, the minimum GA stipend increased from \$16,000 to \$17,000 for nine-month GAs on a .50 FTE appointment and increased from \$21,333.33 to \$22,753.85 for twelve-month GAs on a .50 FTE appointment. Appointments greater or less than .50 FTE receiving the minimum stipend are paid at a rate representing a proportion of this minimum as determined by the fractional FTE appointment and the budgeted weeks of activity; Effective January 1, 2022, a 3% stipend increase was provided to continuing GAs that were employed in the Fall 2021 semester and continued to be employed in the Fall 2022 semester; Effective August 24, 2022, a \$1,140 one-time payment was provided to continuing GAs who make equal to or less than \$18,500 on a 9-month, .50 FTE basis; Effective January 1, 2023, consistent with UF faculty and staff, GAs shall be entitled to eight weeks of paid leave during any 12-month period related to the birth, adoption or foster care of a child or the serious health condition of the GA or an immediate family member of the GA.

Chair Hosseini commented that at a prior meeting the Board wanted to ensure all graduate assistant FTE's were .50 or higher. Provost Glover confirmed but noted there is a mechanism for the Dean of the Graduate School to consider specific requests for individual exceptions. He implemented the policy this fall. Chairman Hosseini asked Provost Glover if UF is in a good place. Glover commented yes but to remain competitive we will need to continue to put money towards graduate stipends. Chairman Hosseini asked if we are in line with the Top 5 peers. Provost Glover indicated we are generally aligned with them.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker and a second, which was made by Trustee Corr. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Item

5.1 Government Update

Vice President for Government and Community Relations and University Secretary Mark Kaplan provided a government update which included a report on the recent election results including Gators in congress and in the Florida Legislature. He shared the cadence for the 2023 Legislative Session including special session the week of December 12, interim committee weeks in January and February, session starting on March 7 and ending on May 5. He highlighted Gator Day on April 12, 2023 which will look a little different than last year with a reception the evening before, April 11. He noted more information would be shared soon.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 12:04 p.m.



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**

Pre-Meeting Minutes

Virtual Meeting

February 13, 2023

Time Convened: 10:00 a.m.

Time Adjourned: 10:20 a.m.

Committee and Board members present:

Morteza “Mori” Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

Ben Sasse, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chairman Hosseini welcomed everyone in attendance and called the meeting to order at 10:00 a.m.

2.0 Roll Call

Vice President and University Secretary Mark Kaplan conducted a roll call, and all Committee members were present except Trustee Christopher T. Corr and Trustee James W. Heavener.

3.0 Review Draft Agenda for March Meeting

3.1 Review Action Items

Prior to reviewing the action items for our committee, Chairman Hosseini welcomed President Sasse. He reviewed the pre-meeting structure is for discussion only and no action will come to the committee.

- **GGRIA1 DSO Appointments**

Vice President and General Counsel Amy Hass summarized the 18 direct support organization appointments before the committee for approval including one for Citrus Research Development Foundation, two for Florida Foundation of Seed Producers, three

appointments for the Florida 4-H Club Foundation, six appointments for the UF Foundation, one appointment for the UF Investment Corporation and five appointments for the UF Leadership and Education Foundation.

- **GGRIA2 UF Regulations**

Vice President and General Counsel Amy Hass reviewed two regulations, 7.050 and 7.100. She noted there may be a faculty collective bargaining agreement reached prior to the March meeting that may come forward for approval.

7.050: In accordance with the requirements of BOG Regulation 3.005, this proposed regulation establishes the University of Florida's parameters to protect postsecondary examination and assessment instruments from unauthorized disclosure.

7.100: This proposed regulation amendment implements the recent changes to BOG Regulation 8.012 related to necessary approvals, authority and process for the University to terminate academic programs.

- **GGRIA3 PBA Collective Bargaining Agreement**

Vice President and General Counsel Amy Hass reviewed the new three-year collective bargaining agreement between the UF BOT and the Florida Police Benevolent Association, Inc. (PBA) Lieutenants Bargaining Union. The tentative CBA includes the following new or modified material provisions:

- Provides a 3% increase to the base rate of pay for covered members in 2022, 2023 and 2024 with an effective date of July 1 for each increase.
- Creates a longevity pay program based on years of service.
- Allows members to cash out 88 hours of accrued and unused leave each year.
- Increases shift differential pay for members who work on certain shifts.
- Matches the eight weeks of paid family leave previously provided to other university employees.

3.2 Discussion Item

- **Government Update**

Vice President for Government and Community Relations and University Secretary Mark Kaplan shared that during the March meeting the annual 60-day legislative session will be ending its second week and he will report on the status of the legislative session then. We are currently in the second-to-the-last interim committee week and the second special session wrapped up last week. He shared session begins March 7, 2023, and there are already more than 700 bills filed. UF is engaged with a variety of them because of potential direct and indirect impacts on our university or university community. Today is the Florida House of Representatives appropriations project request form deadline and we are grateful to all of the sponsors in the House and Florida Senate who have been supportive. Chairman Hosseini asked if all of the university appropriations requests that require forms are in and filed. VP Kaplan confirmed they were.

Chairman Hosseini requested a call with VP Kaplan, SVP Chris Cowen and President Sasse to review the list of all financial requests submitted to the legislature.

4.0 New Business

Chairman Hosseini stated this legislative session will be very busy and there are a tremendous number of requests from all state universities and colleges, more than the state can fund. Our requests need to show return on investment to the state. President Sasse noted he is waiting on the U.S. Senate Select Committee on Ethics to provide one last piece of information on lobbying status.

5.0 Adjourn

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 10:20 a.m.

DRAFT

**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS**

ACTION ITEM GGRIA1

March 16, 2023

SUBJECT: Direct Support Organization-Board Appointments

BACKGROUND INFORMATION

Pursuant to University of Florida Governance Enhancements adopted by the University of Florida Board of Trustees on December 7, 2018, all appointments of Directors to University Direct Support Organizations must be approved by the University of Florida Board of Trustees.

The Direct Support Organizations listed below have requested the following individuals be approved to their board:

Citrus Research Development Foundation (1):

Eric Rohrig

UF Foundation (7):

Swati Patel

Eugene Pettis

Jon Pritchett

Sachio Semmoto

Howard Sheridan

Robert Stern

Anita Zucker

Florida Foundation of Seed Producers (2):

Charles Allison

John Sizemore

UF Investment Corporation (1):

Rebecca Patterson

Florida 4-H Club Foundation, Inc. (3):

Mario J. Bailey

Ralph Herrerias

Terry Stout

UF Leadership and Education Foundation (5):

Reggie Brown

Michele Curts

Mike Joyner

Brian Myers

Caroline C. Villanueva

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations, and Internal Affairs is asked to approve the individuals listed above and in the board materials for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: See attached [biographies](#) for Citrus Research Development Foundation, Florida Foundation of Seed Producers, Florida 4-H Club Foundation, Inc., UF Foundation, UF Investment Corporation, and UF Leadership and Education Foundation.

Submitted by: Amy Meyers Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA2
March 16, 2023**

SUBJECT: University of Florida Regulations

BACKGROUND INFORMATION

- 7.050: In accordance with the requirements of BOG Regulation 3.005, this proposed regulation establishes the University of Florida's parameters to protect postsecondary examination and assessment instruments from unauthorized disclosure.
- 7.100: This proposed regulation amendment implements the recent changes to BOG Regulation 8.012 related to necessary approvals, authority and process for the University to terminate academic programs.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve (i) the new UF Regulation 7.050, and (ii) the amendment to UF Regulation 7.100, as set forth in the attached, for recommendation to the UFBOT for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: See attached UF Regulations [7.050](#) and [7.100](#).

Submitted by: Amy Meyers Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3-B
March 16, 2023**

SUBJECT: New Three-Year Collective Bargaining Agreement between the University of Florida Board of Trustees (UFBOT) and the Florida Police Benevolent Association, Inc. (PBA), Officers/Sergeants/PCOs Union.

BACKGROUND INFORMATION

The University of Florida and Officers/Sergeants/PCOs Union reached a new 3-year tentative collective bargaining agreement (CBA) in February 2023. The tentative CBA includes the following new or modified material provisions:

- Incorporates Police Communications Operators (PCOs) into the CBA.
- Incorporates the pre-existing recruitment and retention pay program for PCOs into the CBA.
- Provides the following three-year compensation package:
 - 2022 - \$3,000 increase to base pay effective 10/1/2022 and a \$1,000 pensionable bonus;
 - 2023 - a 3% increase to base pay effective 10/1/2023 and 1% compression pay for members with five or more years of service; and
 - 2024 – a 3% increase to base pay effective 10/1/2024 and 1% compression pay for members with five or more years of service.
- Encourages members to train and participate as co-responders in mental health cases by providing annual stipends to those who participate.
- Allows members to cash out 88 hours of accrued and unused leave each year.
- Matches the eight weeks of paid family leave previously provided to other university employees.
- Institutes a program that permits members to take home police vehicles where feasible.
- Institutes recover periods to ensure members are not working back to back shifts when changing shifts.
- Creates a system for the university to suspend the terms and conditions of CBA during emergencies.
- Clarifies the definition of “just cause” for disciplinary actions.
- Increases tuition hour reimbursement under UFPD’s continuing education program.
- Adjusts compensation and other parameters for after hours on-call, court appearances and virtual meetings.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend the ratification of the tentative CBA between UF and the Officers/Sergeants/PCOs Union be included for approval on the Board of Trustees Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required

Supporting Documentation Included: A copy of the tentative CBA is available for review at <http://hr.ufl.edu/manager-resources/employee-relations/union-contracts/>

Submitted by: Curtis Reynolds, Vice President for Business Affairs

Approved by the Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3-A
March 16, 2023**

SUBJECT: New Three-Year Collective Bargaining Agreement between the University of Florida Board of Trustees (UFBOT) and the Florida Police Benevolent Association, Inc. (PBA), Lieutenants Bargaining Union.

BACKGROUND INFORMATION

The University of Florida and PBA Lieutenants Union reached a new 3-year tentative collective bargaining agreement (CBA) in January 2023. The tentative CBA includes the following new or modified material provisions:

- Provides a 3% increase to the base rate of pay for covered members in 2022, 2023 and 2024 with an effective date of July 1 for each increase.
- Creates a longevity pay program based on years of service.
- Allows members to cash out 88 hours of accrued and unused leave each year.
- Increases shift differential pay for members who work on certain shifts.
- Matches the eight weeks of paid family leave previously provided to other university employees.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend the ratification of the tentative CBA between UF and the Lieutenants Union be included for approval on the Board of Trustees Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required.

Supporting Documentation Included: A copy of the tentative CBA is available for review at <http://hr.ufl.edu/manager-resources/employee-relations/union-contracts/>

Submitted by: Curtis Reynolds, Vice President for Business Affairs

Approved by the Board of Trustees, March 17, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

REGULATIONS OF
THE UNIVERSITY OF FLORIDA

7.050 Examinations and Assessments.

All examination and assessment instruments, including developmental materials and workpapers directly related thereto, (“Assessment instruments”), prepared, prescribed, or administered by the University are governed by this regulation. The University shall develop, implement and maintain appropriate system and safeguards that are designed to accomplish the following:

- (a) Protect the security and confidentiality of Assessment instruments from unauthorized access or disclosure;
- (b) Maintain the security of Assessment instruments through encrypted electronic means or secure storage, as applicable;
- (c) Require third-party contractors responsible for administering or proctoring examinations or assessments to comply with this regulation;
- (d) Destroy obsolete Assessment instruments pursuant to University records retention schedules; and
- (e) Define permissible access to, or authorized disclosure of, Assessment instruments to faculty, staff, and students outside of the regular examination or testing process.

Authority: BOG Regulation 3.005.

Law Implemented: 119.07, 1008.23, FS.

History--New _____.

REGULATIONS OF THE
UNIVERSITY OF FLORIDA

7.100 Academic Program Termination and Temporary Suspension of New Enrollments.

(1) Academic Program Termination

(a) To ensure the efficient use of state programs and maintain the quality and relevancy of academic programs offered at the University of Florida, programs may be terminated pursuant to Florida Board of Governors (BOG) regulation 8.012. Reasons for terminating an academic program may include, but are not limited to, the following:

1. Enrollments are no longer sufficient to justify the cost of instruction, facilities, and equipment; ~~or the program duplicates other offerings at the University;~~

~~1.2.~~ The program duplicates other offerings at the University;

~~2.3.~~ Faculty or other resources are no longer sufficient to deliver a high-quality program;

~~3.4.~~ The program is no longer aligned with the mission or strategic goals of the University, or is no longer aligned with the strategic goals of the BOG; or

5. The program no longer meets the needs of the citizens of Florida in providing a viable education or occupational objective.

(b) In accordance with BOG regulation 8.002, the University may not terminate a program funded through the Education and General budget entity in order to operate an identical or similar self-supporting or market tuition rate program at the same degree level.

(c) Determining degree programs that are candidates for termination must follow the process established by the Office of the Provost, which includes review by the appropriate

curriculum, financial, and administrative councils of the University. The process includes the following steps, together with additional notices and approvals as determined by the University:

1. The request will be submitted using the BOG, State University System of Florida, Academic Degree Program Termination Form which can be found at <http://aa.ufl.edu/policies/academic-degree-programs/closing-programs/>.

2. The request will be submitted for review and approval by:

- Department Chair or designee;
- College Dean or designee;
- University Curriculum Committee (undergraduate), Graduate Council (graduate)

or other appropriate curriculum committee;

- Faculty Senate;
- Chief Diversity Officer;
- Director of accreditation;
- Academic Affairs;
- Board of Trustees (BOT);
- BOG; and
- Office of the University Registrar.

3. The Termination Form shall include a plan to accommodate any students or faculty who are currently active in the program to be terminated.

4. Notice will be provided by the Office of the Provost to the Florida College System (FCS) institutions that the University has begun the process of terminating a baccalaureate program so that FCS students may be advised appropriately.

5. A process must be included with the Termination Form to evaluate and mitigate any potential negative impact the proposed termination may have on ~~the current representation of females and ethnic minorities within the program's~~ students and faculty at the time of the proposed termination.

(d) The BOT has the responsibility and authority to ~~recommend~~ approve termination of degree programs at the undergraduate, graduate, and professional levels with the exception of master's degree programs in nursing, which must be approved by the BOG in accordance with BOG Regulation 8.008, other than professional and doctoral, prior to the start of the effective term. Upon termination of a degree program by the BOT, the University will ~~notify~~ submit to the BOG, ~~Office of Academic and Student Affairs,~~ a request for termination prior to the start of the effective term within four weeks after the BOT decision. Upon resolution of any outstanding issues by the program's termination, the change will be added to the State University System Academic Degree Program Inventory, and a letter of notification shall be provided to the University. ~~The BOT has the authority and responsibility to recommend termination of professional and doctoral programs to the BOG, and will include documentation that it has followed established policies and regulations, including those related to faculty affected by program termination, and that there is a plan in place to accommodate any students who are currently active in the program.~~

(e) The ~~BOG~~ BOT must approve the termination prior to the start of the effective term.

(2) Temporary Suspension of New Enrollments in an Academic Program

The University may temporarily suspend new enrollments in active programs in accordance with BOG Regulation 8.012(2).

Authority: BOG Regulation 8.012

History: New 4-22-22.; Amended.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3-B
March 16, 2023**

SUBJECT: New Three-Year Collective Bargaining Agreement between the University of Florida Board of Trustees (UFBOT) and the Florida Police Benevolent Association, Inc. (PBA), Officers/Sergeants/PCOs Union.

BACKGROUND INFORMATION

The University of Florida and Officers/Sergeants/PCOs Union reached a new 3-year tentative collective bargaining agreement (CBA) in February 2023. The tentative CBA includes the following new or modified material provisions:

- Incorporates Police Communications Operators (PCOs) into the CBA.
- Incorporates the pre-existing recruitment and retention pay program for PCOs into the CBA.
- Provides the following three-year compensation package:
 - 2022 - \$3,000 increase to base pay effective 10/1/2022 and a \$1,000 pensionable bonus;
 - 2023 - a 3% increase to base pay effective 10/1/2023 and 1% compression pay for members with five or more years of service; and
 - 2024 – a 3% increase to base pay effective 10/1/2024 and 1% compression pay for members with five or more years of service.
- Encourages members to train and participate as co-responders in mental health cases by providing annual stipends to those who participate.
- Allows members to cash out 88 hours of accrued and unused leave each year.
- Matches the eight weeks of paid family leave previously provided to other university employees.
- Institutes a program that permits members to take home police vehicles where feasible.
- Institutes recover periods to ensure members are not working back to back shifts when changing shifts.
- Creates a system for the university to suspend the terms and conditions of CBA during emergencies.
- Clarifies the definition of “just cause” for disciplinary actions.
- Increases tuition hour reimbursement under UFPD’s continuing education program.
- Adjusts compensation and other parameters for after hours on-call, court appearances and virtual meetings.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend the ratification of the tentative CBA between UF and the Officers/Sergeants/PCOs Union be included for approval on the Board of Trustees Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required

Supporting Documentation Included: A copy of the tentative CBA is available for review at <http://hr.ufl.edu/manager-resources/employee-relations/union-contracts/>

Submitted by: Curtis Reynolds, Vice President for Business Affairs

Approved by the Board of Trustees, March 16, 2023

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS**

DIRECT SUPPORT ORGANIZATION WITH
BOARD APPOINTMENTS EXPIRING ON OR BEFORE
APRIL 2023 FOR UF BOARD OF TRUSTEES APPROVAL

Citrus Research Development Foundation - 1

Florida Foundation of Seed Producers - 2

Florida 4-H Club Foundation, Inc. - 3

UF Foundation - 7

UF Investment Corporation - 1

UF Leadership and Education Foundation -5

DIRECT SUPPORT ORGANIZATION:

Citrus Research Development Foundation



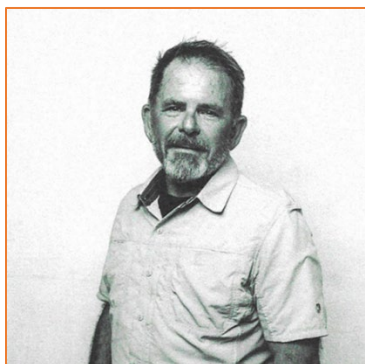
Name:	Eric Rohrig
Type:	Appointment
Replacing:	Greg Hodges
Term Number:	First
Term Dates:	03/19/2023 – 12/31/2025
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

Dr. Eric Rohrig serves as the Chief of the Bureau of Methods Development and Biological Control, part of the Florida Department of Agriculture and Consumer Services, Division of Plant Industry. His main focus is the advancement of approaches to control invasive plants and invertebrates. The development of biological control programs, such as air potato, cactus moth, and Asian citrus psyllid are a major part of his activities. Additionally, bureau actions support numerous statewide eradication programs including giant African land snail and various fruit fly species. He holds Masters and Doctorate degrees in Entomology with an emphasis on insect behavior and biological control from the University of Florida. He has dedicated the past 20 years to supporting Florida agriculture and natural areas having been employed by both FDACS and previously the United States Department of Agriculture, Agricultural Research Service. His experience includes laboratory and field research as well as administrative duties managing numerous statewide programs aimed at controlling invasive plants, snails, and insects. FDACS recommends Dr. Rohrig to represent them the board.

DIRECT SUPPORT ORGANIZATION:

Florida Foundation of Seed Producers



Name:	Charles Allison
Type:	Appointment
Replacing:	Jared Forrester
Term Number:	First
Term Dates:	03/19/2023 – 06/30/2025
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

Mr. Allison is the owner and manager of Wild Goose Farms. Wild Goose Farms is a 1st generation farming company that was established in Central Florida in the late 1990's. The company began operations with the purchase of a citrus grove in Labelle, Florida. The company further diversified into cattle, hay, blueberries and seedless tangerines in the Eustis and Umatilla areas starting in 2005 and avocados in California in 2006. Diversification into pistachios and citrus in California occurred in 2018 and Deep Roots, a containerized tree nursery, was started in 2020. Today, their farms total over 1,000 acres and employ 20 full time workers and 160 seasonal workers.

A graduate of the University of Florida, Mr. Allison holds both Bachelor of Science and Master of Science degrees in Food and Resource Economics. Mr. Allison was awarded the 2011 "College of Agricultural and Life Sciences Alumni and Friends Award of Distinction" for his service to the University of Florida/Institute of Food and Agricultural Sciences. He is a graduate of the IFAS Wedgworth Leadership Institute for Agriculture and Natural Resources and has also been a member of the Food and Resource Economics Advisory Board at the University of Florida. In addition, Mr. Allison is a past president of the Florida Chapter of the American Society of Farm Managers and Rural Appraisers (ASFMRA). He is active with various philanthropic endeavors through the Allison Family Fund, a Foundation he and his wife Vesna founded in 2008. Chuck and his wife have three children.

DIRECT SUPPORT ORGANIZATION:

Florida Foundation of Seed Producers



Name: John Sizemore
Type: Reappointment
Replacing: N/A
Term Number: Second
Term Dates: 03/18/2023 – 06/30/2025
Length of Term: 3 years
Any UF Affiliates: None

Bio:

John Sizemore is the President of Sizemore Farms, Inc, a strawberry, vegetable, and citrus grower, packer, and shipper in Plant City, Florida. Mr. Sizemore is a fourth-generation grower who received his Bachelor of Science in Agricultural Economics from the University of Florida. Mr. Sizemore is an active participant in the Florida Strawberry Growers Association. Sizemore Farms prides itself on using precision agriculture methods to grow high quality produce while keeping the impact on the environment and community in mind.

DIRECT SUPPORT ORGANIZATION:
Florida 4-H Club Foundation, Inc.



Name: Mario J. Bailey
Type: Appointment
Replacing: N/A
Term Number: First
Term Dates: 04/01/2023 – 04/01/2026
Length of Term: 3 years
Any UF Affiliates: None

Bio:

Mario Bailey is current VP of Public Affairs for Indelible Business Solutions and has more than ten years of experience supporting municipal governments, businesses, and education clients by planning and executing strategies related to government affairs. He has held a number of community positions including chairman of the South Florida Regional Planning Council, service on the Greater Miami Chamber of Commerce and more. Bailey is an Alabama 4-H alumnus and graduated with a BA in Political Science from the University of Alabama in 2004.

DIRECT SUPPORT ORGANIZATION:
Florida 4-H Club Foundation, Inc.



Name: Ralph Herrerias
Type: Appointment
Replacing: N/A
Term Number: First
Term Dates: 04/01/2023 – 04/01/2026
Length of Term: 3 years
Any UF Affiliates: None

Bio:

Tractor Supply has partnered with National 4-H since 2010 and has raised more than \$14 million nationally through the Paper Clover fundraiser campaigns. Currently, this campaign represents nearly \$100,000 annually in support to Florida 4-H for youth to attend camp and leadership development programs. At local community levels, Tractor Supply stores are also supportive of various other 4-H county and club activities form in-kind support of supplies, to space to host educational outreach and fundraising efforts.

Ralph Herrerias is TSC’s District Manager for southeast Florida based out of Miami, FL. Ralph has worked with a variety of major retailers; he is a self-identified diversity ambassador. He holds a Bachelor of Business Administration from Florida International University. His potential service on the Florida 4-H Foundation Board of Directors has been approved by TSC.

DIRECT SUPPORT ORGANIZATION:
Florida 4-H Club Foundation, Inc.



Name:	Terry Stout
Type:	Re-Appointment
Replacing:	N/A
Term Number:	Second
Term Dates:	01/01/2023 – 01/01/2026
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

Terry Stout was born and raised in Gay County, OH, and grew up working for Bob Evans farms. He also raised hogs and cattle, growing tobacco, woodworking, electrical services, and more. Terry earned his bachelor's from Embry-Riddle, master's from Troy University, and has completed coursework toward a doctorate in education leadership from Northwest Florida University.

Terry retired from the United States Air Force after 24 years of service then worked with Lockheed Martin for another 23 years. During this time, he became involved with 4-H leadership and management programs in Okaloosa County, and has been a volunteer ever since, including as co-leader for the Eglin Sand & Spur 4-H horse club, Okaloosa County 4-H Advisory Board and on the county, district and state horse advisory board. Both of Terry's daughters were very involved with 4-H. He was inducted into the Florida 4-H Hall of Fame in 2015.

DIRECT SUPPORT ORGANIZATION:

University of Florida Foundation



Name: Swati Patel
Type: Reappointment
Replacing: N/A
Term Number: Second (Elected Director)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: N/A

Bio:

Swati Patel has a 20-year history in the real estate, vacation property, and hotel industry. She has been ranked among the top hotel owners/franchisees in Florida. With an MBA from Duke University and a Bachelor of Science in Psychology from the University of Florida, Patel leverages the intersection of human behavior and business strategy to catalyze financial and operational results.

During her tenure with Caiman Management, she has managed over 100 employees, more than 6 different properties, and championed service for the most prestigious names in hotels, including Hilton, Hampton Inn, and Holiday Inn. Patel has also served as a member of the Asian American Hotel Owners of America organization for over 25 years.

Dedicated to her family and community, Patel actively serves on several boards committed to increasing access to quality education, network capital and worldwide health. She has served on the boards for Odyssey (former chair) and the US Fund for UNICEF's Southeast Region. She also serves on the alumni board for Duke University's Fuqua School of Business. Patel supports the Atlanta Speech School and the Georgia Campaign for Adolescent Power and Potential (GCAPP), as well as multiple other local and global organizations.

Both graduates from the University of Florida, Patel and her husband, Rahul, have been generous supporters of the Fred Levin College of Law endowment, Athletics and the Machen Florida Opportunity Scholarships. Patel served on the Student Affairs Campaign Council for the University's *Florida Tomorrow* campaign and the Student Affairs Development Advisory board for the beginning of the current *Go Greater* campaign.

The couple live in Atlanta, Georgia with their two children, Anyssa and Selena.

DIRECT SUPPORT ORGANIZATION:

University of Florida Foundation



Name: Eugene Pettis
Type: Reappointment
Replacing: N/A
Term Number: Second (Elected Director)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: UF Law Moot Court Team

Bio:

Eugene Pettis, a co-founder of Haliczzer Pettis & Schwamm, leads a trial practice representing an impressive list of corporate, public sector and individual clients in civil trial matters. He has over 30 years of experience handling a range of complex cases for defendants and plaintiffs in the areas of medical malpractice, personal injury, commercial litigation, employment, and professional liability.

In June 2013, Pettis became the President of The Florida Bar, the first African American to serve in this position. In his role at the helm of The Florida Bar, which governs nearly 100,000 attorneys, he provided visionary leadership and brought a passion for giving back to his profession and his community. He left a legacy of leadership initiatives that continue at the Florida Bar, including Vision 2016, looking at the future practice of law, as well as the William Reece Smith Leadership Academy, which was his brainchild.

He is a sought-after keynote speaker who has used his engaging and enthusiastic style to motivate thousands. Pettis supports higher education, serving on the University of Florida Foundation Board where he has been named a Life Member for his service. He also currently sits on the Moot Court Team at the University of Florida's Levin College of Law where he named the Eugene Pettis Family Black Law Student Association Academic Support Endowment for Black law students.

Pettis' trial and litigation skills are highly regarded as evidenced through numerous awards from Best Lawyers in America. He is also a perennial selection by his peers for inclusion in Florida Super Lawyers, the South Florida Legal Guide "Top Lawyers" list and Florida Trends "Legal Elite." He was a 2007 inductee to the exclusive invitation only American College of Trial Lawyers and elected by his peers into the American Board of Trial Advocates (ABOTA). In addition to his legal expertise, his leadership and commitment to community service have also won him recognition by the Urban League of Broward County with the Margaret Roach Humanitarian Award in 2012.

A member of the Florida Bar, Pettis is admitted to practice in all District Courts in Florida, including Southern District, Middle District, and Northern District. He has two daughters, the oldest a litigation attorney in Orlando and the youngest a post-doctoral fellow in clinical psychology at Tulane University School of Medicine.

Pettis attended the University of Florida where he received his bachelor's degree in political science in 1982 and his Juris Doctorate degree in 1985.

DIRECT SUPPORT ORGANIZATION:
University of Florida Foundation



Name: Jon Pritchett
Type: Appointment
Replacing: Anita Zucker
Term Number: First (Chair, Officer)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: UAA Gator Boosters Board of Directors

Bio:

Jon Pritchett is president of Pritchett Trucking, founded by his late father, Marvin, who started the business in 1970 when he bought a local timber producer and inherited three trucks. Today, the company’s network spans 48 states and Canada and employs well over 400 people.

Pritchett is also president and CEO of Nextran Corporation, the parent company of a network of commercial truck dealerships and 16 full-service truck centers located along major truck routes throughout Florida, Georgia, and Alabama. The company sells and services medium to heavy-duty trucks in state-of-the-art facilities. Nextran Truck Centers in Miami is a leader in the export of new commercial trucks from the United States, with more than 15 years of truck sales throughout Latin America and the Caribbean.

In 2017, the Nextran Foundation was launched with a mission to impact wellness for children and families and to support local communities through charitable giving and volunteer efforts. UF Health Shands Children’s Hospital, Children’s Miracle Network, March of Dimes, and Tyler’s Hope for a Dystonia Cure are among the nearly 20 organizations approved for matching donations from the Nextran Foundation.

Pritchett has served the UF Foundation Board in various leadership roles since 2013, most recently as vice chair of the Executive Board. A Bull Gator for more than two decades, Jon and his wife, Kelly, are also directors on the Gator Boosters Board of Directors.

Pritchett has been a generous supporter of UF. In 2013, he committed funds to UF Health’s Children’s Hospital Building Fund and has supported the Machen Florida Opportunity Scholars Endowment and Athletics capital improvements.

DIRECT SUPPORT ORGANIZATION:

University of Florida Foundation



Name: Sachio Semmoto
Type: Reappointment
Replacing: N/A
Term Number: Third (Elected Director)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: UF HWCOE Dean’s Advisory Board and West Coast Advisory Board

Bio:

Sachio Semmoto is the executive chair at Renova, a power company in Asia with major business in renewable energy, solar power plant development, plastic recycling, and green business development. Their goal is to become Asia’s leader in renewable energy, providing solar, biomass, wind, and geothermal power across Asia. Semmoto joined Renova as an external board member in 2014 and became chair in 2015. He is also a founder of Eco-Power Co., Ltd., Japan’s first wind-power generating company, and has helped lead the movement for eco-friendly technology in Japan.

Considered a titan of the telecommunications industry of Japan, Semmoto founded numerous leading telecom companies. In 1999, he founded eAccess, Japan’s first true entrepreneurial and global IP/telecom company. A provider of high-speed broadband telecom services, eAccess became a leading broadband IP operator in Japan. EMobile, another of Semmoto’s start-ups, created a “broadband revolution” in the mobile industry and later merged with eAccess, which sold in 2013. Semmoto also co-founded DDI, now KDDI, which became Japan’s second-largest telecoms operator with revenues of around \$35B.

Prior to eAccess, Semmoto spent decades in senior management positions in telecom companies, including Nippon Telephone & Telegraph (NTT) and Kyocera.

He has a long history of academic involvement at a number of universities in the U.S., U.K., and New Zealand including Harvard, Stanford, Berkeley, Cambridge, and University of Canterbury (NZ). In the 1980-90s, Semmoto was a professor at Keio University in Tokyo, teaching entrepreneurial management and information technology.

Semmoto received his BS in Electrical Engineering at Kyoto University in Japan in 1966 and a Master and PhD in Electrical and Computer Engineering from the University of Florida in 1968 and 1971, respectively. A supporter of UF, Semmoto serves on the Foundation’s Executive Board and the Herbert Wertheim College of Engineering Dean’s and West Coast Advisory boards. He established the Dr. Sachio Semmoto Professorship in Electrical and Computer Engineering, and he received UF’s Academy of Golden Gators *International Philanthropist* award in 2018.

Semmoto and his wife, Frances, have four children and at least two grandchildren. The couple live in Tokyo, Japan.

DIRECT SUPPORT ORGANIZATION:

University of Florida Foundation



Name: Howard Sheridan
Type: Reappointment
Replacing: N/A
Term Number: Second (Elected Director)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: UF CLAS Chemistry Leadership Board

Bio:

Howard Sheridan practiced diagnostic and interventional radiology and nuclear medicine in Fort Myers, FL for over 30 years, where he also served as president of the medical staff of Southwest Florida Regional Medical Center and chair of its radiology department. After planning and developing the area's first high-energy linear accelerator radiation therapy center, he co-founded and became chair of Radiation Therapy Services, Inc. (RTSI).

RTSI operates and manages radiation treatment centers primarily under the name 21st Century Oncology and is a leading provider of advanced radiation therapy and other integrated cancer care services to cancer patients in the US and Latin America. Its centers also participate in clinical research trials for cancer treatment. Sheridan also co-founded 21st Century CARE, a non-profit dedicated to provide cancer assistance to the needy, cancer education and research.

Sheridan is a founding director of Edison National Bank and chair of its holding company, Edison Bancshares. He is a member of the American Medical Association, the Florida Medical Association, and the American College of Radiology. He also currently serves as the Chair of the Tulane University School of Medicine Board of Governors.

The Sheridans are community activists committed to conservation. The Florida Wildlife Federation named them “Water Conservationists of the Year” in 2008 for their contributions toward making Southwest Florida more sustainable, and their efforts to protect the Caloosahatchee River, the manatee and its habitat.

The couple have been generous supporters of UF, primarily to the Department of Chemistry where Sheridan serves on the Chemistry Leadership Board. They have contributed to student scholarships and fellowships and were the first to donate to the new chemistry building for the Dr. Howard and Brenda Sheridan Auditorium. Sheridan, an award-winning nature photographer, also donated several photos that are on display in the building. In 2017, the College of Liberal Arts and Sciences awarded the Sheridans the Lasting Legacy award for their philanthropic support.

Sheridan earned a bachelor's degree in chemistry from the University of Florida in 1965 and graduated from Tulane University School of Medicine in 1969.

DIRECT SUPPORT ORGANIZATION:
University of Florida Foundation



Name:	Robert Stern
Type:	BOT Chair appointee
Replacing:	N/A
Term Number:	one
Term Dates:	Appointment date until replaced
Length of Term:	N/A
Any UF Affiliates:	No other current affiliate board

Bio:

Robert Stern joined Trenam Law’s Real Estate and Lending Transactions Group in 1990 and is one of the firm’s shareholders. Robert represents clients in all aspects of real estate, distressed property, and financing commercial work. His practice focuses on commercial real estate, with an emphasis on transactional and financing matters. His clients include developers, lenders, investors, and retailers. Robert has served as an expert witness, receiver, mediator, and adjunct professor of law. He strives to add value to every deal as a trusted advisor for his clients, based on negotiation skills and practical experience honed over twenty years of buying, developing, financing, permitting, leasing, and selling commercial real estate. He is Board Certified Real Estate Lawyer by the Florida Bar.

He has received several honors and distinctions including Tampa Magazine’s Top Lawyers List 2023 and the Distinguished Alumni Award by the Tampa Gator Club. He is an adjunct professor at Stetson University College of Law and the University of South Florida College of Business Administration and Business Law.

He was appointed by the Governor to serve as a University of Florida Board of Trustee from 2015 to 2020. He served on the UF College of Law Center Board, the UF Alumni Association Board, the UF Student Affairs Advisory Board and the UF Government Relations Advisory Council. He is a member of the Tampa Gator Club and served as president from 1995 to 1999.

He earned his bachelor’s degree in business administration from the University of Florida. He also received his juris doctorate with honors from the UF Levin College of Law. He is a member of the UF Hall of Fame and served as president of Florida Blue Key.

DIRECT SUPPORT ORGANIZATION:

University of Florida Foundation



Name: Anita Zucker
Type: Appointment
Replacing: Gale King
Term Number: First (Immediate Past Chair, Ex-Officio)
Term Dates: 03/01/2023 – 02/28/2025
Length of Term: 2 years
Any UF Affiliates: UF Board of Trustees, UF Health

Bio:

Anita Zucker serves as Chair of South Carolina based global conglomerate, The InterTech Group, Inc. (TIG). As one of the largest private companies in the United States, TIG and its affiliates operate in a diverse group of industries ranging from aerospace and specialty chemicals to real estate and entertainment. In addition to its wholly owned entities, TIG and its affiliates are substantial investors in a large number of public companies. Publicly disclosed holdings include Delta National Gas, RGC Resources, Corning Natural Gas, Fyffes Group, PLC, Span America Medical Products, Vicon Industries, and Circa Enterprises. In addition to the publicly reported holdings, TIG and its affiliates hold substantial investments in a diverse portfolio of equity, debt, and real estate holdings.

Zucker has been a leader in the Charleston area and South Carolina for numerous organizations. She served as chair of the Board of Governors of the School of Business at the College of Charleston; she also served on the Advisory Boards of the School of Humanities and Social Sciences and Jewish Studies and she served on the board of the Addlestone Hebrew Academy, Porter Gaud, and Ashley Hall Schools. Zucker is past chair of the Medical University of South Carolina Foundation Board. Zucker currently serves on the President’s Initiatives Committee of the University of South Carolina.

Zucker has served as president of the Charleston Metro Chamber of Commerce and the Education Foundation. She is a former member and past chairperson of the Trident Technical College Foundation Board and Executive Board and serves on the Trident Technical College Governing Board.

Zucker is the recipient of numerous awards including the “Order of the Palmetto” presented by South Carolina Governor David Beasley for her dedication to education, the Ernst & Young Lifetime Achievement award and the 2018 Ellis Island Medal of Honor for accomplishments in her field, as well as service and commitment to her community, state and country.

Zucker earned a B.A. in education from the University of Florida and a Master of Education from the University of North Florida and holds Honorary Doctorate degrees from Medical University of South Carolina, Clemson University, The Citadel, College of Charleston, the University of South Carolina, and Yeshiva University.

At UF, she also serves on the Board of Trustees and is the recipient of a Distinguished Alumnus Award.

DIRECT SUPPORT ORGANIZATION:

University of Florida Investment Corporation



Name: Rebecca Patterson
Type: Appointment
Replacing: N/A
Term Number: First
Term Dates: 03/17/2023 – 03/16/2026
Length of Term: 3 years
Any UF Affiliates: None

Bio:

Rebecca Patterson is the Former Chief Investment Strategist at Bridgewater Associates, where she was responsible for identifying and exploring areas of research across geographies and asset classes.

Rebecca has more than 20 years of investment management experience, and prior to joining Bridgewater, Rebecca served as Chief Investment Officer of Bessemer Trust, overseeing \$85 billion in client assets. During her time there, Rebecca was a member of the firm's Management Committee, and helped launch their Diversity & Inclusion Committee. Before joining Bessemer in 2012, she spent 15 years at J.P. Morgan where she worked as a researcher in the firm's investment bank in Europe, Singapore, and the U.S. She also served as a Chief Investment Strategist in the asset management arm of the firm and ran the private bank's global currency and commodity trading desk.

Additionally, Rebecca is currently a member of the Council on Foreign Relations and the Economic Club of New York. She previously served on the New York Federal Reserve's Foreign Exchange Committee, and later the Investor Advisory Committee for 6 years, and has served on the University of Florida's Investment Corporation's Advisory Board for 7 years, including 3 years as Chair. She holds an M.B.A. from New York University, an M.A. in International Relations from The Johns Hopkins University School of Advanced International Studies, and a B.S. in Journalism from the University of Florida. Rebecca has been included on American Banker's list of Most Powerful Women in Finance for 6 consecutive years. She is married and has two teenage girls.

DIRECT SUPPORT ORGANIZATION:

University of Florida Leadership and Education Foundation



Name:	Reggie Brown
Type:	Appointment
Replacing:	Brittany Lee
Term Number:	First
Term Dates:	03/18/2023-03/17/2026
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

A native of Florida, Mr. Brown was raised on a family vegetable farm in Eastern Alachua County. Mr. Brown has earned a Bachelor of Science in Agriculture with High Honors and a Master of Science in Agriculture from the University of Florida.

Mr. Brown served with the United States Marine Corps from 1969-1971 after which his professional career started as an instructor of Horticulture at the Haywood Technical Institute in Clyde, North Carolina. In 1974 he became a Multi-County Agent for the Florida Cooperative Extension Service in Vegetable Crops/Horticulture for five years based in Seminole County and after two years in agricultural related sales became the Collier County Extension Director/Vegetable Extension Agent for seven years in Southwest Florida. He began employment with the Florida Fruit & Vegetable Association as Director of the Marketing & Membership Division in 1989. Mr. Brown held this position for eleven years during which time he managed grower's exchanges for peppers, sweet corn, radish, and other commodities.

Mr. Brown was hired as Executive Vice President of the Florida Tomato Exchange in September 1999 and served as Executive Vice President of the Florida Tomato Growers Exchange and as the Manager of the Florida Tomato Committee. He has been involved throughout the evolution of the Tomato Suspension Agreement and as well as the establishment of the NAFTA based Dispute Resolution Corporation (DRC). He was actively engaged in the development of the Florida T-GAP program for fresh tomatoes, United Fresh Food Safety Harmonization effort as well as the Food Safety Programs and Auditing Protocol for the Fresh Tomato Supply Chain. He retired in 2018 and currently resides in Gainesville.

Mr. Brown is currently serving on the Board of the Clay Electric Foundation, the Wedgworth Leadership Institute Advisory Board and the IFAS SHARE Council. Mr. Brown was inducted into the Florida Agricultural Hall of Fame in 2021 for his service to Florida Agriculture.

DIRECT SUPPORT ORGANIZATION:

**University of Florida Leadership and Education
Foundation**



Name: Michele Curts
Type: Appointment
Replacing: Tony Lopez
Term Number: First
Term Dates: 07/01/2023-06/30/2026
Length of Term: 3 years
Any UF Affiliates: None

Bio:

Michele Curts is the Leadership Programs Coordinator for Florida Farm Bureau Federation. She works with the State Women’s Leadership Committee and the State Young Farmers & Ranchers (YF&R) Leadership Group, developing and implementing leadership training for both programs. Her other responsibilities include planning the Women’s and YF&R Leadership Conferences and planning the Florida Farm Bureau Annual Meeting.

She is a double graduate of the University of Florida and holds a bachelor’s degree in Agricultural Education and Communication and a master’s degree in Agricultural Leadership.

Michele is originally from Dover, Florida where she grew up on a strawberry farm and raised show cattle.

Michele is a board member of Florida Ag in the Classroom, Florida Council of Cooperatives, and a past president of the Florida Cattlewomen’s Association. With her passion for the agriculture industry, she hopes to leave a legacy by developing the future leaders of Florida agriculture.

DIRECT SUPPORT ORGANIZATION:

**University of Florida Leadership and Education
Foundation**



Name:	Mike Joyner
Type:	Reappointment
Replacing:	N/A
Term Number:	Second
Term Dates:	07/01/2023-06/30/2026
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

As president, Mike Joyner leads FFVA’s day-to-day operations, overseeing the association’s work in the areas of advocacy, labor, food safety, water and natural resources, crop protection, transportation, trade and more. With more than 35 years of experience in the agriculture industry, Mike has been recognized as one of the most influential business leaders in Florida agriculture for three consecutive years in Florida Trend’s Florida 500. Prior to being named president of FFVA in 2018, Mike served as assistant commissioner of agriculture and chief of staff for Florida Agriculture Commissioner Adam Putnam, helping to lead the state Department of Agriculture and Consumer Services for almost eight years.

Mike currently serves on the Agriculture Policy Advisory Committee to the U.S. Department of Agriculture and U.S. Trade Representative; The Center for Produce Safety Board of Directors, the University of Florida Leadership and Education Foundation, Inc.; and several other state and national industry boards, committees, and advisory groups.

DIRECT SUPPORT ORGANIZATION:

University of Florida Leadership and Education Foundation



Name:	Brian Myers
Type:	Reappointment
Replacing:	N/A
Term Number:	Third
Term Dates:	07/01/2023-06/30/2026
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

Dr. Brian Myers was raised on a grain and livestock farm in west-central Illinois. He received his BS and MS degrees in Agricultural Education from Southern Illinois University at Carbondale. Myers taught high school agriscience at Unity High School in Mendon, IL, for four years prior to beginning his doctoral studies.

He joined the AEC faculty in 2004 as a teacher educator. In 2016, Dr. Myers was appointed chair of the department. His research interests include: Agriscience Curriculum Development and Implementation, Connecting Research to Practice, and the Design and Delivery of Professional Development. Dr. Myers has advised over 40 graduate students (MS & PhD) and served on the supervisory committee for dozens more. He has authored or co-authored over 125 refereed journal articles and conference papers.

As an author or co-author, Dr. Myers has received outstanding article or paper presentation awards at the regional or national levels on 18 different occasions. He is a co-founder of Owl Pellets: Tips for Ag Teachers, a social media-based program to translate research-based findings in agricultural education into practical applications for educational practitioners. He also serves as the coordinator for LEAD IFAS, a professional development program for IFAS faculty and staff focused on developing the leadership skills of current and future leaders in IFAS.

Overall, Dr. Myers' work is guided by the mission to develop passionate educators equipped with the knowledge, skills, and desire to make a positive difference in the lives of students.

DIRECT SUPPORT ORGANIZATION:

**University of Florida Leadership and Education
Foundation**



Name:	Caroline C. Villanueva
Type:	Appointment
Replacing:	Keith Wedgworth
Term Number:	First
Term Dates:	07/01/2023-06/30/2026
Length of Term:	3 years
Any UF Affiliates:	None

Bio:

Caroline Villanueva is South Florida External Affairs Director for Florida Crystals where she is responsible for projects pertaining to policy, economic development, and community relations. Caroline has worked in the South Florida agricultural industry for over a decade. Caroline received her Master of Science in Public Policy and Management from The Heinz School at Carnegie Mellon University and undergraduate business degree from the University of Miami. She serves on local business and community organizational boards, such as the Forum Club of the Palm Beaches, Palm Beach North Chamber of Commerce, Lake Okeechobee Regional Economic Alliance of Palm Beach County, and Western Palm Beach County Farm Bureau. She is also a member of the Lakeside Health Advisory Board and Palm Beach County United Way Board of Directors, including on its Hunger Relief Advisory Committee. Caroline is a recipient of the Chamber of Commerce of the Palm Beaches' Young Professional ATHENA Award. She is a graduate of Leadership Palm Beach County and of the University of Florida's Wedgworth Leadership Institute of Agriculture and Natural Resources.

**BOARD MEETING
AGENDA
Friday, March 17, 2023
~10:15 a.m.
President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL**

- 1.0 Call to Order and WelcomeMorteza “Mori” Hosseini, Chair
- 2.0 Verification of Quorum Mark Kaplan, Vice President and University Secretary
- 3.0 Recognitions.....Mori Hosseini, Chair
- 4.0 Public Comment..... Amy Hass, Vice President and General Counsel
- 5.0 Action Items (Consent)Mori Hosseini, Chair

BOT Minutes

December 9, 2023

Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)

- AFSSPRSC1 Tenure Upon Hire
- AFSSPRSC2 New Degree: M.S. in Business Analytics
- AFSSPRSC4 Degree Program Change

Committee on Audit and Compliance (AC)

- AC1 FY23 Internal Audit Workplan Update

Committee on Facilities and Capital Investments (FCI)

- FCI3 Construction Project Amendments

Committee on Governance, Government Relations, and Internal Affairs (GGRIA)

- GGRIA1 Direct Support Organization Appointments
- GGRIA2 UF Regulations
- GGRIA3-A Collective Bargaining Agreements-Police Benevolent Association
- GGRIA4 Officer Elections

- 6.0 Action Items (Non-Consent)Mori Hosseini, Chair

Committee on Facilities and Capital Investments (FCI)

FCI1 Naming: The David A. Cofrin, M.D. and Mary Ann Harn Cofrin Terrace

FCI2 Naming: Bud Shorstein Center for Jewish Studies

7.0 President’s Report Ben Sasse, President

8.0 New Business Mori Hosseini,
Chair

9.0 Comments by the Chair of the Board Mori Hosseini, Chair

10.0 Adjourn Mori Hosseini, Chair