



BOARD AND COMMITTEE MEETINGS SCHEDULE

December 4-5, 2025

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Virtual Viewing link: <https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-dec-2025/>

Thursday, December 4, 2025

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 10:45 a.m.	Committee on Facilities and Capital Investments (Brandon (Chair), Corr, Davis, Hosseini, O'Keefe, Ridley, Zalupski)
~10:45 a.m. to 10:55 a.m.	Break (~10 minutes)
~10:55 a.m. to 11:15 a.m.	Committee on Advancement (Cole (Chair), Corr, Davis, Dempere, Heavener, Powers, Zalupski)
~11:15 a.m. to 11:35 a.m.	Committee on Audit and Compliance (O'Keefe (Chair), Brandon, Cole, Cox, Hosseini, Patel, Powers)
~11:35 a.m. to 12:00 p.m.	State of Florida Division of Bond Finance Director Ben Watkins
~12:00 p.m. to 1:00 p.m.	Lunch
1:00 p.m. to 2:15 p.m.	Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications (Patel (Chair), Cole, Cox, Davis, Dempere, Heavener, O'Keefe)
~2:15 p.m. to 3:45 p.m.	Committee on Finance, Strategic Planning and Performance Metrics (Powers (Chair), Brandon, Corr, Hosseini, O'Keefe, Patel, Ridley, Zalupski)
~3:45 p.m. to 4:00 p.m.	Break (~15 minutes)
~4:00 p.m. to 4:30 p.m.	Research Update Vice President David Norton
5:00pm	College of Dentistry Groundbreaking 1935 Center Drive, Gainesville FL
6:45 p.m. to 8:45 p.m.	Board Dinner John and Mary Lou Dasburg House 450 Village Drive, Gainesville FL 32611



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Friday, December 5, 2025

8:00 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:15 a.m.	Win Phillips Town Gown Relations Award Vice President Chuck Clemons
~9:15 a.m. to 10:15 a.m.	Campus Safety Update Chief Bart Knowles, Vice President Brandi Renton, Vice President Heather White
~10:15 a.m. to 10:45 a.m.	Committee on Governance, Government Relations and Internal Affairs (Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zalupski)
~10:45 a.m. to 11:00 a.m.	Break (~15 minutes)
~11:00 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 FACILITIES AND CAPITAL INVESTMENTS

AGENDA

Thursday, December 4, 2025

~9:15 a.m.

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

Committee Members:

David L. Brandon (Committee Chair), Christopher T. Corr, Jed V. Davis, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Fred S. Ridley, Patrick O. Zalupski

- 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
[June 5, 2025](#)
November 3, 2025
- 4.0 Action Items.....David L. Brandon, Chair
[FCI1](#) Construction Projects Budget Amendments.....Colt Little, Vice President
Construction, Facilities and Real Estate
[FCI2](#) New Capital Minor Projects.....Colt Little
[FCI3](#) Garage 14 Solar Project.....Colt Little, Mark Helms, Assistant Vice President Facilities Services
[FCI4](#) Acquisition of 3107 SW Williston Road.....Colt Little
[FCI5](#) Assignment of Hilton Hotel Sublease.....Colt Little
[FCI6](#) Major Projects Selections.....Cydney McGlothlin, University Architect
[FCI7](#) Campus Master Plan Amendments.....Cydney McGlothlin
[FCI8](#) Naming: Porter Department of Radiation Oncology.....Maria Martin, Vice President
Advancement
- 5.0 Discussion Items.....David L. Brandon, Chair
5.1 Campus Construction Update.....Matt Webster, Interim Assistant Vice President
Planning, Design & Construction
5.2 Deferred Maintenance Update.....Matt Webster
[5.3](#) Planning, Design & Construction Update..... Matt Webster
5.4 Student Housing Project Update..... Colt Little, Heather White, Vice President Student Life
5.5 Graduate Housing Subcommittee Update..... David L. Brandon, Chair, Colt Little,
Nick Kozlov, Chief Financial Officer
5.6 Baby Gator Facility Update.....David L. Brandon, Colt Little, Melissa Curry, Vice President
Human Resources
- 6.0 New Business..... David L. Brandon, Chair
- 7.0 Adjourn..... David L. Brandon, Chair



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:19 a.m.

Time Adjourned: 11:56 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Morteza "Mori" Hosseini, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities & Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Brandi Renton, Vice President for Business Affairs; Heather White, Vice President for Student Life; Nicole Stedman, Dean of The Graduate School; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David Brandon welcomed everyone in attendance and called the meeting to order at 10:19 a.m.

2.0 Verification of Quorum

Interim Vice President Colt Little verified a quorum with all members present.

3.0 Review and Approval of Minutes

- **March 27, 2025, April 23, 2025, May 7, 2025**

Committee Chair Brandon asked for a motion to approve the minutes from the March 27, 2025 Committee Meeting, the April 23, 2025 Subcommittee Meeting and the May 7, 2025

Subcommittee Meeting. A motion was made by Trustee O'Keefe and seconded by Trustee Davis. Committee Chair Brandon asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Action Items

FCI1 Construction Projects Budget Amendments

Committee Chair Bradon reminded the Committee the Construction Projects Budget Amendments are provided to the Board on a quarterly basis. Assistant Vice President Cydney McGlothlin shared a summary of current construction with 724 Total Projects, 32 Major Projects, anything over \$7.5M, and over 600 Minor Projects as well as the nine Construction-Phase Project Budgets. She highlighted some of the Major Projects. Committee Chair Brandon highlighted The Hamilton School first level is below grade. They will excavate and reroute utilities which will be a significant enhancement to the building. Trustee Cole asked about the status of the Veterans Memorial at the J. Wayne Reitz Union brought forward by a previous Student Body President Trustee. Construction is underway. The memorial should be complete by Veteran's Day. Interim Vice President Colt Little reviewed the budget amendments.

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-606	Whitney Laboratory for Marine Bioscience	\$42,254,353	\$29,023	Department Funding	\$42,283,376
UF-653A	Architecture - Renovation/Remodel	\$2,928,019	\$160,000	Facilities Services	\$3,088,019
UF-677	PK Yonge Gymnasium	\$12,000,000	\$6,780,000	Department Funding & Donor	\$18,780,000
UF-692	Chemical Engineering Renovation & Remodeling	\$44,396,245	(\$491,836)	Transferring Research Bond	\$43,904,409
UF-693	Communicore 3rd Level Renovation	\$10,882,673	\$311,626	Research Bond	\$11,194,299
UF-698	Center for Applied Artificial Intelligence - Balm	\$30,165,880	\$1,500,000	Department Funding, Royalty Funds & Carry Forward	\$31,665,880
UF-1112	Basic Science 3rd Floor Renovation	\$11,372,894	\$76,954	Research Bond Interest	\$11,449,848

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Ridley, and second which was made by Trustee Davis. 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 Capital Minor Projects

Assistant Vice President Cydney McGlothlin provided a summary on Capital Minor Projects advising these are projects \$2.5M to \$7.5M. These are estimates and not final costs, many projects are out to bid. Interim Vice President Little advised the project budget amount for

MP09477 Renovation of Jax Bay Street Building shows the maximum cost for that project. Committee Chair Brandon thanked Trustee Zalupski for his involvement in this project.

Project #	Project Title	Project Budget	Project Phase
IF23234	HTU Student Residence	\$2,500,000	Construction
MP06133	Harn Museum - Upgrade security surveillance/burglar/access controls	\$2,100,000	Design
MP09002	Renovation of HUB Chick-Fil-A	\$2,065,000	Design
MP09399	Veterinary Clinical Sciences VH-79, 80, 87, 89 - Renovation	\$4,901,000	Planning
MP09448	Demolish Trusler Hall	\$2,100,000	Planning
MP09449	Demolish Simpson Hall	\$2,100,000	Planning
MP09450	Demolish Graham Hall	\$2,100,000	Planning
MP09451	Demolish Graham Commons	\$2,100,000	Planning
MP09470	Norman Fixel Institute - E10-CH2MHILL- Property Construction of Access Road	\$3,900,000	Planning
MP09477	Renovation of Jax Bay Street Building	\$7,000,000	Planning
IF24011B	IFAS Microbiology Teaching Lab Addition-Freezer Relocation/Renovation	\$2,500,000	Planning

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee Davis. 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 UF-672 Music Building Design Team Selection

Assistant Vice President Cydney McGlothlin advised the selection committee interviewed three qualified design teams for the Music Building project. Bora Architecture with Walker Architects was selected. The contract has been negotiated, and contract exhibits are being completed.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O'Keefe, and second which was made by Trustee Davis. 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 UF-672 Music Building Construction Management Team

Assistant Vice President Cydney McGlothlin advised the selection committee interviewed three qualified construction management teams for the Music Building project. Barr & Barr, Inc. was selected. The contract and fee have been negotiated. Committee Chair Brandon noted the team selected has tremendous experience in theatre and music facilities.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Chair Hosseini, and second which was made by Trustee Corr. 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.

FCI5 Facilities Spending Plan for Fiscal Year Ending June 30, 2026

Interim Vice President Colt Little advised the state budget is still unknown at this time. The Committee is asked to approve the Spending Plan for Fiscal Year Ending June 30, 2026 based on the appropriations granted by the legislature once their budget is finalized. Additionally, the Committee is asked to delegate authority to the board chair and president to modify and amend the spending plan accordingly. Upon completion, the plan will be submitted to the Board of Governors (BOG). Committee Chair Brandon thanked Chair Hosseini for his countless hours in Tallahassee fighting for UF and appropriations for these projects.

- (PECO) Dental Science Building \$ 47,500,000
- (PECO) Fixel Institute Campus, Building 6 \$25,000,000
- (PECO) Thermal Infrastructure Plant & Distribution Upgrades \$ 10,000,000
- (PECO) Hamilton Center \$ 8,000,000
- (PECO) IFAS Florida 4-H: Camp Cherry Lake Outdoor Center \$ 5,600,000
- (PECO) Music Building \$ 5,000,000
- (PECO) IFAS Microbiology & Cell Sciences Teaching Lab \$ 3,500,000
- (PECO) IFAS Animal sciences \$2,275,000
- (PECO) IFAS Marianna REC \$2,000,000
- (CITF) Disability Resource Center \$4,572,395
- (CITF) Roadway and Parking Enhancements at Lake Wauburg \$3,000,000
- (CITF) Reitz Union Building Envelope \$2,400,000
- (CITF) Division of Student Life Space Master Plan \$500,000
- (CITF) Cypress Lodge Expansion at Lake Wauburg \$400,000
- (CITF) Gateway Enhancements at Lake Wauburg \$400,000
- (CITF) Shoreline Enhancements at Lake Wauburg \$290,000

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee O'Keefe. 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.

FCI6 Fixed Capital Outlay Legislative Budget Request for FY Ending June 30, 2027

Interim Vice President Colt Little advised with FCI5, there is no state approved budget yet. There are nuances around multiyear funding that will inform next year's legislative budget requests. The action for the Committee today is to approve the prioritized list of need and delegate authority to the board chair and president to finalize the list based on the final state budget. Upon completion, the plan will be submitted to the BOG. Committee Chair Brandon advised we are also looking ahead at the possibility of borrowing against infrastructure improvements, so they don't impede some of our key projects.

The University of Florida's 2026-27 capital improvement projects are prioritized as follows:

- Priority #1 – Campus Safety Improvements: Security & Transportation
- Priority #2 – Leigh Hall Renovation/Remodel
- Priority #3 – Utility, Electrical and Stormwater Infrastructure Projects

- Priority #4 – Dental Science Building (a portion has been previously funded)
- Priority #5 – Walker Hall Renovation/Remodel

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Chair Hosseini, and second which was made by Trustee Corr. 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.

FCI7 UF Jacksonville Campus Redevelopment Agreement

Vice President for Strategic Initiatives Kurt Dudas shared his Jacksonville Update on the agenda in the GGRIA Committee due to the schedule change. VP Dudas shared an update on the initial closing and performance schedule at 801 Bay and Site 1A and Site 1B with a targeted closing by late summer or early fall 2025. He advised of option terms for the train station, convention center and Vestcor. There is legislation pending before the Jacksonville City Council to convey the land for the campus and allocate an additional \$50M in city support for capital improvements. The final will be taken before the end of June. VP Dudas stated that RJA is the advisor selected to lead the Invitation to Negotiate process that will be used to select the developer team. The developer team will oversee the design and construction of an initial flagship building on campus along with a long-term master plan for future use of the full 25-acre campus. Due diligence on the property is underway and on schedule. No significant risks have been identified to date. This process is expected to conclude by the end of July.

VP Dudas thanked the Board, Jacksonville City Council, Mayor Deegan and her team and the Downtown Investment Authority for their support and vision for the future of downtown Jacksonville. This has taken a tremendous effort on their part, and we acknowledge their dedication, responsiveness, and hard work. The commitment that the taxpayers of Jacksonville are making to this campus is substantial but the benefits in terms of economic growth, workforce development, and contributions to a more vibrant downtown will be well worth that investment. Board Chair Hosseini agreed and echoed thanks to all to see downtown Jacksonville thrive. He also thanked the leaders of the State in House, Senate and Governor for their commitment to Jacksonville. He thanked VP Dudas for his good work and shepherding this initiative.

Committee Chair Brandon asked for any questions or further discussion. The action item was amended to delegate RDA to the board chair for final adjustments. He then asked for a motion to approve Action Item FCI7 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee Davis. 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.

FCI8 Undergraduate Housing Project Phase I Predevelopment Agreement

Interim Vice President Colt Little advised this initial phase of a housing master plan includes the construction and renovation of more than 5,700 new beds. This phase involves demolition of Trusler, Simpson and Graham Halls into approximately 2,200 new beds for a net gain of 1,500 beds. Hazardous material surveys and abatement processes have begun on those buildings. Demolition is set to commence this summer and continue into the fall. An Invitation to Negotiate to select a developer team was issued, and the selection committee ranked the finalists as follows: (1) Balfour Beatty Campus Solutions; (2) Gilbane Development Company; (3) American Campus Communities; and (4) Radnor Property Group. We anticipate entering into a pre-development agreement (PDA) with Balfour Beatty Campus Solution to complete pre-construction and design work for the Initial Project. Under the PDA, the developer will serve as a single point of contact for the University. This fee for development model is a way to manage these larger projects by shifting risk for budget and schedule onto a developer as well as ensure we are using the latest industry standards and innovations to get high end housing for our students on a cost-effective basis. Committee Chair Brandon advised this is the largest undergraduate housing project ever undertaken by UF. The preliminary design is not final and will evolve. He thanked VP Little and others for their time researching and ensuring we have the right partner. Board Chair thanked Committee Chair Brandon and VP Little for their hard work and dedication to this project. Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI8 for recommendation to the Board for its approval on the Consent Agenda, which was made by Chair Hosseini, and second which was made by Trustee Davis. Committee Chair Brandon asked for further discussion and then asked for all in favor of the motion and any opposed. Trustee O'Keefe abstained from the vote as his firm, Shutts and Bowen, does non-UF related business with Balfour Beatty Campus Solutions. The motion was approved.

FCI9 Cancer and Genetics District Energy Efficiency Performance Contract

Interim Vice President Colt Little advised UF has previously engaged Siemens Industry Inc. to perform detailed feasibility assessments and investment grade audits of certain facilities on campus to implement performance-based energy efficiency contracts. There are upgrades that can be performed on a building that generate enough savings in utilities or other energy expenses to offset the cost and UF has done ESCOs successfully on campus. This option may be a path to clearing out some of the deferred maintenance on campus. The Board previously authorized Siemens to assess the possibility of an ESCO project at the Cancer and Genetics District. Siemens found infrastructure improvements offering significant energy-saving opportunities. This project for action is now known as the Southern District which includes parking garage 14, Cancer Genetics Research Complex, Emerging Pathogens Institute and the Mowry Chilled Plant (CWP10). Parking garage 14 when constructed was specifically designed to accept solar arrays on the top. The total project costs are \$93M, savings of \$196M and project payback of \$103M, over a 20-year term. This project would also eliminate \$39M in deferred maintenance. Many of the direct and indirect benefits will be offset by debt service until the debt is repaid. Siemens is contractually obligated if there is a shortfall. The University will utilize a blend of internal and external funding sources as confirmed by the University Chief Finance Officer. Vice President David Norton asked if there would be any significant impacts to the operations of any research buildings. Interim VP Little advised there should not be, there is an

operational plan in place. Committee Chair Brandon added the goal is to get on a ten-year run for ESCO and use savings through efficiency to handle deferred maintenance. The finance piece for this item will be discussed in the FSPPM Committee.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI9 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O’Keefe, and second which was made by Chair Hosseini. 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.

FCI10 Building Functional Name Changes

Interim Vice President Colt Little advised the Building Functional Name Changes are being requested to reflect their current uses. There are no donor or memorial naming issues. We anticipate bringing similar changes to the Board when identified. These updates will assist those navigating campus.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI10 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Davis, and second which was made by Trustee O’Keefe. 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

5.1 Deferred Maintenance Update

Interim Vice President Colt Little and Assistant Vice President Cydney McGlothlin provided an annual check in on deferred maintenance. VP Little advised deferred maintenance continues to accrue going from \$1.3 to \$1.4 billion on State supported facilities. The ten-year projected recurring deferred maintenance total is \$2.3 billion. He noted it is not uncharacteristic for campuses of our age and size. We continue to try to find new and novel ways to manage including things like ESCO contracts. AVP McGlothlin reviewed how the deferred maintenance dollars from the State have been allocated. All money was encumbered as required by last December. We have until December 2026 to spend the entire allocation which we are on track to do. Committee Chair Brandon added the need for the State to have an accrual for capital maintenance.

5.2 Graduate Housing Subcommittee Update

Vice President for Student Life Heather White provided an update on the Graduate Housing Subcommittee. The purpose was to study, explore and recommend what viable long-term solutions may exist for the Board to consider. She shared an overview of the UF inventory, off campus rental rates, UF’s Continuum partnership, benchmarking in the State University System, SEC and Top 10 institutions. Trustee Lynne advised UF is the best in the SUS, SEC and Top 10 for affordable housing. Our closest competitors, UNC Chapel Hill and UVA, rates are more than double UF’s rates. This was a great self-evaluation for us to understand how we can best serve the students. Graduate Student Housing Survey results were shared including the most

important factor where to live is cost of rent and utilities at the top. Graduate Students are willing to pay \$1000 or less, one- or two-bedroom apartment types. Less than 3% participated in the survey. Financial alternatives were also reviewed. Financial scenarios were run and with the cost of what we would have to charge in rent, none are viable options. Interim Provost Glover advised we need to know what population of graduate students we are trying to accommodate among the 11,000. Chair Hosseini asked the subcommittee to explore the cost to build something or buy existing housing with specific numbers on cost. Committee Chair Brandon advised given all the research done, we know we would have to find a subsidy for the housing because we still have to maintain the 1.2 debt service coverage ratio on any bonding. There would need to be a capital infusion whether that's a donation or other source to underwrite and bring that cost to housing down to the range of \$1000-\$1400. Chair Hosseini asked for specific numbers to be included in the options and brought back to the Board at its next meeting. He also advised there needs to be clear communication with the potential graduate students, current graduate students, the city and county about the rates shared today.

A discussion ensued regarding stipends. Interim Provost Glover advised stipend pay is competitive by discipline and varies enormously. Board Chair Hosseini noted the Board has made changes and wants to ensure we are competitive. Graduate School Dean Nicole Stedman advised graduate students receive offer letters with information including benefits and during onboarding, notifications about housing and amenities are shared. Typically, the Department unit manages graduate students coming in. At an institution level we examine stipend level as a part of the collective bargaining process with the Graduate Student Union. Chair Hosseini asked about the county impacts of students in workforce housing. He asked if we qualify our students to see they can afford regular apartments. Dean Stedman advised we are only aware of need if the student is applying for federal aid. There are many different financial models as to why student would need additional resources for housing. She did not feel the student impact on county workforce housing was high based on their numbers.

5.3 Miscellaneous Projects

Interim Vice President Colt Little provided an update on the new Miami space discussed at the last meeting. Move in is scheduled for January 2026. A final design is forthcoming.

5.4 Baby Gator Update

Vice President for Human Resources Melissa Curry provided an update on the Baby Gator site options including:

1. **Radio Road and 34th Street**

This location has a flexible site size with good vehicle access. There is ample room for parking. There is a lot of green space available for the kids. There is a potential to incorporate a campus park and ride in this location. It is consistent with the campus plan and topography. Utilities are not an issue. While it is a little further from UF Health, the traffic light on Archer Road near Ballpark Road has helped with a quick connection.

2. Expanding existing site on Newell Drive
PD&C did a review of this location, in addition to Radio Road. The addition of 160 to 180 students at this location will cause significant traffic and there are parking limitations. There is also limited green play space for the kids. There may be research space opening up per Interim Dean Hunt which could add an additional 50 to 60 students. Small renovations would be needed.
3. Buying and renovating an existing building
Interim VP Little and his team have been searching for buildings for sale and have not yet found anything.

Construction costs since last discussed are down from approximately \$30M to \$17-\$19M for the total project cost. This would be under \$500 a square foot. Interim VP Little advised we are happy that the budget is moving in the right direction, and we have some good information on both the sites to make an informed decision to bring to the Board as a recommendation. Trustee Zalupski added a building design will be shared at the next Board meeting. Board Chair Hosseini asked if we could do a residential design. Committee Chair Brandon advised we could at the Radio Road site.

6.0 New Business

Committee Chair Brandon advised Interim VP Little has hired a third-party consultant to work with PD&C to analyze the costs of our projects and why as well as how we can make our system more economical. This will be a 6-month project, and the report will be brought to the Board when complete.

7.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 11:56 a.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI1

December 4, 2025

SUBJECT: Construction Projects Budget Amendments

BACKGROUND INFORMATION

The Construction Projects Report has been developed to provide the Trustees with an 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 asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda 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-318	Dental Science Building	\$198,647,435	\$11,606,300	Deferred Maintenance, Auxiliary & Carry Forward	\$210,253,735
UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$30,000,000	(\$646,875)	Advancement Fees	\$29,353,125
UF-606	Whitney Laboratory for Marine Bioscience	\$42,283,376	\$2,145,189	PECO Funds & Whitney Lab Funds	\$44,428,565
UF-641	Data Center Chiller Replacement	\$14,816,300	\$6,100,000	Transfer from MP09438	\$20,916,600
UF-675	New Disability Resource Center	\$12,515,005	\$4,947,395	CITF Funds	\$17,462,400
UF-689	Hamilton Center for Classical & Civic Education	\$55,000,000	\$1,800,000	CIP FY27 Request	\$56,800,000
UF-692	Chemical Engineering Renovation & Remodeling	\$43,904,409	\$9,048,256	College of Engineering & Research Bond Interest	\$52,952,665
UF-693	Communicore Ground & 3rd Level Renovation	\$11,194,299	\$174,716	Research Bond Interest	\$11,369,015
UF-1112	Basic Science 3 rd Floor Renovation	\$11,449,848	\$149,802	Research Bond Interest	\$11,599,650

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Construction Projects Report

Submitted by: Colt Little, Vice President for Construction, Facilities and Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza “Mori” Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

University of Florida Board of Trustees											
Major Capital Construction Projects - Update											
Meeting Date: December 4th, 2025											
Report Date: October 29th, 2025											
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/N)	Final Project Cost	Planned Completion	Status/Comments:
Construction	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$ 30,000,000	\$ 30,000,000	\$ (646,875)	Advancement Fees	\$ -	N	\$ 29,353,125	December-2026	Construction 25% completed.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	\$ 28,500,000	\$ 42,283,376	\$ 2,145,189	Whitney Lab Dept & PECO Funds	\$ 13,783,376	N	\$ 44,428,565	November-2025	Construction 98% completed.
Construction	UF-653	Bruno E. & Maritza F. Ramos Collaboratory (DCP)	\$ 38,750,000	\$ 46,620,291	\$ -		\$ 7,870,291		\$ 46,620,291	December-2025	Construction 95% completed.
Construction	UF-692	Chemical Engineering Renovation & Remodeling	\$ 30,000,000	\$ 43,904,409	\$ 9,048,256	College of Engineering & Research Bond Interest	\$ 13,904,409	N	\$ 52,952,665	August-2027	Construction 5% completed.
Construction	UF-693	Communicore Ground and third level Renovation	\$ 10,000,000	\$ 11,194,299	\$ 174,716	Research Bond Interest	\$ 1,194,299	N	\$ 11,369,015	December-2026	Construction started.
Construction Total		(5 Projects)	\$ 137,250,000	\$ 174,002,375	\$ 10,721,286		\$ 36,752,375		\$ 184,723,661		
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	UAA-62	Ben Hill Griffin Stadium Facility Upgrades	\$ 400,000,000	\$ -	\$ -		\$ -		\$ 400,000,000	Phased Completion 2027 through 2030	Design Development Phase and plan review by EH&S under way. Utilities construction package is in design as well.
Design	UAA-530	Basketball Practice Facility Renovation	\$ 8,000,000	\$ -	\$ -		\$ -		\$ 8,000,000	November-2026	UAA has pushed the construction start date to March 2026 due to scope increase.
Design	UF-318	Dental Science Building	\$ 198,647,435	\$ -	\$ 11,606,300	Deferred Maintenance, Auxiliary & Carry Forward	\$ -	Y	\$ 210,253,735	Addition: July-2028 Reno: July-2030	Pre-design phase complete with program verification. Design Development Phase in progress.
Design	UF-641	Data Center Chiller Replacement	\$ 14,816,600	\$ 14,816,300	\$ 6,100,000	Transfer from MP09438	\$ -	N	\$ 20,916,600	May-2026	Design in Progress for additional chiller scope.
Design	UF-672	Music Building	\$ 65,000,000	\$ -	\$ -		\$ -		\$ 65,000,000	October-2028	Design Team selection underway and space program verification phase in progress. CM and Cx selection in progress.
Design	UF-675	New Disability Resource Center	\$ 12,450,000	\$ -	\$ 4,947,395	CITF Funds	\$ 65,005	N	\$ 17,462,400	March-2026	Project will be transferred and implemented as part of UF-705.
Design	UF-677	PK Yonge Gymnasium	\$ 12,000,000	\$ -	\$ -		\$ 6,780,000		\$ 18,780,000	December-2026	Design Development Phase underway.
Design	UF-689	Hamilton Center for Classical & Civic Education	\$ 47,000,000	\$ 55,000,000	\$ 1,800,000	CIP FY27 Request	\$ 8,000,000	Y	\$ 56,800,000	October-2027	Design Development Phase underway.
Design	UF-698	Center for Applied Artificial Intelligence - Balm	\$ 30,000,000	\$ -	\$ -		\$ 1,665,880		\$ 31,665,880	April-2027	Design at 100% CDs.
Design	UF-705	UF Student Housing Development	\$ 400,000,000	\$ -	\$ -		\$ -		\$ 400,000,000	July-2028	Conceptual Schematic Phase underway. UF-675 DRC project will be added into scope.
Design Total		(10 Projects)	\$ 1,187,914,035	\$ 467,055,172	\$ 24,453,695		\$ 16,510,885		\$ 1,228,878,615		
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:
Planning	UF-626	Academic & Research Collaboration Center	\$ 22,000,000	\$ -	\$ -		\$ -		\$ 22,000,000	TBD	Project placed on hold.
Planning	UF-658	Phillips Center Feasibility Study and Renovation	\$ 15,000,000	\$ -	\$ -		\$ -		\$ 15,000,000	TBD	Project will be reduced in size and will proceed per available budget.
Planning	UF-688	Gator Corner Refresh	\$ 12,000,000	\$ -	\$ -		\$ -		\$ 12,000,000	TBD	Facility Program Development.

Planning	UF-691	Health Science Center IGA ESCO (Dental Tower)	\$34,000,000	\$-	\$-		\$-		\$34,000,000	TBD	Project placed on hold.
Planning	UF-707	Jacksonville Health & Financial Tech Graduate Education Center	\$300,000,000	\$-	\$-		\$-		\$300,000,000	TBD	Facility Program Development.
Planning	UF-TBD	UF Security and Campus Safety	\$30,000,000	\$-	\$-		\$-		\$30,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	Leigh Hall Renovation/Remodel & Exterior Envelope	\$55,000,000	\$-	\$-		\$-		\$55,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	Norman Fixel Institute for Neurological Diseases	\$100,000,000	\$-	\$-		\$-		\$100,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	Walker Hall Renovation/Remodel	\$30,000,000	\$-	\$-		\$-		\$30,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	Rolfs Hall Renovation/Remodel	\$40,000,000	\$-	\$-		\$-		\$40,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	UF Campus Northern Precinct Infrastructure Modernization	\$100,000,000	\$-	\$-		\$-		\$100,000,000	TBD	Facility Program Development. Pending FY27 CIP request.
Planning	UF-TBD	Digital Hologram Demonstration Center	\$25,000,000	\$-	\$-		\$-		\$25,000,000	TBD	Facility Program Development.
Planning	UF-TBD	Florida Semiconductor Institute	\$45,000,000	\$-	\$-		\$-		\$45,000,000	TBD	Facility Program Development.
Planning Total		(13 Projects)	\$808,000,000	\$-	\$-		\$-		\$808,000,000		
Grand Total (28 Projects) \$2,133,164,035 \$641,057,547 \$35,174,981 \$53,263,260 \$2,221,602,276											
*We are projecting interest earnings when UF signs the construction contract. Values may change when we reconcile at the end of each phase.											
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	Substantial Completion	Status/Comments:
Post-Occupancy	UF-644	Inner Road Resurfacing & Landscape Improvements	\$7,058,000	\$7,043,000	\$-		\$(15,000)		\$7,043,000	August-2025	Closeout proceeding. Archiving July 2026.
Post-Occupancy	UF-644A	Inner Road Thermal Infrastructure Improvements	\$14,085,000	\$14,085,000	\$-		\$-		\$14,085,000	August-2025	Closeout proceeding. Archiving July 2026.
Post-Occupancy	UF-644B-2	Steam and Electrical- Hub to Newell (Phase 2)	\$15,070,000	\$15,070,000	\$-		\$-		\$15,070,000	August-2025	Closeout proceeding. Archiving July 2026.
Post-Occupancy	UF-653A	Architecture - Renovation/Remodeling	\$6,250,000	\$3,109,019	\$-		\$(3,140,981)		\$3,109,019	August-2024	Closeout proceeding. Archiving July 2026.
Post- Occupancy	UF-654	Honors College Residential Facilities	\$220,000,000	\$201,286,360	\$-		\$(18,713,640)		\$201,286,360	Buildings 1 & 3	Closeout proceeding. Archiving July 2026.
										Building 2	Closeout proceeding. Archiving July 2026.
										Building 4	Closeout proceeding. Archiving July 2026.
										Shell Space	Closeout proceeding. Archiving July 2026.
Post-Occupancy	UF-685	Holland Law ESCO Heating Hot Water Conversion	\$34,000,000	\$27,614,710	\$-		\$(6,385,290)		\$27,614,710	August-2025	Closeout proceeding. Archiving June 2026.
Post-Occupancy	UF-685A	Holland Law ESCO ITC	\$5,000,000	\$4,856,719	\$-		\$(143,281)		\$4,856,719	November-2024	Closeout proceeding. Archiving June 2026.
Post-Occupancy	UF-687	Broward Dining Facility Renovation and Addition	\$20,000,000	\$25,555,000	\$-		\$5,555,000.00		\$25,555,000	August-2024	Closeout proceeding. Archiving June 2026.
Post-Occupancy	UF-1112	Basic Science Third Floor Renovation	\$10,600,000	\$11,449,848	\$149,802	Research Bond Interest	\$849,848.00	N	\$11,599,650	October-2025	Punchout and Closeout proceeding. Archiving October 2026.
Chronology below sorted by Amendment Approval Date:											

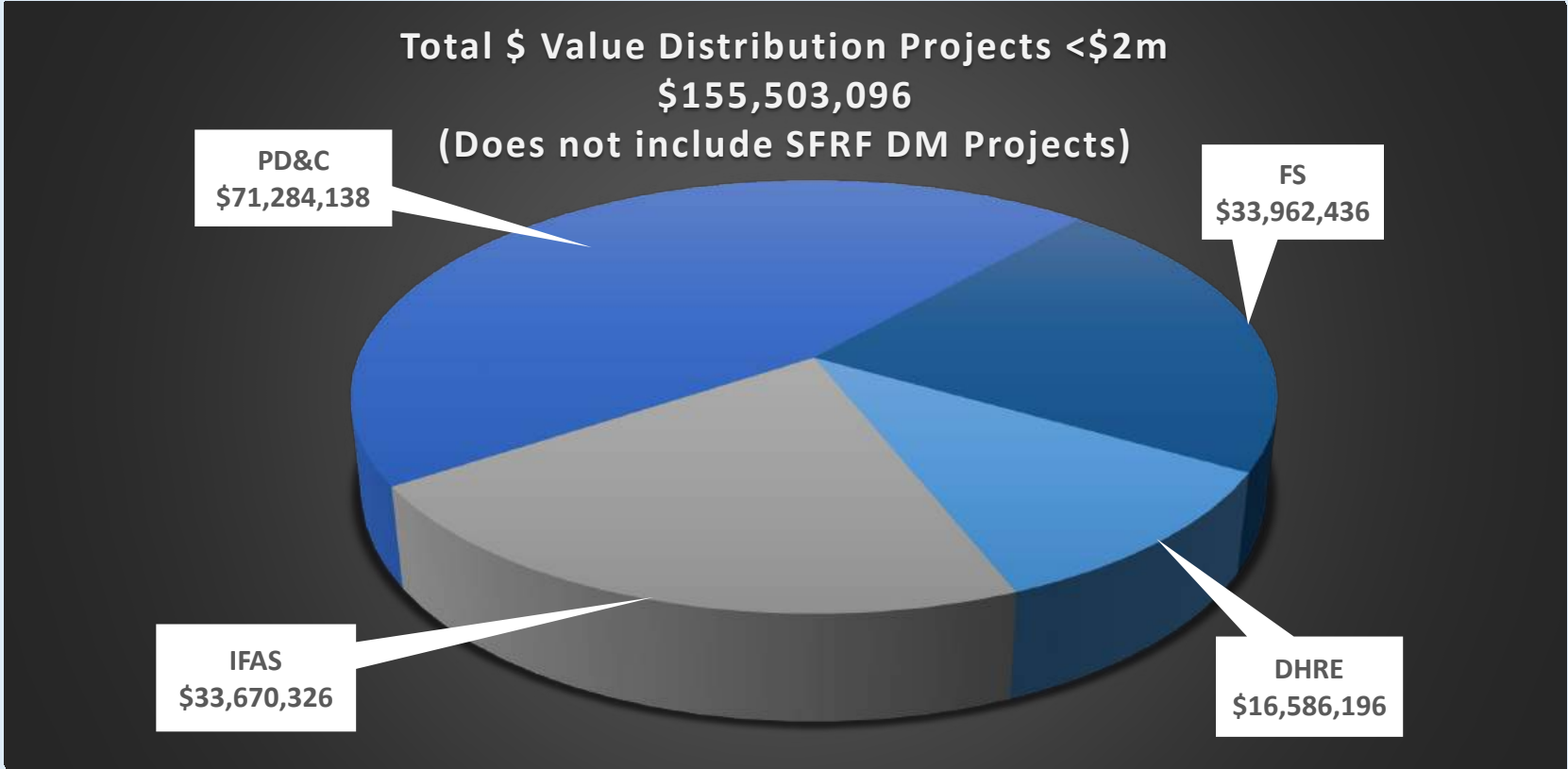
Chronology of Project Budget Amendments			Amendment Approval Date	Prior BOT Approved Budget	Requested Budget Amendment	Requested Budget Amendment Funding Source	BOT Approved Budget Amendment	Revised Project Budget	Requires BOG/FCO Amendment (Y)	Comments
Construction	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	December 4, 2025	\$ 30,000,000	\$ (646,875)	Advancement Fees	\$ -	\$ 29,353,125	N	Removing (\$646,875) to cover UF Advancement Fees.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	December 4, 2025	\$ 42,283,376	\$ 2,145,189	Whitney Lab Dept & PECO Funds	\$ -	\$ 44,428,565	N	Adding \$2,145,189 of PECO funding and Whitney Lab funding for the Sea Turtle Hospital Buildout, including Construction Administration, the Lift Station with two-pump redundancy, the added Fire water tank and associated costs for the Design Professional.
Construction	UF-692	Chemical Engineering Renovation & Remodeling	December 4, 2025	\$ 43,904,409	\$ 9,048,256	College of Engineering & Research Bond Interest	\$ -	\$ 52,952,665	N	Adding \$9,048,256 for project cost escalations, plus additional scope for new lobby, ramp and building compressed air systems.
Construction	UF-693	Communicore Ground and third level Renovation	December 4, 2025	\$ 11,194,299	\$ 174,716	Research Bond Interest	\$ -	\$ 11,369,015	N	Adding \$174,716 from accrued Research Bond intererst
Design	UF-318	Dental Science Building	December 4, 2025	\$ 198,647,435	\$ 11,606,300	Deferred Maintenance, Auxiliary & Carry Forward	\$ -	\$ 210,253,735	Y	Adding \$11,606,300 of Deferred Maintenance, Auxiliary and Carry Forward funds from DSB Envelope project
Design	UF-641	Data Center Chiller Replacement	December 4, 2025	\$ 14,816,600	\$ 6,100,000	Transfer from MP09438	\$ -	\$ 20,916,600	N	Closing MP09438 and transferring the funds and scope to UF-641 for cost savings.
Design	UF-675	New Disability Resource Center	December 4, 2025	\$ 12,515,005	\$ 4,947,395	CITF Funds	\$ -	\$ 17,462,400	N	Project will be transferred and implemented as part of UF-705.
Design	UF-689	Hamilton Center for Classical & Civic Education	December 4, 2025	\$ 55,000,000	\$ 1,800,000	CIP FY27 Request	\$ -	\$ 56,800,000	Y	Pending CIP FY27 Request submitted to State for Winter Garden scope.
Post-Occupancy	UF-1112	Basic Science Third Floor Renovation	December 4, 2025	\$ 11,449,848	\$ 149,802	Research Bond Interest	\$ -	\$ 11,599,650	N	Adding \$149,802 from accrued Research Bond intererst
Construction	UF-606	Whitney Laboratory for Marine Bioscience	June 5, 2025	\$ 42,254,353	\$ 29,023	Department Funding	\$ 29,023	\$ 42,283,376	N	Adding \$29,023 from Department Funding to cover final cost of Discovery Lobby.
Construction	UF-1112	Basic Science Third Floor Renovation	June 5, 2025	\$ 11,372,894	\$ 76,954	Interest from Research Bond	\$ 76,954	\$ 11,449,848	N	Adding \$76,954 from accrued Research Bond intererst
Design	UF-677	PK Yonge Gymnasium	June 5, 2025	\$ 12,000,000	\$ 6,780,000	Department Funding & Donor	\$ 6,780,000	\$ 18,780,000	N	Adding \$3,128,372 Department Funding FY22-25, future Departmental Funding \$3,334,054 FY26-28 and Donor funds \$317,574.
Design	UF-692	Chemical Engineering Renovation & Remodeling	June 5, 2025	\$ 44,396,245	\$ (491,836)	Transferring Research Bond Funds	\$ (491,836)	\$ 43,904,409	N	Transferring (\$491,836) of Research Bond funds to MP09314 to fund autoclave project.
Design	UF-693	Communicore Ground and third level Renovation	June 5, 2025	\$ 10,882,673	\$ 311,626	Research Bond	\$ 311,626	\$ 11,194,299	N	Adding \$311,626 from Research Bond
Design	UF-698	Center for Applied Artificial Intelligence - Balm	June 5, 2025	\$ 30,165,880	\$ 1,500,000	Department Funding, Carry Forward & Royalty Funds	\$ 1,500,000	\$ 31,665,880	N	Adding \$600,000 in Departmental Funds, \$400,000 in Royalty Funds and \$500,000 in Departmental Carry Forward funds for added scope.
Construction	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	March 27, 2025	\$ 20,000,000	\$ 10,000,000	UF Internal Loan	\$ 10,000,000	\$ 30,000,000	N	Adding \$10,000,000 UF Internal Loan to fund original scope of project.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	March 27, 2025	\$ 41,200,000	\$ 1,054,353	Donor Funds	\$ 1,054,353	\$ 42,254,353	N	Adding \$1,054,353 of donor funds to create a Discovery Lobby and complete the Sea Turtle Hospital buildout.
Construction	UF-1112	Basic Science Third Floor Renovation	March 27, 2025	\$ 11,050,000	\$ 322,894	Interest from Research Bond	\$ 322,894	\$ 11,372,894	N	Adding \$322,894 from Bond Interest.
Design	UF-675	New Disability Resource Center	March 27, 2025	\$ 12,450,000	\$ 65,005	CITF Funds	\$ 65,005	\$ 12,515,005	Y	Transferring \$65,005 of remaining CITF funds from completed minor project MP07445.
Design	UF-318B	Dental Science Building- Envelope Repairs	March 27, 2025	\$ 9,953,960	\$ 475,040	Deferred Maintenance	\$ 475,040	\$ 10,429,000	N	Adding \$475,040 from Carry Forward and Deferred Maintenance funds to complete the scope of project.
Design	UF-692	Chemical Engineering Renovation & Remodeling	March 27, 2025	\$ 43,292,685	\$ 1,103,560	Transfer from UF-695 and Bond Interest	\$ 1,103,560	\$ 44,396,245	N	Transferring \$1,103,560 from UF-695 Black Hall and Bond Interest.
Design	UF-693	Communicore Ground and third level Renovation	March 27, 2025	\$ 11,141,943	\$ (259,270)	Correction on previous report	\$ (259,270)	\$ 10,882,673	N	Reducing project budget (\$259,270) to correct budget error from the December 2024 BOT report.

Construction	UF-653	Bruno E. & Maritza F. Ramos Collaboratory (DCP)	December 12, 2024	\$ 32,145,291	\$ 14,475,000	Transfer from UF-653A & UF Internal Loan	\$ 14,475,000	\$ 46,620,291	N	Transferring \$700,000 from UF-653A and \$13,775,000 from UF Internal Loan to complete construction of project.
Planning	UF-677	PK Yonge Gymnasium	December 12, 2024	\$ 18,000,000	\$ (6,000,000)	Removing UF Internal Loan Portion	\$ (6,000,000)	\$ 12,000,000	N	Removing (\$6,000,000) of UF Internal Loan funds, reducing the project budget from \$18,000,000 down to \$12,000,000.
Design	UF-692	Chemical Engineering Renovation & Remodeling	December 12, 2024	\$ 37,842,685	\$ 5,450,000	Transfer from UF-695	\$ 5,450,000	\$ 43,292,685	N	Transferring \$5,450,000 from UF-695 Black Hall to complete construction of project.
Design	UF-693	Communicore 3rd Level Renovation	December 12, 2024	\$ 9,295,006	\$ 1,846,937	Transfer Research Bond from MP08677	\$ 1,846,937	\$ 11,141,943	N	Transferring \$1,846,937 from MP08677 to complete construction of project.
Design	UF-698	Center for Applied Artificial Intelligence- Balm	December 12, 2024	\$ 30,000,000	\$ 165,880	Research Grant	\$ 165,880	\$ 30,165,880	N	Adding \$165,880 from Departmental Research Grant.
Design	UF-1112	Basic Science 3rd Floor Renovation	December 12, 2024	\$ 10,854,147	\$ 195,853	Adding interest from Research Bond	\$ 195,853	\$ 11,050,000	N	Adding \$195,853 from interest earned on Research Bond.
Construction	UF-653	Architecture - DCP Collaboratory Addition	August 12, 2024	\$ 27,145,291	\$ 5,000,000	UF Unrestricted Funds	\$ 5,000,000	\$ 32,145,291	Y	Adding \$5m from UF Unrestricted Funds to complete core and shell scope.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	June 13, 2024	\$ 39,200,000	\$ 2,000,000	Donor Funds	\$ 2,000,000	\$ 41,200,000	N	Additional \$2,000,000 is donor funds to complete the funding for the project.
Construction	UF-653	Architecture - DCP Collaboratory Addition	June 13, 2024	\$ 40,013,600	\$ (12,868,309)	Transfer of funds	\$ (12,868,309)	\$ 27,145,291	N	Reduction in source funding and transfer budget from UF-653A for scope revision to shell and core space only.
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

University of Florida Board of Trustees											
Minor Capital Construction Projects (\$2M - \$7.725M in Construction Costs)											
(Summary Below for Projects <\$2M)											
Meeting Date: December 4th, 2025											
Report Date: October 29th, 2025											
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-681	FlaVet Outdoor Recreation	\$ 6,552,004	\$ 6,552,004	\$ -		\$ -		\$ 6,552,004	February-2026	Construction 50% Completed.
Construction	UF-671	Harn Museum American Art Wing	\$ 5,698,000	\$ -	\$ -		\$ -		\$ 5,698,000	April-2026	Construction Started.
Construction	UF-703	Stetson Medical Science Roof Replacement	\$ 5,552,948	\$ 5,572,948	\$ -		\$ 20,000		\$ 5,572,948	August-2025	Construction 95% Completed.
Construction	IF24049	Agricultural & Biological Engineering Teaching Lab	\$ 3,700,000	\$ 4,705,000	\$ -		\$ 1,005,000		\$ 4,705,000	November-2025	Construction Started.
Construction	IF23190	Suite 1012 and Room 1173 Renovation	\$ 4,647,503	\$ 4,647,503	\$ -		\$ -		\$ 4,647,503	June-2025	Construction 90% Completed.
Construction	UT00881	Substation 2 Relay and Breaker Replacement	\$ 4,500,000	\$ 4,500,000	\$ -		\$ -		\$ 4,500,000	June-2026	Construction Started.
Construction	MP09508	Dade County- Miami- Oversee Renovation of Leased Office Space	\$ 4,300,000	\$ -	\$ -		\$ -		\$ 4,300,000	April-2026	Construction Started.
Construction	IF24011	IFAS Microbiology Teaching Lab Addition	\$ 3,962,000	\$ 3,997,000	\$ 3,500,000	CIP FY26 PECO Allocation	\$ 35,000	N	\$ 7,497,000	April-2026	Construction 20% Completed.
Construction	MP08459	Constans Theatre Ceiling Repairs	\$ 3,900,000	\$ 4,725,000	\$ -		\$ 825,000		\$ 4,725,000	March-2025	Construction 95% Completed.
Construction	MP09130	Demolition of University Village Apartments - Section 3	\$ 3,550,100	\$ 3,550,100	\$ -		\$ -		\$ 3,550,100	December-2025	Construction 50% Completed.
Construction	MP09139	Demolition of McGuire Village - Section 1	\$ 3,350,000	\$ 3,350,000	\$ 3,015	Carry Forward Funds	\$ -	N	\$ 3,353,015	December-2025	Construction 85% Completed.
Construction	MP09143	Demolition of McGuire Village - Section 2	\$ 3,250,000	\$ 3,250,000	\$ 3,893	Carry Forward Funds	\$ -	N	\$ 3,253,893	December-2025	Construction 85% Completed.
Construction	UT00861	Center Drive Steam & Waste Water Piping Replacement	\$ 3,000,000	\$ 3,000,000	\$ -		\$ -		\$ 3,000,000	August-2025	Construction 95% Completed.
Construction	IF23169	B0717 - Convert Classrooms into Labs	\$ 2,614,220	\$ 2,614,220	\$ -		\$ -		\$ 2,614,220	June-2025	Construction 80% Completed.
Construction	IF24062	Crop Transformation Center Ag Containers	\$ 2,500,000	\$ 2,500,000	\$ -		\$ -		\$ 2,500,000	June-2025	Construction 90% Completed.
Construction	MP08120	Phillips Center Rm 110 Acoustics	\$ 2,280,767	\$ 2,280,767	\$ -		\$ -		\$ 2,280,767	September-2025	Construction 5% Completed.
Construction	MP09448	Demolish Trusler Hall	\$ 2,100,000	\$ 2,100,000	\$ -		\$ -		\$ 2,100,000	March-2026	Construction 95% Completed.
Construction	MP09449	Demolish Simpson Hall	\$ 2,100,000	\$ 2,100,000	\$ -		\$ -		\$ 2,100,000	March-2026	Construction 35% Completed.
Construction	MP09450	Demolish Graham Hall	\$ 2,100,000	\$ 2,100,000	\$ 12,500	VP-CFRE Funds	\$ -	N	\$ 2,112,500	March-2026	Construction 80% Completed.
Construction	MP09451	Demolish Graham Commons	\$ 2,100,000	\$ 2,100,000	\$ 18,000	DHRE Funds	\$ -	N	\$ 2,118,000	March-2026	Construction 40% Completed.
Construction	MP04860	Reitz Union, Elevator Upgrade	\$ 2,000,864	\$ 2,030,964	\$ -		\$ 30,100		\$ 2,030,964	August-2025	Construction 95% Completed.
Construction	IF23234	HTU Student Residence	\$ 1,992,650	\$ 2,500,000	\$ 200,000	CIP FY26 PECO Allocation	\$ 507,350	N	\$ 2,700,000	October-2025	Construction 55% Completed.
Construction	MP06133	Harn Museum - Upgrade security surveillance/burglar/access controls	\$ 2,100,000	\$ -	\$ -		\$ -		\$ 2,100,000	December-2025	Construction 10% Completed.
Construction	MP09002	Renovation of HUB Chick-Fil-A	\$ 2,065,000	\$ 2,065,000	\$ -		\$ -		\$ 2,065,000	December-2025	Construction 40% Completed.
Construction Total		(24 Projects)	\$ 79,916,056	\$ 70,240,506	\$ 3,737,408		\$ 2,422,450		\$ 86,075,914		
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-707A	Renovation of Jax Bay Street Building	\$ 7,500,000	\$ -	\$ -		\$ -		\$ 7,500,000	February-2026	Design at 100% CDs.
Design	MP08676	COM 4th Floor Renovation	\$ 5,300,000	\$ -	\$ -		\$ 900,000		\$ 6,200,000	August-2026	Design Proceeding
Design	UT00885	Water Reclamation Facility Grit Removal System & Grit Washer Replacement	\$ 3,500,000	\$ -	\$ -		\$ -		\$ 3,500,000	December-2025	Design Development
Design	FS00025	Cancer Genetics IGA	\$ 3,403,000	\$ -	\$ -		\$ -		\$ 3,403,000	December-2026	Design at 100% CDs.
Design	MP09105	CSE - 1st Floor Renovation for UF Space Institute	\$ 2,950,000	\$ -	\$ -		\$ -		\$ 2,950,000	December-2025	Design at 100% CDs-
Design	MP08708	Field & Fork Food Pantry Expansion & Renovation	\$ 2,157,000	\$ -	\$ -		\$ -		\$ 2,157,000	TBD	Design Proceeding

Design Total		(6 Projects)	\$ 24,810,000	\$ -	\$ -		\$ 900,000		\$ 25,710,000		
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:
Planning	UF-708	Graham Woods Stormwater Improvements	\$ 10,000,000	\$ -	\$ -		\$ -		\$ 10,000,000	January-2026	Project in Planning.
Planning	UF-689A	Hamilton Center Site Utilities	\$ 10,000,000	\$ -	\$ -		\$ -		\$ 10,000,000	June-2026	Project in Planning.
Planning	MP09520	Elmore Hall For Admin Services - Remodel	\$ 7,652,000	\$ -	\$ -		\$ -		\$ 7,652,000	January-2026	Project in Planning.
Planning	IF25030	IFAS Cherry Lake Cabins, Site and Infrastructure Improvements	\$ 6,400,000	\$ -	\$ -		\$ -		\$ 6,400,000	March-2026	Project in Planning.
Planning	MP09630	Campus Stormwater Infrastructure Stabilization - Repairs and Maintenance	\$ 6,100,000	\$ -	\$ -		\$ -		\$ 6,100,000	TBD	Project in Planning
Planning	MP09430	Norman Fixel Institute-E10 - CH2MHILL - Renovation of 2nd Floor	\$ 5,747,512	\$ -	\$ -		\$ -		\$ 5,747,512	December-2025	Project in Planning.
Planning	MP09470	Norman Fixel Institute - E10-CH2MHILL- Property Construction of Access Road	\$ 3,900,000	\$ -	\$ -		\$ -		\$ 3,900,000	TBD	Project in Planning.
Planning	MP09499	Whitney Center for Marine Studies Renovation	\$ 3,540,000	\$ -	\$ -		\$ -		\$ 3,540,000	TBD	Project in Planning
Planning	MP09037	Computer Sciences/Engineering E112, E107, E118, E122 Classroom Reno	\$ 3,532,101	\$ -	\$ -		\$ -		\$ 3,532,101	TBD	Project in Planning.
Planning	MP09591	Human Development Center - HSC Baby Gator	\$ 3,500,000	\$ -	\$ -		\$ -		\$ 3,500,000	July-2026	Project in Planning.
Planning	PL00016	UF Wayfinding	\$ 3,476,539	\$ -	\$ -		\$ -		\$ 3,476,539	December-2026	Project in Planning.
Planning	MP07685	McKnight Brain Institute Rm LG-172 MRI Scanner Site Study	\$ 3,438,030	\$ -	\$ -		\$ -		\$ 3,438,030	December-2025	Project in Planning.
Planning	IF24076	BTBD-Animal Sciences Livestock Building	\$ 2,500,000	\$ -	\$ -		\$ -		\$ 2,500,000	TBD	Project in Planning.
Planning	IF24011B	IFAS Microbiology Teaching Lab Addition- Freezer Relocation/Renovation	\$ 2,500,000	\$ -	\$ -		\$ -		\$ 2,500,000	TBD	Project in Planning.
Planning	MP09307	Reitz Union- Abate Bat Infestation	\$ 2,400,000	\$ -	\$ -		\$ -		\$ 2,400,000	December-2026	Project in Planning.
Planning	MP09306	Cypress Hall Shared-Use Path	\$ 2,400,000	\$ -	\$ -		\$ -		\$ 2,400,000	TBD	Project in Planning.
Planning	MP09098	Jennings Creek Bridge Replacement	\$ 2,273,000	\$ -	\$ -		\$ -		\$ 2,273,000	TBD	Project on hold.
Planning	MP09336	Bryant Space Center- New Space Instrucmentation Lab	\$ 2,120,000	\$ -	\$ -		\$ -		\$ 2,120,000	March-2026	Project in Planning
Planning Total		(18 Projects)	\$ 81,479,182	\$ -	\$ -		\$ -		\$ 81,479,182		
Grand Total		(48 Projects)	\$ 186,205,238	\$ 70,240,506	\$ 3,737,408		\$ 3,322,450		\$ 193,265,096		

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



University of Florida Board of Trustees

2022-2023 General Appropriations Act, Section 197, Deferred Building Maintenance Program

Major Projects >\$7.5m in Construction Costs, Minor Capital Construction Projects \$2m - \$7.725m in Construction Costs and Summary Below for Projects <\$2M

Meeting Date: December 4th, 2025

Report Date: October 29th, 2025

Major Projects

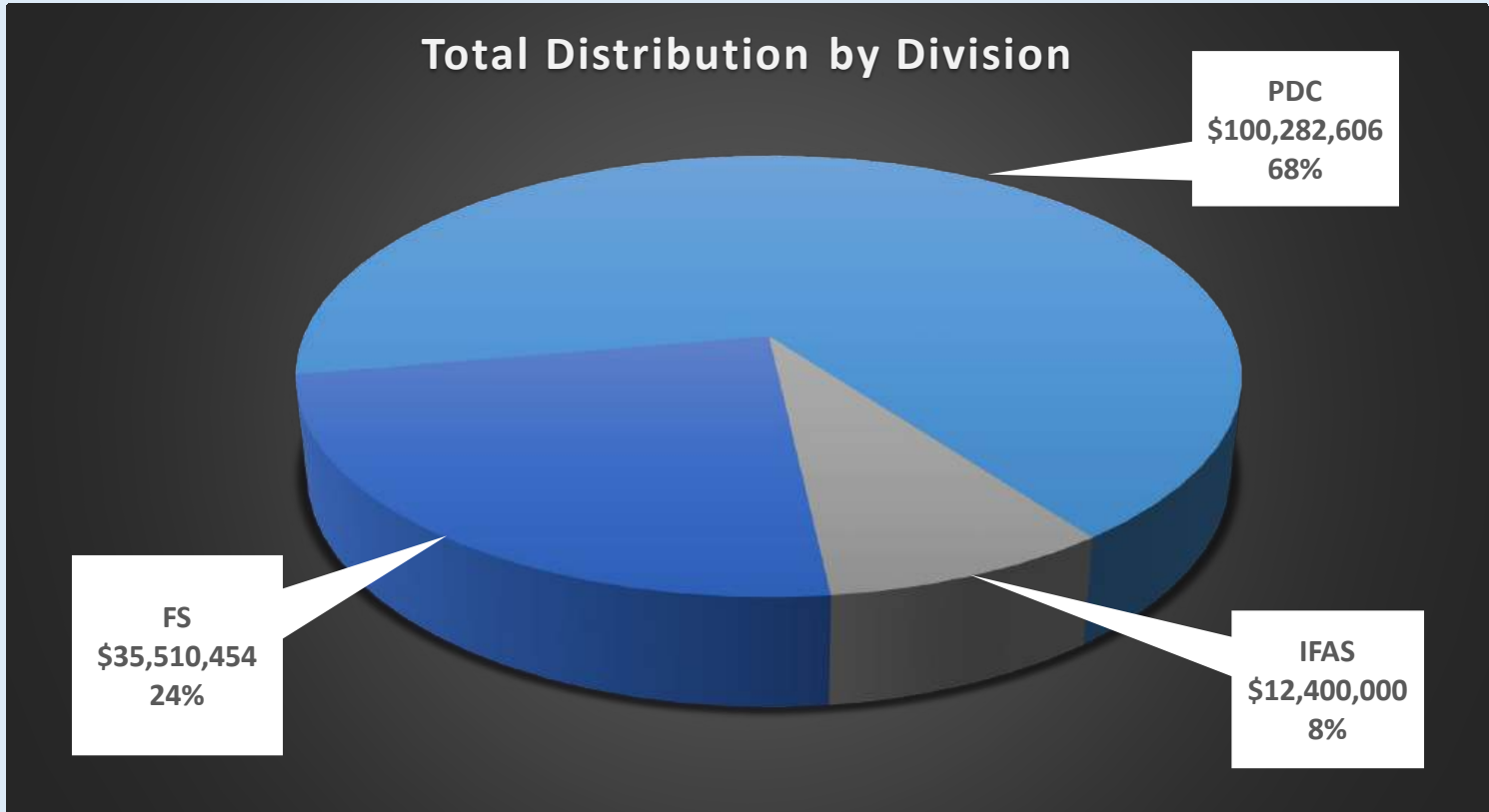
Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Requested Budget/ Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Construction	UF-318B	Dental Science Building- Envelope Repairs	\$ 10,000,000	\$ 10,429,000	\$ -		\$ 429,000		\$ 10,429,000	December-2026	Construction begins September 2025. Scope moved into UF-318 DSB.
Construction Total		(1 Projects)	\$ 10,000,000	\$ 10,429,000	\$ -		\$ 429,000		\$ 10,429,000		
Design Total		(0 Projects)	\$ -	\$ -	\$ -		\$ -		\$ -		
Planning Total		(0 Projects)	\$ -	\$ -	\$ -		\$ -		\$ -		
Total Majors		(1 Projects)	\$ 10,000,000	\$ 10,429,000	\$ -		\$ 429,000		\$ 10,429,000		

Capital Minor 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	UF-684	O'Connell Center Replace Roof and Recoat Flumes (Phase 1 & 2)	\$ 6,714,800	\$ 6,714,800	\$ 650,000	Carry Forward Funds	\$ -		\$ 7,364,800	February-2026	Construction Proceeding- 65%
Construction	MP08468	Communicore- Electrical Distribution Throughout	\$ 4,271,300	\$ 4,271,300			\$ -		\$ 4,271,300	November-2026	Construction Proceeding- 40%
Construction	MP07893	Stetson Medical Sciences - AHU's and FCU Replacement/Retro Fit	\$ 2,014,500	\$ 4,314,500			\$ 2,300,000		\$ 4,314,500	December-2025	Construction Proceeding-15%
Construction	MP09049	Exhaust Fan Replacement Deferred Maintenance	\$ 4,194,397	\$ 4,194,397			\$ -		\$ 4,194,397	March-2026	Construction Proceeding- 20%
Construction	MP08348	Florida Pool Repairs - Phase 1	\$ 3,357,400	\$ 3,999,414			\$ 642,014		\$ 3,999,414	June-2026	Construction Proceeding- 55%
Construction	MP08297	William Bartram Hall Recondition or Replace AHU-1	\$ 3,974,249	\$ 3,974,249			\$ -		\$ 3,974,249	December-2026	Construction Proceeding- 15%
Construction	MP07468	Reitz Union - Repair South Terrace Concrete and Seawall	\$ 3,810,367	\$ 3,810,367	\$ 501,000	Carry Forward Funds	\$ -		\$ 4,311,367	October-2025	Construction Proceeding- 85%
Construction	MP08364	DSB Sewer Line from Shands to Dental Repair- Ph 2	\$ 3,631,420	\$ 3,764,142			\$ 132,722		\$ 3,764,142	September-2025	Construction Proceeding- 90%
Construction	MP07887	Turlington Hall Basement AHU Systems and HHW Replacement	\$ 3,080,331	\$ 3,080,331			\$ -		\$ 3,080,331	December-2026	Construction Proceeding- 65%
Construction	MP07886	Phillips Center AHU Replacement	\$ 2,847,201	\$ 3,741,957			\$ 894,756		\$ 3,741,957	October-2025	Construction Proceeding- 70%
Construction	MP08308	McCarty Hall C Replace AHU	\$ 2,881,957	\$ 2,881,957			\$ -		\$ 2,881,957	March-2026	Construction Proceeding- 95%
Construction	MP08365	Computer Sciences/Engineering AHU Replacement	\$ 2,863,251	\$ 2,863,251			\$ -		\$ 2,863,251	March-2026	Construction Proceeding- 30%
Construction	MP08366	Engineering Building HVAC Controls System Wet	\$ 2,797,900	\$ 2,797,900			\$ -		\$ 2,797,900	September-2025	Construction Proceeding- 90%
Construction	UF-692B	Chemical Engineering Renovation & Remodeling	\$ 2,797,900	\$ -	\$ 300,000	Carry Forward Funds	\$ -		\$ 3,097,900	October-2026	Construction Starting
Construction	IF23144	State Defer Maintenance - Replace Third Floor HVAC	\$ 2,600,000	\$ 3,000,000	\$ 500,000	Carry Forward Funds	\$ 400,000		\$ 3,500,000	December-2025	Construction Proceeding- 20%
Construction	MP08300	David Stuzin Hall AHU 1 and 9 Replacement and Work on Controls System	\$ 2,547,069	\$ 2,856,069			\$ 309,000		\$ 2,856,069	November-2025	Construction Proceeding- 60%
Construction	IF23142	Animal Sciences- HVAC Duct & BAS Replacement	\$ 2,350,000	\$ -	\$ 1,650,000	Carry Forward Funds	\$ 1,050		\$ 4,001,050	December-2026	Design Progressing- 100% CDs
Construction	MP08292	Dan McCarty Hall B Replace 5 HVAC Units	\$ 2,250,000	\$ 2,537,718			\$ 287,718		\$ 2,537,718	March-2026	Construction Proceeding- 35%
Construction	MP08185	Replacement of 14 AHU Units (1J-14J) at Weimer Hall	\$ 2,324,884	\$ 3,297,424	\$ 300,000	Carry Forward Funds	\$ 972,540		\$ 3,597,424	December-2025	Construction Proceeding- 85%
Construction	MP08179	Harn Museum - Replacement/Retro Fitted/Maintenance of AHU	\$ 2,100,000	\$ 2,100,000			\$ -		\$ 2,100,000	December-2025	Construction Proceeding- 75%
Construction	MP08359	Communicore Sanitary Cast Iron Replacement	\$ 1,603,057	\$ -	\$ 594,485	Carry Forward Funds	\$ -		\$ 2,197,542	December-2025	Construction Proceeding- 20%
Construction	UF-695A	Black Hall Ground Floor HVAC Replacement	\$ 2,100,000	\$ -	\$ -		\$ -		\$ 2,100,000	March-2026	Construction Proceeding- 5%
Construction Total		(22 Projects)	\$ 67,111,983	\$ 64,199,776	\$ 4,495,485		\$ 5,939,800		\$ 77,547,268		
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	MP09038	O'Connell Center Replace Pool and Mechanical Equipment	\$ 4,000,000	\$ -	\$ 3,000,000	Carry Forward Funds	\$ -	N	\$ 7,000,000	December-2026	Design Development
Design	MP07892	Veterinary Clinical Sciences AHU & Controls Replacement	\$ 3,628,256	\$ -	\$ 250,000	Carry Forward Funds	\$ -		\$ 3,878,256	March-2026	Design Progressing- 100% CDs
Design Total		(2 Projects)	\$ 7,628,256	\$ -	\$ 3,250,000		\$ -		\$ 10,878,256		
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:
Planning			\$ -	\$ -	\$ -		\$ -		\$ -		
Planning Total		(0 Project)	\$ -	\$ -	\$ -		\$ -		\$ -		
Total Majors (>\$7.5m)		(1 Projects)	\$ 10,000,000	\$ 10,429,000	\$ -		\$ 429,000		\$ 10,429,000		
Total Capital Minors (\$2m-\$7.5m)		(24 Projects)	\$ 74,740,239	\$ 64,199,776	\$ 7,745,485		\$ 5,939,800		\$ 88,425,524		
Total Minors (<\$2m)		(106 Projects)	\$ 63,452,821	\$ -	\$ -		\$ -		\$ 49,338,536		
Grand Total		(131 Projects)	\$ 148,193,060	\$ 74,628,776	\$ 7,745,485		\$ 6,368,800		\$ 148,193,060		

Funding Distribution by Division "Graphical Summary"





COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI2

December 4, 2025

SUBJECT: New Capital Minor Projects

BACKGROUND INFORMATION

The Capital Minor Projects Report is a component of the Construction Projects Report (attached to Action Item FCI1) that has been developed to provide the Trustees with an update of new capital minor projects to be conducted by the University. Capital minor projects are those with project costs that exceed the threshold for Board of Trustees' approval (i.e., \$2,000,000) but that may be pursued using a continuing services contract because the Board of Governors defines them as "minor projects" (i.e., up to \$7,725,000 in construction costs, adjusted annually based on CPI changes).

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the below new Capital Minor Projects for recommendation to the Board of Trustees for approval on the Consent Agenda.

Project #	Project Title	Project Budget	Project Phase
MP09591	Human Development Center- HSC Baby Gator	\$3,500,000	Planning
MP09470	Norman Fixel Institute- E10 Property Construction of Access Road	\$3,900,000	Planning
MP09508	Dade County- Miami - Oversee Renovation of Leased Office Space	\$4,300,000	Planning
MP09430	Norman Fixel Institute- E10 Renovation of 2nd Floor	\$5,747,512	Planning
MP09630	Campus Stormwater Infrastructure Stabilization - Repairs and Maintenance	\$6,100,000	Planning
IF25030	IFAS Cherry Lake Cabins, Site and Infrastructure Improvements	\$6,400,000	Planning
MP09520	Elmore Hall for Admin Service- Renovation	\$7,400,000	Planning
UF-689A	Hamilton Center Site Utility	\$10,000,000	Planning
UF-708	Graham Woods Stormwater Improvements	\$10,000,000	Planning

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: None

Submitted by: Colt H. Little, Vice President for Construction, Facilities & Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC13

December 4, 2025

SUBJECT: Garage 14 Solar Project

BACKGROUND INFORMATION

In an ongoing effort to reduce energy costs, upgrade existing facilities, and reduce critical deferred maintenance, the University of Florida plans to continue implementing energy efficiency projects throughout campus. Most recently, the Board authorized Siemens Industry, Inc. ("Siemens") to assess the possibility of such a project in the Cancer and Genetics District of Campus. Through initial assessments, Siemens identified several improvements that will lead to significant cost savings for the University.

The program that Siemens developed relied heavily on energy savings generated by the installation of a battery energy storage system and solar electric system installed on Parking Garage 14 coupled with participation in a curtailment program offered by Duke Energy that would reduce applicable utility rates (collectively, the "Garage 14 Project"). While the curtailment program has been in place for over 20 years, there is no guarantee the program will continue beyond the current expiration date in 2029. However, the Garage 14 Project would be expected to generate significant savings even in the first few years of operation. Accordingly, University staff determined that it is in the best interests of the University to initially proceed only with the Garage 14 Project. In doing so, the University would avoid financing costs and recognize significant savings (which may be increased further by tax opportunities) that can be deployed on other University deferred maintenance projects as they are generated.

The University now seeks Board approval to conduct a competitive solicitation for a design-builder who would finalize the design for and construct the Garage 14 Project. The Garage 14 Project would have a total final design and construction budget not to exceed \$21M, which includes previously approved and expended costs of \$3,799,867. The University would return to the Board to present the finalists selected during the competitive solicitation and to seek approval for a contract for the Garage 14 Project.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda: the University conducting a competitive solicitation for a design-build contract to implement the Garage 14 Project in accordance with University procedures.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Colt Little, Vice President for Construction, Facilities & Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI4

December 4, 2025

SUBJECT: Acquisition of 3107 SW Williston Road

BACKGROUND INFORMATION

The University of Florida Foundation is currently under contract to purchase an office building containing approximately 23,822 square feet and the underlying real estate consisting of approximately 5.0 acres and situated at 3107 SW Williston Road, Gainesville, Florida 32608, and further described and depicted on the attachment to this Action Item (the "Property") pursuant to a Commercial Contract dated June 27, 2025, as amended by that certain Addendum to Commercial Contract dated June 27, 2025, and First Amendment to Commercial Contract dated October 23, 2025 (collectively, the "Contract"). The purpose of the acquisition is to support the continued expansion of the Norman Fixel Institute for Neurological Diseases at UF Health, which remains a priority of the University of Florida and continues to receive significant support from the State of Florida. The \$5,140,000 purchase price is to be paid with donor funds.

The due diligence period under the Contract expired on November 26, 2025, and closing is expected to occur by January 26, 2026. After closing, the second floor of the building on the Property will be leased back to the seller under a market rate lease on an annual basis for up to four years. However, either party will be able to terminate the lease after two years of occupancy.

During the due diligence period, the University obtained two appraisals, both of which concluded Property values above the purchase price. University staff also investigated the physical, environmental, and legal condition of the Property. The investigations did not reveal any wetlands, arbor, environmental, historical, or archaeological concerns on the Property. The only significant encumbrance disclosed on the title report and ALTA survey is an easement that is expected to be released before closing. The physical inspections indicate that there are some capital improvements that will need to be resolved during the initial years of building occupancy, including (a) replacement of the roof within two years, (b) immediate replacement of several windows, and (c) replacement of four of the five HVAC units in the building on a strategic, staggered schedule during the first decade of ownership. These required capital expenditures were identified during negotiations and factored into the purchase price for the Property, which is below the appraised value. Notwithstanding the anticipated capital obligations, University staff maintains that the acquisition of this Property is in the best interests of the University.

While the Foundation is currently the purchaser under the Contract, the University may instead desire to take title to the Property directly. Accordingly, the University is seeking Board approval to acquire the Property, either by direct acquisition at the closing under the Contract or from the Foundation in the future.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda the University's acquisition of the Property, either by direct acquisition at the closing under the Contract or from the University of Florida Foundation in the future, with the timing to be determined by Chairman Hosseini or the Vice President for Construction, Facilities, and Real Estate, as designee.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Description of Property

Submitted by: Colt Little, Vice President for Construction, Facilities & Real Estate

Morteza “Mori” Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

Description of Property

Depiction



Legal Description

A PARCEL OF LAND SITUATED IN THE SERENOLA PLANTATION AND THE GARY GRANT, TOWNSHIP 10 SOUTH, RANGE 19 EAST, ALACHUA COUNTY, FLORIDA BEING MORE PARTIALLY DESCRIBED AS FOLLOWS:

COMMENCE AT THE SOUTHWEST CORNER OF THE SERENOLA PLANTATION AS RECORDED IN DEED BOOK "L", PAGES 480 & 481, TOWNSHIP 10 SOUTH, RANGE 19 EAST, ALACHUA COUNTY FLORIDA, FOR A POINT OF REFERENCE; THENCE RUN N 5°59'13" W ALONG THE WEST LINE OF SAID SERENOLA PLANTATION, A DISTANCE OF 2317.31 FEET TO AN INTERSECTION WITH THE SOUTHERLY RIGHT-OF-WAY LINE OF STATE ROAD 331 (100' RIGHT-OF-WAY); THENCE RUN S 49°03'23" W ALONG SAID SOUTHERLY RIGHT-OF-WAY LINE, A DISTANCE OF 246.99 FEET TO THE POINT OF BEGINNING; THENCE CONTINUE S 49°03'23" W ALONG SAID SOUTHERLY RIGHT-OF-WAY LINE; A DISTANCE OF 255.81 FEET; THENCE RUN S 40°56'37" E PERPENDICULAR TO SAID SOUTHERLY RIGHT-OF-WAY LINE, A DISTANCE OF 726.00 FEET; THENCE RUN N 49°03'23" E PARALLEL WITH SAID SOUTHERLY RIGHT-OF-WAY LINE, A DISTANCE OF 335.81 FEET; THENCE RUN N 40°56'37" W PERPENDICULAR TO SAID SOUTHERLY RIGHT-OF-WAY LINE, A DISTANCE OF 401.00 FEET; THENCE RUN S 49°03'23" W PARALLEL TO WITH SAID SOUTHERLY RIGHT-OF-WAY LINE, A DISTANCE OF 80.00 FEET; THENCE RUN N 40°56'37" W, A DISTANCE OF 325.00 FEET TO THE POINT OF BEGINNING.

Together with a nonexclusive easement for ingress, egress and public utilities to the above described property over and across the property described on Exhibit "A-1". Said easement shall terminate upon the occurrence of any one of the following events:

(a) The recording of a Termination of Easement in the public records of Alachua County, Florida, said Termination being executed by the Grantee or its successors and/or assigns; or

(b) The recording in the public records of Alachua County, Florida, of a deed or of an acceptance of said Deed from the Grantor or its successors and/or assigns to Alachua County, a political subdivision, pursuant to which the property described on Exhibit "A-1" hereto is conveyed to Alachua County as a publicly dedicated right-of-way.

This easement, unless terminated pursuant to one of the above described events shall be perpetual. Grantee, its successors and/or assigns shall have the right, but not the obligation, to construct at its expense such improvements within said easement as it may deem necessary to provide to the above described property ingress, egress and utilities for, but not limited to, vehicular and pedestrian traffic, electrical, water, sewer and telephone services; provided, however, that such improvements must meet requirements of applicable governmental authorities for publicly dedicated roadways.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCIS

December 4, 2025

SUBJECT: Assignment of Hilton Hotel Sublease

BACKGROUND INFORMATION

The Hilton Hotel and Conference Center is situated on State land that has been leased from the Board of Trustees of the Internal Improvement Trust Fund to the University under the UF campus master lease. The Arden group operated the hotel under the Hilton flag from 2016 until 2025 under a sublease with the University. The Arden group was unable to satisfy the requirements of its financing on the hotel and, accordingly, its lender's nominee, CLF II-SL HUF LLC, a Delaware limited liability company ("Lender"), acquired all outstanding memberships interest of the subtenant, AREP II GH HOTEL LLC, in lieu of foreclosure of the mortgage. Following the acquisition, Lender provided the University with notice of the foreclosure as required by the sublease.

AREP II GH Hotel LLC now desires to assign the sublease to MASTRY Properties UF LLC, a Delaware limited liability company (the "Proposed Assignee"), who will assume all obligations of the sub-ground lessee under the sublease. The Proposed Assignee also requests approval to replace the current operator with Greenwood Hospitality Management, LLC, a Delaware limited liability company ("Manager"), to manage and operate the hotel. Manager is an experienced and reputable affiliate owner and manager of such hotels as The Vanguard, an Autograph Collection hotel on the campus of the University of Michigan, The Farnam, an Autograph Collection property in Omaha, Nebraska, and The Publisher, a Tribute Portfolio asset located in Fredericksburg, Maryland. Additional information about the Proposed Assignee's and Manager's experience and qualifications is attached to this action item.

Following assignment of the sublease to the Proposed Assignee on such conditions as the University may require, Proposed Assignee will continue to operate the hotel in accordance with all applicable requirements, consistent with the interests of the University. The Proposed Assignee has requested a flag change from Hilton to Marriott, and, if permitted, intends to implement a strategic repositioning of the hotel that includes rebranding to a Tribute Portfolio Hotel by Marriott, and investing \$9 million in property improvements including, but not limited to, guestroom upgrades, restaurant and meeting space improvements, and enhancement of the guest experience.

In connection with the proposed assignment, Lender requires an estoppel certificate from the University stating, among other customary terms, that there are no defaults under the sublease, clarifying the customary foreclosure terms if there were another default in the future, and consenting to the sublease assignment. The sublease will also need to be amended in connection with the assignment to approve the proposed flag change on such terms and conditions as the University may require.

It continues to be in the University's interests for a high-quality hotel and conference center to be operated near the UF campus. The University is now requesting that Board approve assignment of the sublease to the Proposed Assignee, subject to conditions required by the Board Chair or his designee.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda of: (i) the assignment of the sublease for the Hilton Hotel and Conference Center to the Proposed Assignee on conditions and with such amendments as are approved by the Board Chair or the Vice President for Construction, Facilities, and Real Estate, as designee, including approval of such delegation of authority; and (ii) the University's executing an estoppel certificate and agreement confirming approval of the same.

ADDITIONAL COMMITTEE CONSIDERATIONS

The Board of Trustees of the Internal Improvement Trust Fund of the State of Florida will also be providing an estoppel certificate to the subtenant on customary terms.

Supporting Documentation Included: None

Submitted by: Colt H. Little, Vice President for Construction, Facilities & Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**ACTION ITEM FCI6****December 4, 2025****SUBJECT:** Major Projects Selections

BACKGROUND INFORMATION

In accordance with applicable regulations, University staff publicly issued competitive solicitations for professional services, construction services, and commissioning services for multiple University projects. After extensive comparative analysis, the University ranked the finalists as set forth below. The University is now seeking Board approval of the finalists ranked through each such competitive solicitation and, in each case, to enter into an agreement with the highest ranked finalist (or, if necessary, another finalist) on terms acceptable to the University. The University further requests that the Board delegate to Chairman Hosseini or his designee the authority to approve the final, negotiated agreement in each case.

PROFESSIONAL SELECTIONS

UF-707 - UF Jacksonville Campus (engineer selection for project planning):

- Project: Provision of comprehensive utility design (including telecommunications), traffic studies and design, environmental planning, and storm-water design for the development of a new satellite campus in Jacksonville, Florida.
- Finalists: England, Thims & Miller, Inc., WGI, Inc., and NV5, Inc.

UF-707- UF Jacksonville Campus (architecture master planning selection for project planning):

- Project: Provision of master planning and design consultation for the development of a new satellite campus in Jacksonville, Florida.
- Finalists: Elkus/Manfredi Architects LTD. Inc., SmithGroup, Inc., and TTV Architects, Inc.

COMMISSIONING SELECTIONS

UAA-62 - Ben Hill Griffin Stadium Facility Upgrades:

- Project: Provision of commissioning services for multi-phase renovation to the existing Ben Hill Griffin (BHG) Stadium facility, which will preserve the energy and history, while upgrading systems and spaces to better serve the University of Florida community and offer a broader variety of game experiences.
- Finalists: Akin Brooks Engineering, Inc., Affiliated Engineers SE, Inc., and H2Engineering, Inc.

BUILDER SELECTIONS

UF-677 - PK Yonge Gymnasium:

- Project: Design and construction of a new state-of-the-art gymnasium and fitness center on the P.K. Yonge Developmental Research School campus that will support over 1,000 students, UF researchers, IT professionals, and health & fitness industry experts across 35,000-40,000 GSF of workout spaces, locker rooms, concessions, offices, and support spaces.
- Finalists: D.E. Scorpio Corporation, Scherer Construction of North Florida, LLC, Stellar Group, Incorporated, and Charels Perry Partners, Inc.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda: (1) the ranked list of finalists established through each of the above competitive solicitations; (2) Chairman Hosseini or the Vice President of Construction, Facilities, and Real Estate, as designee, being delegated the authority to approve each final, negotiated agreement; and (3) subject to such approval, the University's entering into the agreement(s) with the finalist (or, if necessary, another finalist) for each project to provide the applicable services required.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Colt H. Little, Vice President for Construction, Facilities & Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**ACTION ITEM FCI7****December 4, 2025****SUBJECT:** Campus Master Plan Amendments

BACKGROUND INFORMATION

Because of the unique relationship between the state universities and the local governments in which they are situated, the Florida Legislature determined in the early 1990's that state university campuses should follow a master plan process for campus planning and concurrency requirements instead of the traditional growth management laws followed in and by local communities. Historically, university master plans were required to be updated at least every five years. However, a 2025 change to Chapter 1013.30 now requires only ten-year updates at a minimum. Additional amendments updating the master plan may be prepared at the University's discretion.

The Campus Master Plan (CMP) Amendment that updated the CMP for 2020-2030 was adopted by the Board on December 4, 2020. University staff have now identified the need for an additional update to reflect several updates to capital project priorities and associated Future Land Use designations associated with capital projects approved by the Board. Additionally, technical corrections should be made to the Conservation Future Land Use designations based on geo-located field verification that have de minimis impact on protected campus acreage. This amendment also brings the Gerold L. Schiebler CMS Center property into the Campus Master Plan jurisdiction. This property, located at 1699 SW 16th Avenue, came fully under University control in June 2021.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve for recommendation to the Board of Trustees for its approval on the Non-Consent Agenda the Campus Master Plan 2020-2030, Amendment of December 2025.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: None

Submitted by: Colt H. Little, Vice President for Construction, Facilities & Real Estate

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI8
December 4, 2025

SUBJECT: Naming: The Porter Department of Radiation Oncology in the College of Medicine

BACKGROUND INFORMATION

In recognition of the generous and significant impact made by Alan and Claudia Porter to the University of Florida, the University and the University of Florida Foundation seek to name the Department of Radiation Oncology "The Porter Department of Radiation Oncology in the College of Medicine."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the naming of the Department of Radiation Oncology "The Porter Department of Radiation Oncology in the College of Medicine;" (Resolution R25-336) 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 namings to be approved separately on the Non-Consent Agenda.

Supporting Documentation Included: Summary documentation

Submitted by: Maria Gutierrez Martin, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

Dr. Alan Porter and Mrs. Claudia Porter



ALAN PORTER, MD (BS '65, MS '67, MD '71, HS '74)

Spouse: Claudia Porter (BSN '75)

Sarasota, FL

Sarasota Radiation Oncology Center – Founder (*Retired*)

UF COM Dean's Leadership Council Chair, 2016 – Spring, 2019

UF COM Dean's Leadership Council Member, 2012 – Present

Dr. Porter is a radiation oncologist with multi-site practices in SW Florida. He is a quadruple Gator and an innovator, founding one of the first practices in the State of Florida to use a linear accelerator in the treatment of patients. In addition to his radiation oncology practice, Dr. Porter is a founding trustee of Hospice Foundation of Sarasota, Manatee, and Charlotte Counties, and a consultant to Medicare-Blue Cross/Blue Shield of Florida.

Claudia Porter, RN '75, is a UF College of Nursing graduate, who continually invests her time in the Sarasota community by supporting and mentoring young people considering medical careers.



Dean, College of Medicine
Folke H. Peterson Dean's Distinguished Professor

PO Box 100215
Gainesville, FL 32610
352-273-7500 Phone
352-273-8309 Fax

November 1, 2025

Mrs. Maria Gutierrez Martin
Executive Vice President, UF Advancement
University of Florida Advancement
1938 W. University Avenue
Gainesville, FL 32603

Dear Maria,

Our development team and I have been working closely with Dr. and Mrs. Alan Porter on the proposed naming of **The Porter Department of Radiation Oncology** within the College of Medicine, which includes philanthropic support to recruit a nationally renowned chairman.

I am writing to express my full support for Dr. and Mrs. Porter's partnership in advancing the College of Medicine's vision at the University of Florida. Their investment will help shape the future of cancer care and will strengthen our position as a national model for excellence in academic medicine.

Dr. and Mrs. Porter's commitment to naming the department reflects both Dr. Porter's distinguished career in radiation oncology and their shared dedication as engaged alumni and leadership donors. Their generosity will have a transformative impact on our faculty, trainees, and patients for generations to come.

I respectfully request your support and assistance advancing this proposed naming to Interim President Landry, and the Board of Trustees.

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

Sincerely,

A handwritten signature in black ink, reading 'Jennifer L. Hunt'.

Jennifer L. Hunt, M.D., M.Ed.
Interim Dean, College of Medicine
Folke H. Peterson Dean's Distinguished Professor

Discussion Item: Update on Planning, Design & Construction

**Matt Webster, Interim Assistant Vice President for
Planning, Design & Construction**

**We will focus in on 4 areas
that will delivery the
highest sustained cost
impact**

Update on Planning, Design, and Construction

4 Focus Areas



Increase Competition



Speed and Certainty in Decisions



Building Standards – Right Size



Reliable and Efficient Structure and Process

**Increased competition
will create sustained
cost savings.**

**Interviewed trade
contractors expressed
reluctance to bid UF
work due to slow pay
policies**

Update on Planning, Design, and Construction

Increase Competition

Pay by the 10th of the

- ACC and the Prompt Pay Act
- Pay in a true net 20 days (calendar days from submission)
- Should provide payment by the 15th

Lower the barrier to entry

- Working with Small Business Relations as a clearing house for vendors
- Mentor Protégé Program
- Community Outreach and Recruiting

Time is money

- Meeting with Kevin Stowers, AVP over Parking
- One inspection source – EHS (Internal Coordination Group)

Build trust with the leadership team to delegate decision-making to the lower levels.

Update on Planning, Design, and Construction

Decision Making

Decision-making duration / Response time

- Streamlined the process with more direct communication and peer-to-peer meetings to reduce time.
- Better defining advisory verses approval committees

Authority Levels

- Empower AVP positions and above with more decision-making authority

Skip level decisions

- Better awareness of lines of communication

Reconsiderations

- PDC is establishing program schedules with internal deadlines and decision points.

Building Standards – Right Size

Standard review is complete and being evaluated

- Administration
- Classroom/Learning Studio
- Laboratory, healthcare and research

Next Steps?

- Leverage purchasing power
- University, SUS and/or State contracts

Understanding the Program budget?

- Impact fees
- Other associated fees supporting infrastructure
- Annual vendor contracts with where sole sourced or limited vendor involvement i.e. Bldg Security, Lenel
- More vendor and supply house options

Some level of additional cost is acceptable for reduced maintenance, life cycle cost and consistency across multiple buildings and locations.

Cost Analysis

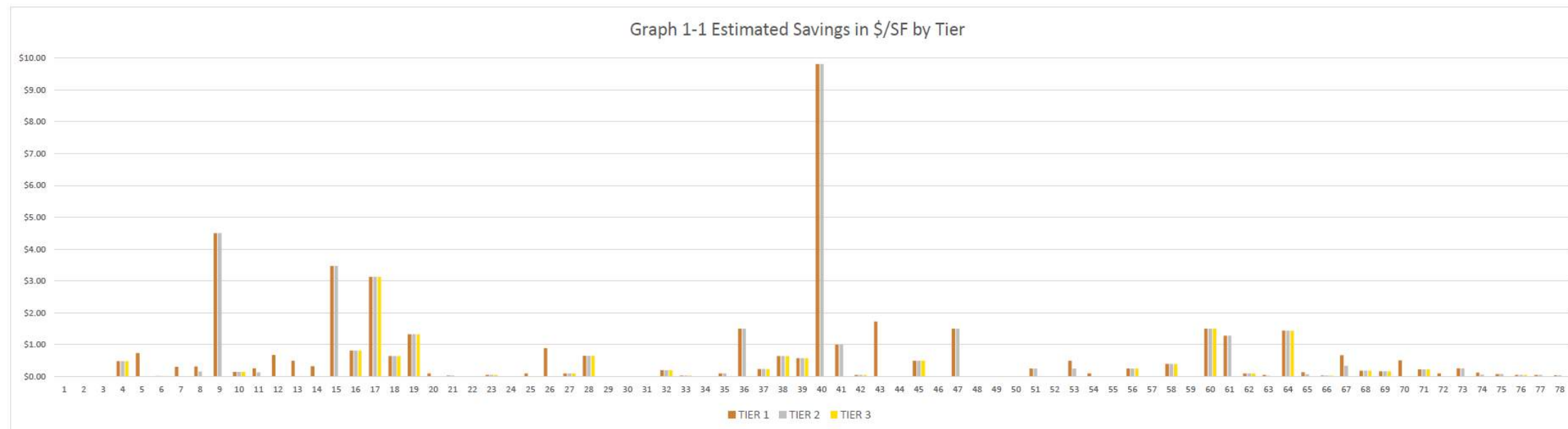
Construction costs for university buildings are often significantly higher than those for the typical commercial or residential projects due to the specialized nature of academic facilities. Universities frequently require buildings that accommodate complex programs such as laboratories, research centers, performance spaces, and athletic facilities, each demanding highly technical (and often complex) systems and with precise environmental controls. These facilities often incorporate advanced HVAC, electrical, and plumbing systems to support sensitive research equipment, along with rigorous life-safety and accessibility requirements. Additionally, universities tend to emphasize long-term durability, low maintenance features and materials, and architectural distinction, which further increases costs through premium finishes, custom designs, and extensive quality control.

Another major contributor to high construction costs in the university environment is the administrative and regulatory environmental requirements surrounding public or institutional projects. Many universities must adhere to state procurement rules, prevailing wage laws, and sustainability mandates such as LEED certification, Green Globe, FGBC, all of which add complexity and expense. Moreover, campus construction typically takes place in dense, active environments where safety, noise control, and scheduling around academic calendars impose logistical challenges and higher labor premiums. Combined with extended planning and approval processes, these factors lead to longer project timelines and increased overhead. The result is that university buildings, while architecturally impressive and functionally sophisticated, often come with a steep price tag that reflects the institution's commitment to quality, longevity, and mission-driven design.

This report is mainly focused on building cost per square ft (\$/SF) since this metric is easily applied to most building projects. The civil/site items identified, however, have nothing to do with the building square footage. Because of this, and since each building project has a unique set of site issues, the civil items are not included in the building cost per square foot numbers presented here. Additionally, the associate cost savings for each of these items depends heavily on the site design.

The following graphs show the estimated savings in \$/SF. Note, there are three bars for each item, one bronze, one silver and one gold. This is because different tier levels have different proposed quality of construction and do not each get the same savings per square foot. For example, item #9 showed extending all walls to deck for gold/Tier 3 and not extending all walls to deck for bronze/Tier 1 and silver/Tier 2. Therefore, you can see a bronze and silver bar but no gold bar because there are no proposed savings for a gold/Tier 3 building for that item.

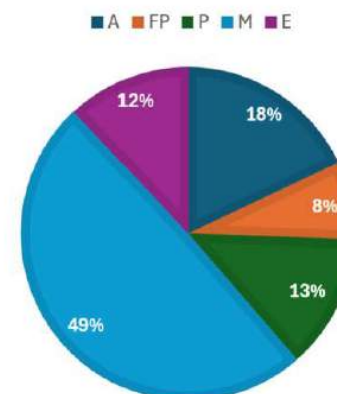
Graph 1-1 shows the estimated savings in \$/SF for all items:



Item #40 is by far the greatest potential contributor to cost while only a handful of others are above \$1/SF. When compared to a typical new building cost (assuming \$600/SF), they each average less than 0.1% of the total cost/SF.

Note that 82% of the proposed savings come from MEPFP items. Chart 1-1 shows the % each discipline is of the total proposed savings.

CHART 1-1



- “Consistency shows value. It breeds trust. You know that I’m going to show up every week.”
- Emmitt Smith

A culture of “no” versus a culture of “how”

Update on Planning, Design, and Construction

Reliable and Efficient Process

PDC Reorganization is Complete

- Preconstruction Team is established and providing feasibility studies.
- Consolidating historic data for feasibility studies and program estimates.
- Management Teams are established and communicating with their respective colleges

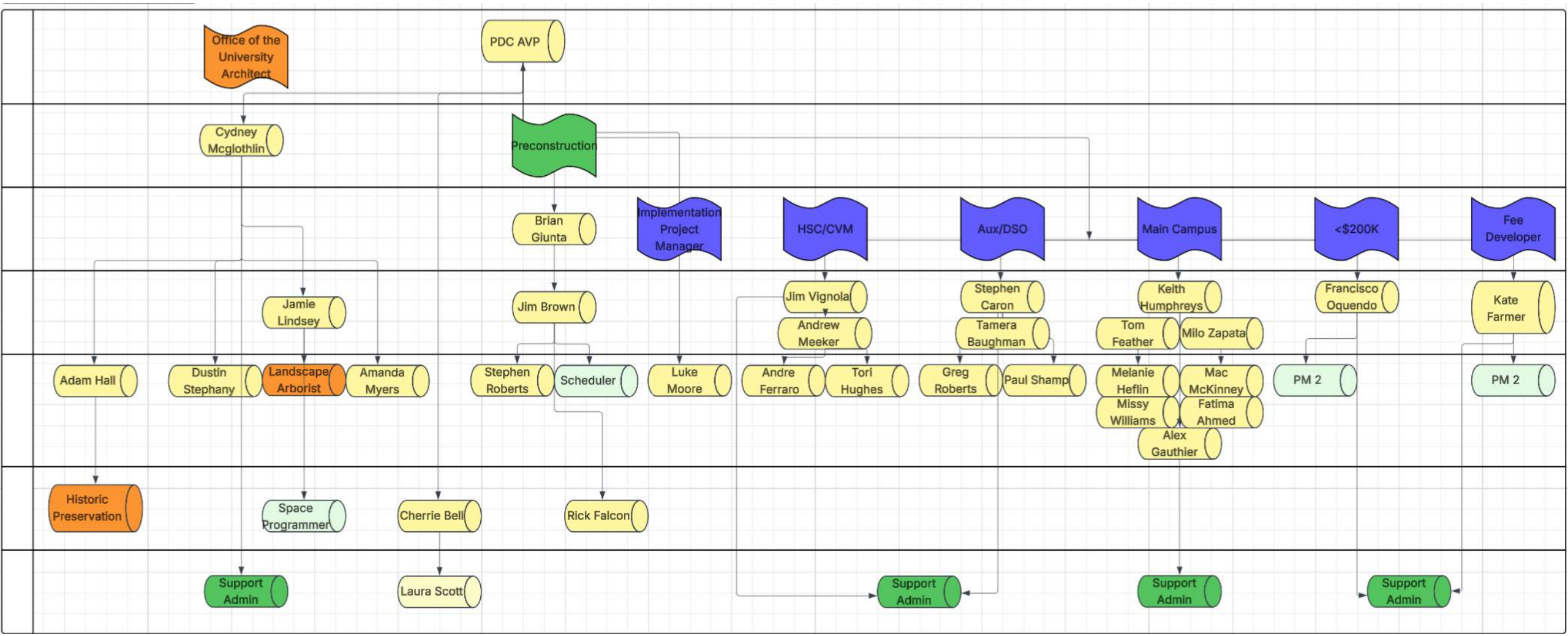
Multiple Departments Performing Similar Functions

- Consolidate UF construction management into PDC and FS, and level load the workflow.
 - Establishing MOU for campus that covers projects < \$200K
 - Transitioning <\$200K projects to FS

Consistent Systems, Consistently Followed

- All continuing service contracts to be run in ACC – base management software
- ACC Cost to be implemented by 12/31/25
- Establishing new PT4 internal programming budget software

PDC Structure



Questions



**COMMITTEE ON ADVANCEMENT
AGENDA**

Thursday, December 4, 2025

~10:55 a.m.

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

Committee Members:

Richard P. Cole (Committee Chair), Christopher T. Corr, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Marsha D. Powers, Patrick O. Zalupski

- 1.0 Call to Order and Welcome Richard P. Cole, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes..... Richard P. Cole, Chair
[June 5, 2025](#)
[November 3, 2025](#)
- 4.0 [Discussion Items](#)..... Richard P. Cole, Chair
 - 4.1 FY26 Current Fundraising Performance..... Maria Gutierrez Martin,
Vice President for Advancement
 - 4.2 New Leadership Gifts Richard P. Cole, Chair
 - 4.3 UF's 5th Comprehensive Fundraising Campaign Maria Gutierrez Martin
- 5.0 New Business Richard P. Cole, Chair
- 6.0 Adjourn Richard P. Cole, Chair



COMMITTEE ON ADVANCEMENT

Meeting Minutes

Thursday, June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:26 a.m.

Time Adjourned: 9:35 a.m.

Committee and Board members present:

Richard P. Cole (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Sarah D. Lynne, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Brandi Renton, 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 Richard Cole welcomed everyone in attendance and called the meeting to order at 9:26 a.m.

2.0 Verification of Quorum

Vice President Maria Gutierrez Martin verified a quorum with all members present, except Trustee Heavener who had an excused absence.

3.0 Review and Approval of Minutes

- **March 27, 2025**

Committee Chair Cole asked for a motion to approve the minutes from the March 27, 2025, Committee meeting. A motion was made by Trustee Lynne and seconded by Trustee Powers. Committee Chair Cole asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Discussion Items

- **4.1 FY25 Current Fundraising Performance**

VP Martin provided a high-level overview of the FY 2025 current fundraising performance. As of May 30, 2025, we have \$392M in Total Commitments. We anticipate closing with \$510M in Total Commitments by June 30. We have \$297M in Cash Received that does not include any in-kind gifts. Chair Hosseini commended VP Martin and Committee Chair Cole for their work.

- **4.2 New Leadership Gifts**

Committee Chair Cole reviewed new leadership gifts including:

- Research fund at UF Health McKnight Brain Institute with the hope to drive innovative research in Alzheimer's disease and/or related dementias.
 - Additionally, the donor set up an endowed Machen Florida Opportunity Scholarship for undergraduate students majoring in history.
- A couple of gifts for the Hamilton School including merit-based undergraduate scholarships and the first endowed scholarships, with most of this contribution going to graduate fellowships and the remaining portion for undergraduate scholarships. Undergraduate scholarships for honorably discharged veterans in their 3rd and 5th years in the Herbert Wertheim College of Engineering.
- Support for programs providing immersive hands-on opportunities that integrate academic learning with real-world business experiences in the Warrington College of Business. This fund will support internships, case competitions, consulting projects, global immersion projects, entrepreneurship initiatives, and other experiential learning activities that enhance students' business education and professional development.
- Research projects focused on sustainable building agriculture and other real-world topics within the College of Design, Construction and Planning, Veterinary Medicine and Agriculture and Life Sciences within IFAS.
- Commitment to fund chairs, professorships and awards to promote, support, and reward faculty who create and develop new innovative technology across the sciences with an emphasis on patent development.
- The Kent and Linda Fuchs University Chair in the Department of Electrical and Computer Engineering at the Herbert Wertheim College of Engineering. This chair was established by a group of friends and donors to honor both Kent and Linda for their leadership and commitment to the university and to support the continued success of President Fuchs' home department.

Together these leadership gifts represent a grand total of \$45.7 million in support of the University of Florida. This speaks to the significant role Advancement plays in the university's success.

- **4.3 UF's 5th Comprehensive Fundraising Campaign**

VP Martin provided a campaign update. She stated the importance of moving forward to maintain momentum and continue university fundraising. The campaign readiness assessments discussed in the last meeting are near completion. Our consultants from Huron|GG+A will provide the Phase 1 report at the end of the month. In partnership with the Provost, the Huron|GG+A consultants were on campus recently to lead a workshop for the Deans and

Directors. The interactive educational session on fundraising campaigns included their roles, key drivers of high-performance teams, and the campaign process. There will be follow-up sessions with each Dean and Director. We have received positive feedback in this partnership. In light of the university's current leadership transitions, our campaign strategies will pivot slightly but continue to move forward.

5.0 New Business

There was no new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 9:35 a.m.

DRAFT



COMMITTEE ON ADVANCEMENT

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 10:14 a.m.

Time Adjourned: 10:16 a.m.

Committee and Board members present:

Richard P. Cole (Committee Chair), Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Dan O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, 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 Cole welcomed everyone in attendance and called the meeting to order at 10:14 a.m.

2.0 Roll Call

Vice President Maria Gutierrez Martin verified a quorum will all members present.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Discussion Items

- Committee Chair Cole has hired a committee for the new campaign.
- Chair Cole expressed that the committee cannot do anything until Universities President Landry have a deeper understanding and the goals and review of the board.
- We have already done a lot of stuff in the short time President Landry has been here.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Chair Cole adjourned the meeting at 10:16 a.m.

DRAFT

Advancement Committee

DECEMBER 2025



Welcome



Fundraising Performance



Anita Zucker Hall
Dedication Event, June 2025



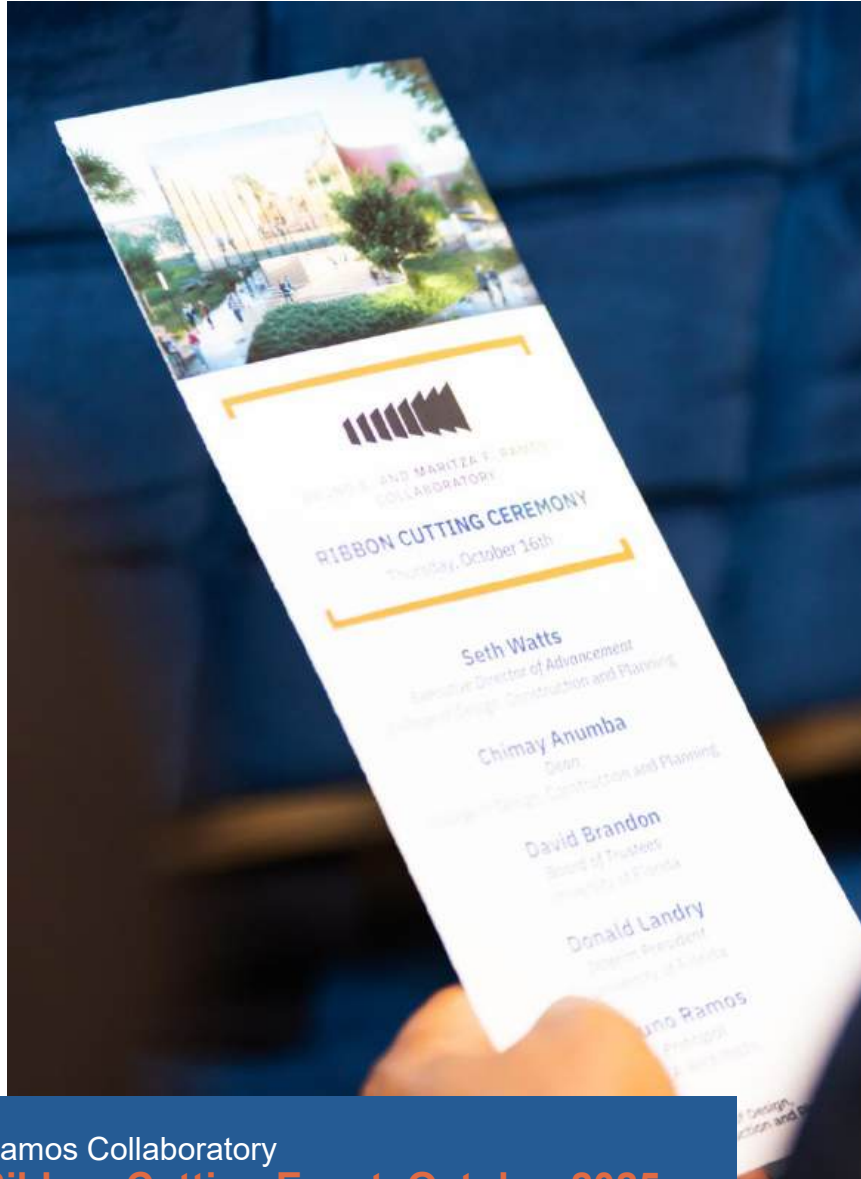


Werthem Engineering
10th Anniversary Event, October 2025





HiPerGator 4.0
Unveiling Event, October 2025



Ramos Collaboratory
Ribbon Cutting Event, October 2025





Hamilton School
Groundbreaking Event, November 2025

Upcoming Events

December 3 & 4, 2025

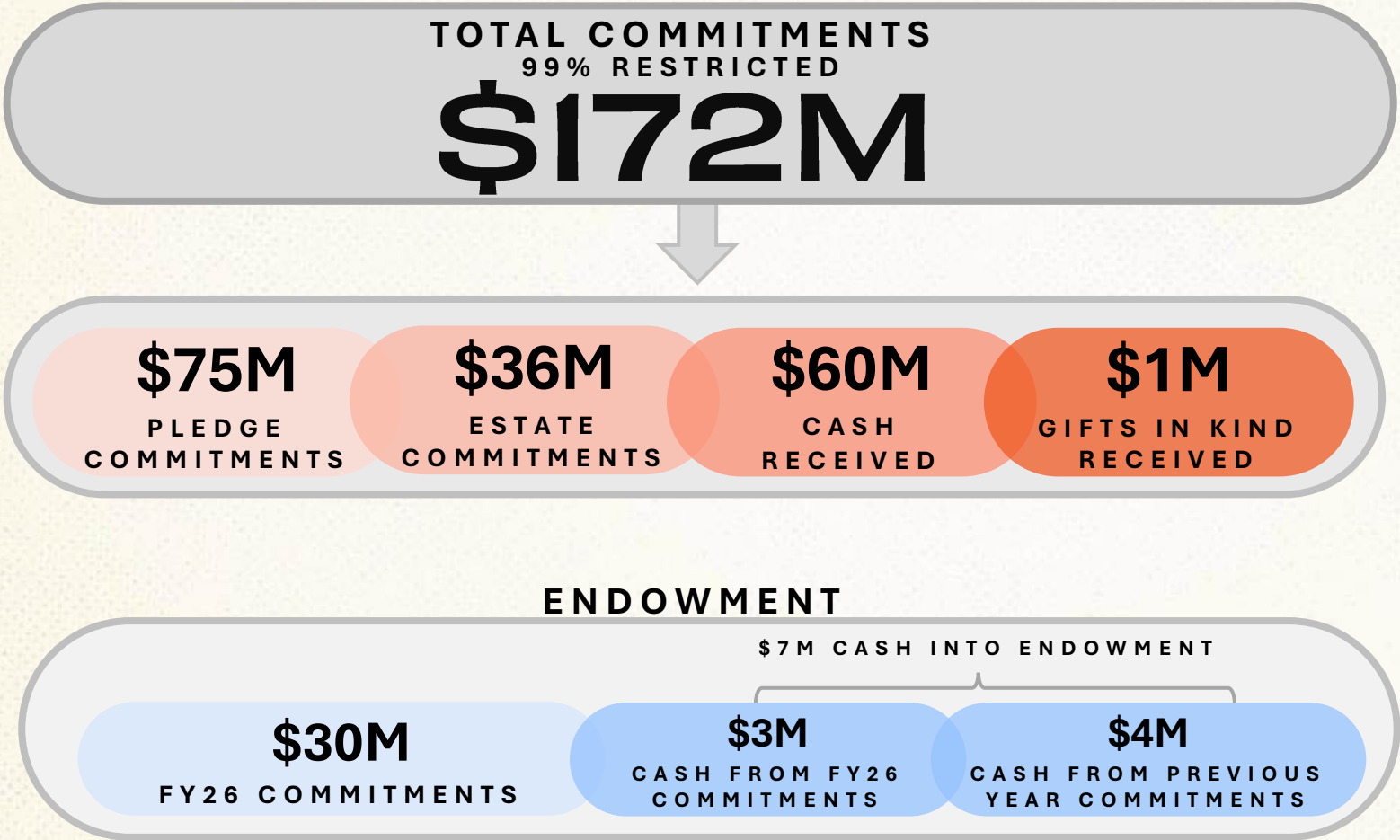


School of Music Unveiling



Dental Sciences Groundbreaking

FY26 Fundraising Performance



SUPPORTED PRIORITIES



Programs \$92M



Research \$28M



Capital \$26M



Other \$11M



Student \$8M



Faculty \$7M

UF Advancement manages performance in 4 key areas:

- 1 University Campaign
- 2 Annual Performance
- 3 College/Unit Performance
- 4 Individual Performance

University Campaign

CAMPAIGN PROGRESS							
Goal	Progress	Capital	Faculty	Programs	Research	Student Aid	Other
TBD	TBD	\$X	\$X	\$X	\$X	\$X	\$X

TBD

- Silent/planning phase
- Goal is still to be determined

Annual and College/Unit Performance

Our development management team manages performance by utilizing weekly reports that focus on annual performance and college & unit performance:

FY FUNDRAISING PROGRESS

SAMPLE REPORT

PRIORITY	GOAL	ACTUAL	GAP	% TO GOAL
Commitments	\$500.0M	\$563.3M	+\$63.3M	113%
CASE Funds Received (VSE)	\$350.0M	\$406.0M	+\$56.0M	116%

Total overall university fundraising progress to goal.

FY PROGRESS				DEVELOPMENT KPIs						
Unit				\$100K+ Asks (#)			\$100K+ Asks (\$)	Contacts		
	Goal	Actual	%	Goal	Actual	%	Actual	Goal	Actual	%
College/Unit 1	\$2,288,700	\$727,183	32%	0	0	0%	\$0	0	0	0%
College/Unit 2	\$53,450,000	\$9,035,093	17%	61	13	21%	\$7,046,058	1050	316	30%
College/Unit 3	\$21,302,500	\$11,305,378	53%	75	21	28%	\$13,000,000	715	200	28%
College/Unit 4	\$31,750,000	\$6,622,144	21%	92	25	27%	\$10,556,500	980	273	28%
College/Unit 5	\$6,025,000	\$1,472,924	24%	22	2	9%	\$600,000	320	35	11%

Total overall college/unit fundraising progress to goal which includes the fundraiser's KPI progress.

College/Unit Performance (cont.)

Sample Unit						Date as of:	10/21/25
FY26 PROGRESS		College/Unit Fundraising Progress					
		Gifts over \$5M		All Others			
		Goal	Actual	Goal	Actual		
		\$10.0M	\$0.0M	\$17.6M	\$5.6M		

Total fundraising for college/unit

DEVELOPMENT KPIS			Development Officer main KPI Activity					
DO	TC Goal	TC Actual	\$100K+ Ask Goal (#)	\$100K+ Ask Actual (#)	\$100K+ Ask Goal (\$)	\$100K+ Ask Actual (\$)	Contacts Goal	Contacts Actual
Dev. Officer 1	\$1.0M	\$109,500	12	8	\$3.3M	\$1.9M	160	69
Dev. Officer 2	\$14.0M	\$821,000	11	4	\$9.6M	\$1.7M	40	17
Dev. Officer 3	\$750,000	\$400,000	5	1	\$1.2M	\$400,000	160	52
Dev. Officer 4	\$4.0M	\$2.5M	20	6	\$8.9M	\$4.6M	100	55

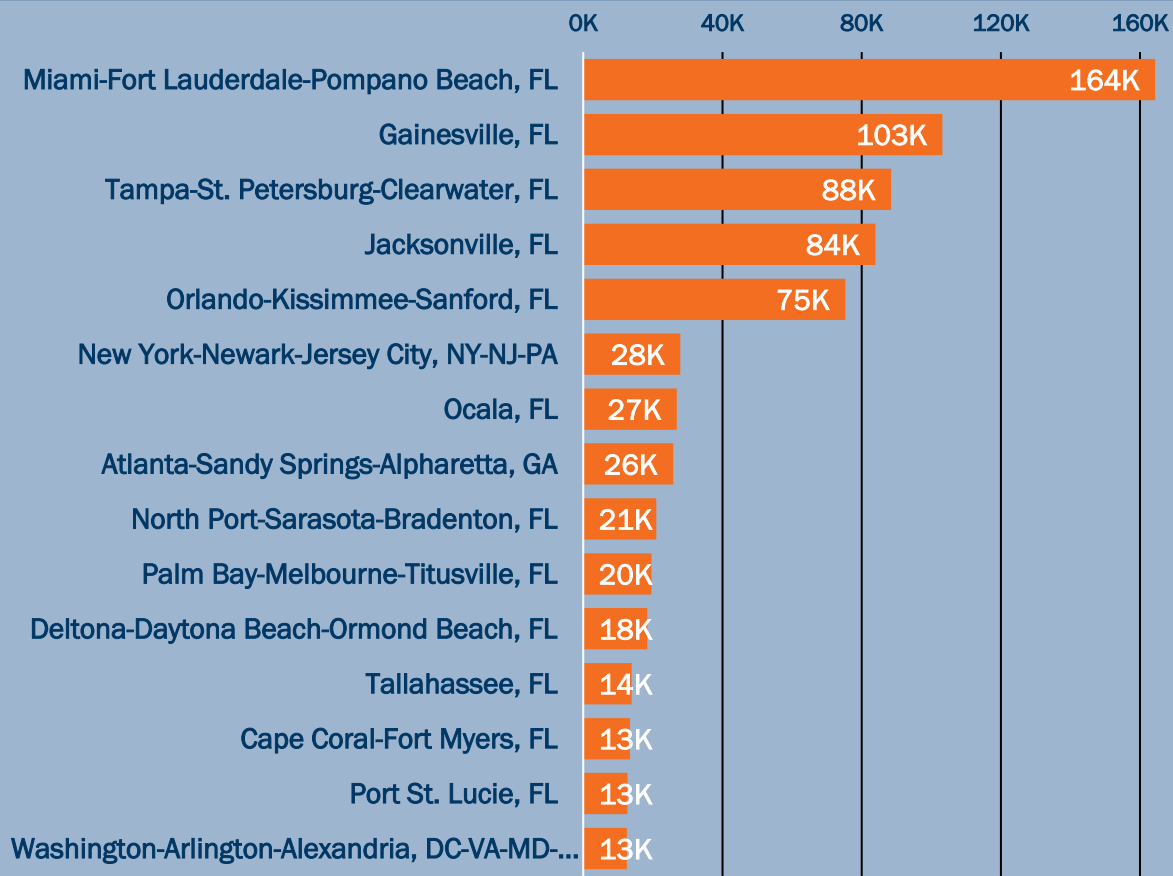
Main KPI activity for each individual development officer in college/unit

ANTICIPATED COMMITMENTS			Proposals Pending Closure					
		Q1	Q2		Q3		Q4	
\$5M+ \$1M - \$4.99M \$100K - \$999K <\$100K TOTAL	0	\$0.0M	1	\$6.0M	0	\$0.0M	0	\$0.0M
	1	\$1.0M	6	\$6.0M	0	\$0.0M	2	\$2.0M
	1	\$200,000	10	\$2.0M	2	\$425,000	3	\$1.1M
	1	\$50,000	19	\$560,500	5	\$190,000	2	\$135,000
	3	\$1.3M	36	\$14.6M	7	\$615,000	7	\$3.2M
TOTAL								
\$5M+ \$1M - \$4.99M \$100K - \$999K <\$100K TOTAL	1		\$6.0M		\$6.0M			
	9		\$9.0M		\$9.0M			
	16		\$3.7M		\$3.7M			
	27		\$935,500		\$935,500			
	53		20/34		\$19.7M			

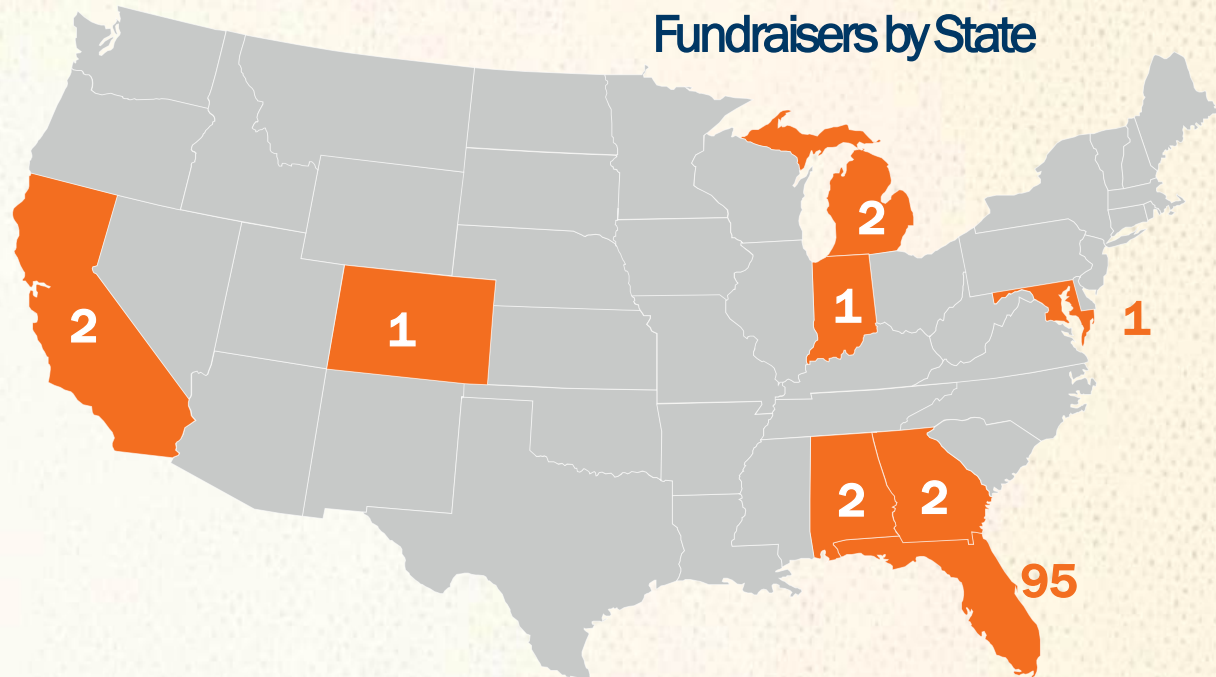
Pending proposals expected to close for the current fiscal year for each fundraiser in college/unit

Location Summary

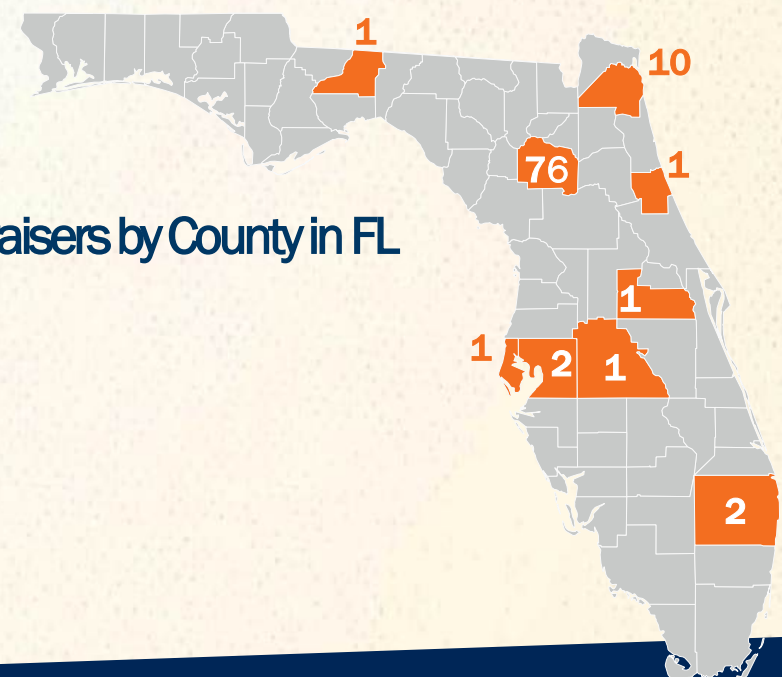
Top 15 Regions by Household Count



Fundraisers by State



Fundraisers by County in FL



Individual Performance

When setting goals for fundraisers, the supervisor takes into account:

1
TITLE

2
**PORTFOLIO
MATURITY**

3
**UNIT
CAPACITY**

4
**# OF DIRECT
REPORTS**

On average it takes a fundraiser 24 months to reach maximum potential

Individual Performance

As part of our ongoing campaign planning we have identified the following opportunities for continued growth:

MINIMUM GOALS

establish minimums for fundraisers which will be based on title, portfolio maturity and unit size.

PORTFOLIO REDUCTION

focus the portfolios for our fundraisers so they can spend time on high priority prospects

ARTIFICIAL INTELLIGENCE

Implement AI-powered donor experience platform



New Leadership Gifts



Transformational AI Ecosystem to Explore Agentic AI

**Strategic Investments in
Expert Talent and Cutting-Edge
Technology**



COLLEGE OF NURSING

Nursing Education and Practice

The Porter Department of Radiation Oncology

COLLEGE OF MEDICINE



The Governor Bob Graham Family Endowment for Civic Engagement



COLLEGE OF MEDICINE

Support for
groundbreaking
cancer vaccine
research led by
Dr. Elias Sayour's
research team





Campaign Update

COMPLETED

**Advancement
Current State
Analysis**

**Huron Phase 1
Review
(Data Analysis)**

**Mobilized
Stakeholders/
Phase 2
Launched**

**Preliminary
Priority Setting**

IN PROCESS

Workstream 1: Program Reviews

**Individual
College/Unit
Reviews**

**Prospect
Management
Review**

Workstream 2: Campaign Strategy

**Visioning /
Priority Setting**

Workstream 3: Constituent Experience

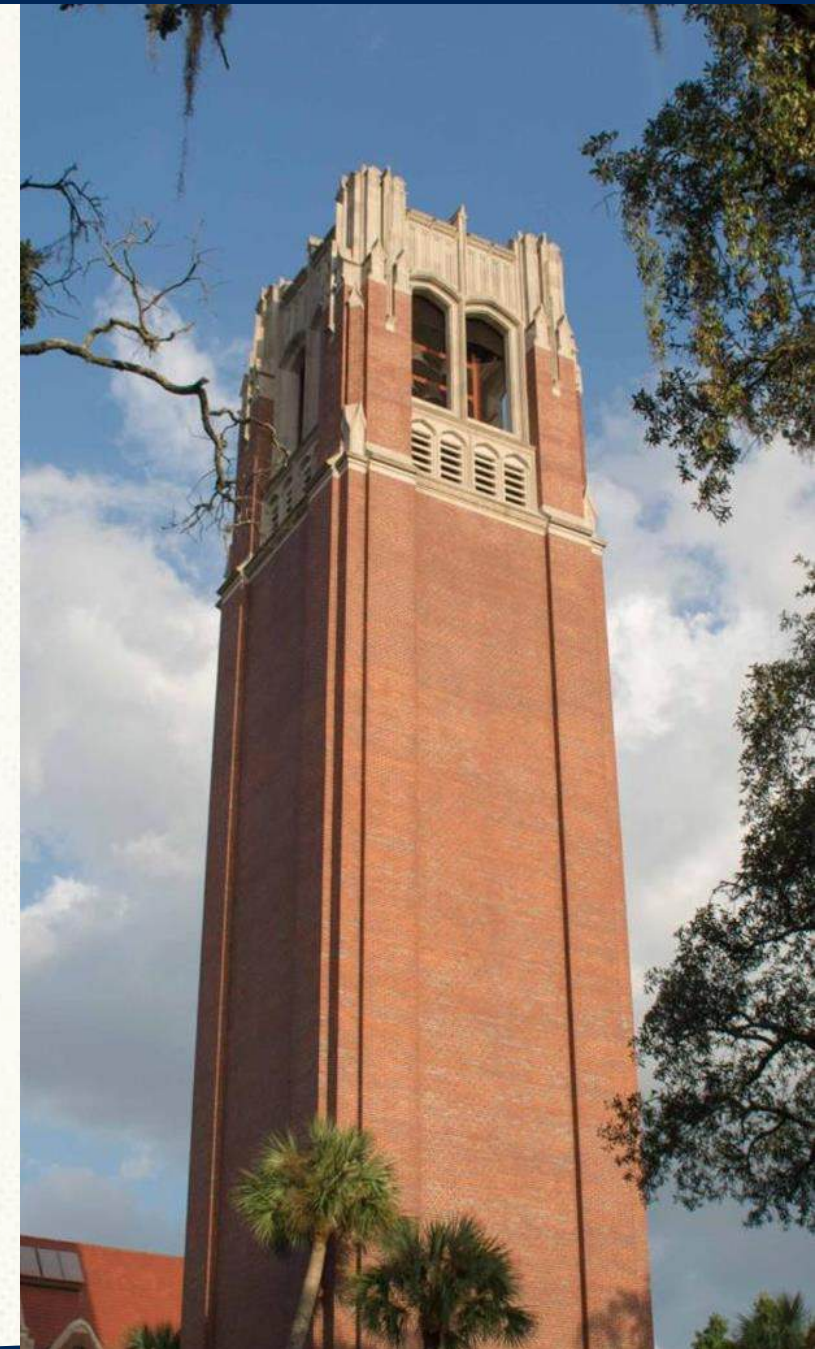
**Donor Insights
Survey**

**Donor Relations
& Stewardship**

Workstream 4: Management & Training

**Gift Officer
Metrics &
Performance
Management**

**Implementation
of Phase 1**



UPCOMING (January – December 2026)

**Staffing &
Structure**

**Gift Processing
and Records
Management**

**Collateral/
Communication
Materials**

**Volunteer
Structures**

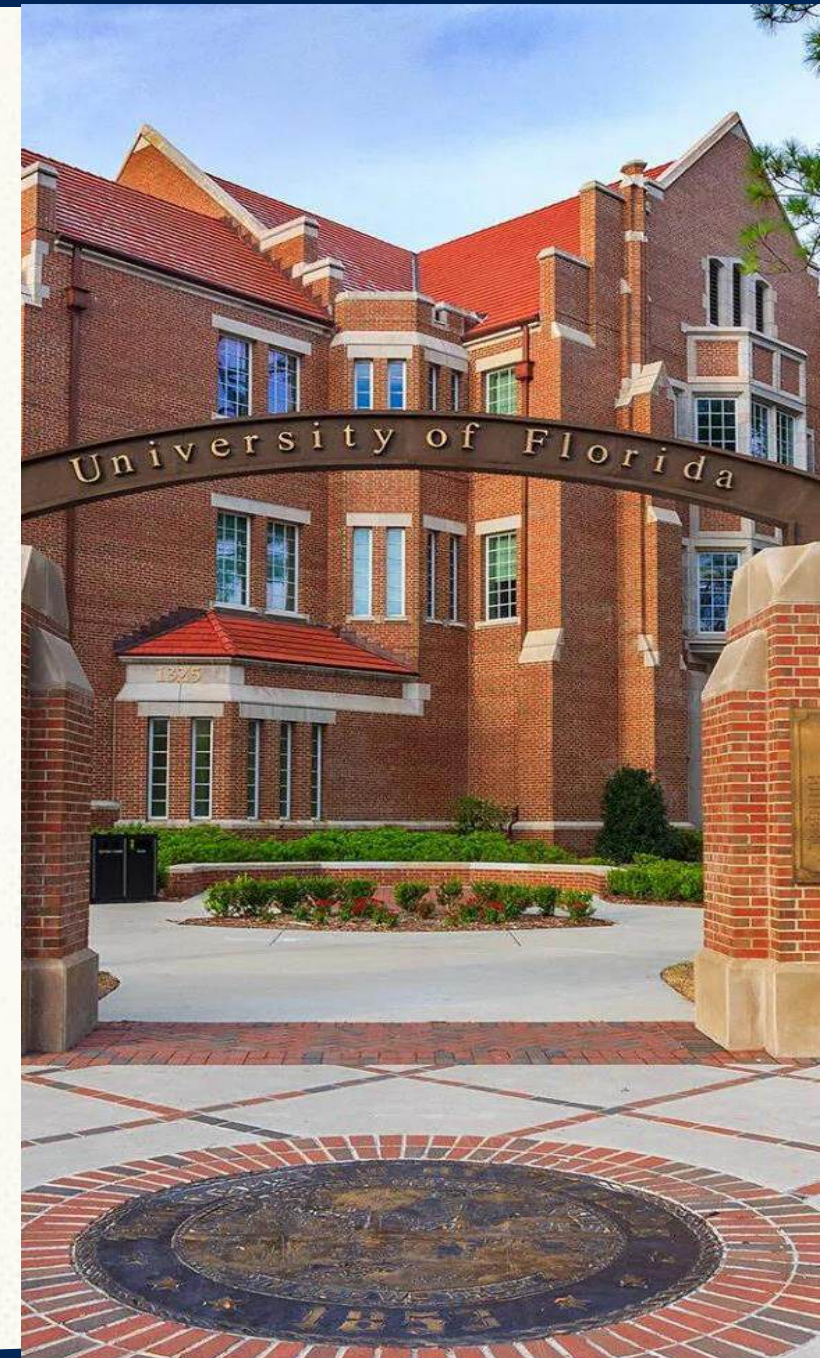
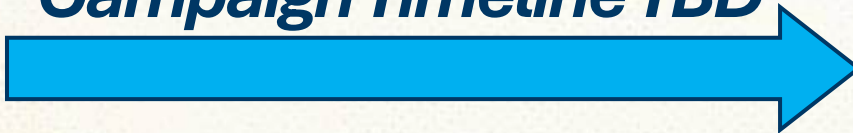
**Goal & Growth
Scenarios**

**Campaign
Operating Plan**

**Gift Officer
Training &
Coaching**

**Stakeholder
Training**

Campaign Timeline TBD





New Business



Thank You



**COMMITTEE ON AUDIT AND COMPLIANCE
AGENDA**

Thursday, December 4, 2025

~11:15 a.m.

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

Committee Members:

Daniel T. O'Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Blake E. Cox, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers

- 1.0 Call to Order and Welcome Daniel T. O'Keefe, Chair
- 2.0 Verification of Quorum..... Vice President Liaison
- 3.0 Review and Approval of Minutes Daniel T. O'Keefe, Chair
[June 5, 2025](#)
[November 3, 2025](#)
- 4.0 Action ItemsDaniel T. O'Keefe, Chair
[AC1](#) Performance Based Funding Audit Report Dhanesh Raniga, Chief Audit Executive
[AC2](#) UF Compliance and Ethics Program FY25 Annual Report Chelsey Clements,
Chief Compliance, Ethics and Privacy Officer
- 5.0 Discussion Items Daniel T. O'Keefe, Chair
[5.1](#) Internal Audit Activity.....Dhanesh Raniga
[5.2](#) Internal Audit Annual Report.....Dhanesh Raniga
5.3 Audits of Affiliated Organizations.....Nick Kozlov, Chief Financial Officer
- 6.0 New Business..... Daniel T. O'Keefe, Chair
- 7.0 Adjourn..... Daniel T. O'Keefe, Chair



COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

Thursday, June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:54 a.m.

Time Adjourned: 10:19 a.m.

Committee and Board members present:

Daniel T. O'Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Brandi Renton, Vice President for Business Affairs; Heather White, Vice President for Student Life; Chelsey Clements, Chief Compliance, Ethics, and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Dan O'Keefe welcomed everyone in attendance and called the meeting to order at 9:54 a.m.

2.0 Verification of Quorum

Chief Compliance, Ethics, and Privacy Officer Chelsey Clements verified a quorum with all members present.

3.0 Review and Approval of Minutes

- **March 27, 2025**

Committee Chair O'Keefe asked for a motion to approve the minutes from the March 27, 2025 Committee Meeting. A motion was made by Trustee Cox and seconded by Trustee Brandon.

Committee Chair O’Keefe asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Action Items

AC1 July 1, 2025-June 30, 2026 Office of Internal Audit Work Plan

Chief Audit Executive Dhanesh Raniga reviewed the July 1, 2025-June 30, 2026 Office of the Internal Audit Work Plan. The objective of the Work Plan is to include audit projects that are risk-based and address the University’s strategic priorities, key functions, activities and units of the University for the purpose to evaluate and improve the effectiveness of its risk management, internal controls and governance processes. It is also good to ensure internal resources are being used effectively and efficiently on high priority projects. The plan, which complies with BOG Regulation 4.002(6), includes input from key stakeholders of the university including our Committee members whom he met with individually and senior executives. When developing the Work Plan, the higher education sector related current issues of significance and heightened regulatory changes and uncertainty were also some of risk considered. In addition, cyber security, research compliance, UF Governance Standards, data governance and artificial intelligence together with BOG prescribed audits were included in the plan. The plan’s key theme is to focus on operational excellence while ensuring fiscal responsibility. CAE Raniga noted a new requirement by the new global internal auditing standards to ensure that the Committee is informed about internal audits’ capacity to execute on the plan by confirming the adequacy of its resources. CAE Raniga confirmed that they currently had adequate resources to address the risks. At the same time, internal audit will be leveraging subject matter resources for projects like construction and IT where internal skills were not available. He also advised internal audit will be assessing risks for the UF Foundation and University Athletics Association and audits may be added to the plan. Committee Chair O’Keefe reiterated that internal audit reaches out to many different stakeholders to ensure we are addressing those areas that are the highest risk to the university. We are doing those audits and also complying with all the requirements.

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

AC2 Internal Audit Charter Update

CAE Raniga reviewed the Internal Audit Charter. The charter, which outlines the duties and responsibilities of the internal audit function, was updated due to the new Global Internal Audit Standard (GIAS) which became effective in January 2025. The GIAS update includes enhanced expectations related to engagement documentation and stakeholder communications. CAE Raniga shared the highlighted changes to the Internal Audit Charter which reflects changes to the standards and include emphasis on independence, objectivity, and ensuring internal audit resources and skills are adequate to address its mandate.

Committee Chair O’Keefe asked for any questions or further discussion. He then asked for a motion to approve Action Item AC2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cox, and second which was made by Trustee

Patel. Committee Chair O’Keefe asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AC3 Audit and Compliance Committee Charter Update

CAE Raniga reviewed the Audit and Compliance Committee Charter. The committee charter reflects the updates to the Internal Audit Charter as well as the expectations of the Committee regarding independence of the audit function, ensuring the Chief Audit Executive role has the appropriate qualifications and to ensure resources are available to conduct work.

Committee Chair O’Keefe asked for any questions or further discussion. He then asked for a motion to approve Action Item AC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Trustee Cole. Committee Chair O’Keefe 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 Internal Audit Activity

CAE Raniga provided an update on the Internal Audit Activity plan status summary. He advised this is provided at each committee meeting. He reviewed the four internal audit projects completed and provided a summary of key recommendations. He also summarized the other audits in progress noting five reports were at final stage. The team followed up on the internal and external audit report recommendations due for implementation by management. He advised there is a high degree of compliance by management in implementing internal audit recommendations. CAE Raniga also noted that the team had spent time on the Risk Assessment/FY26 Work Plan. Committee Chair O’Keefe thanked CAE Raniga and his team for the amount of work completed between February and now. These audits help us determine the areas that need improvement.

• 5.2 Title IX Update

Committee Chair Dan O’Keefe advised Chair Hosseini had asked for a review of the Title IX Program. With Trustee Cole, we have worked with that office and administration on a new policy and investigation procedures. The goal of the new policy is to ensure that all Title IX cases are handled in a manner that is effective, efficient, and compliant with all federal regulations. The new policy:

- Limits the purview of the Title IX Office to sexual harassment cases that fall within the jurisdictional scope of Title IX. This change will allow that office to process true Title IX cases more efficiently following a single process with a narrow jurisdictional scope.
- All sexual harassment cases that fall outside of the scope of Title IX will be referred to either HR or Student Conduct for investigation and adjudication.
- Provides clarity on employee reporting obligations, how to make a report, and includes deadlines throughout the process to ensure that cases move forward in a timely manner.
- The Chief Compliance, Ethics and Privacy Officer must obtain president approval for the use of any outside consultants.

Based upon our prior recommendation in March 2025 to bring the majority of the Title IX in house, two positions are being recruited - a Title IX coordinator, which will report directly to the chief compliance officer, and a Title IX investigator. The HR Strategic Talent Group has been

instrumental in helping to identify qualified candidates. Bringing these positions in house will increase the speed and decrease the cost of these investigations. Committee Chair O'Keefe thanked Chair Hosseini for his commitment to making UF a safe respectful environment for all students, faculty, and staff. Trustee Cole expressed his thanks and noted we need to ensure resources are given to Student Life where some of these responsibilities are being moved to so they can properly examine any claims made. He also noted that the interviews for the coordinator position have begun but they are still trying to find the right individual. Chair Hosseini thanked both trustees for their work emphasizing we want to protect the accusers and accused. He asked they make sure the process is in place and implemented correctly. Committee Chair O'Keefe agreed and added the new system and procedures are better, fairer and more efficient.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Committee Chair O'Keefe adjourned the meeting at 10:19 a.m.



COMMITTEE ON AUDIT AND COMPLIANCE

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:25 a.m.

Time Adjourned: 9:30 a.m.

Committee and Board members present:

Daniel T. O’Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Chief Financial Officer; Colt Little, Vice President for Construction Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Vice President for Business Affairs; Heather White, Vice President for Student Life, Chelsey Clements, Chief Compliance, Ethics and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; members of the University of Florida community and the public.

1.0 Call to Order and Welcome

Committee Chair O’Keefe welcomed everyone in attendance and called the meeting to order at 9:25 a.m.

2.0 Roll Call

Chelsey Clements, Chief Compliance, Ethics and Privacy Officer, verified a quorum with all members present.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

Committee Chair Dan O’Keefe advised there are two action items to be approved at the December Audit and Compliance Committee meeting. Chief Audit Executive Dhanesh Raniga will review AC1 Performance Based Funding Audit Report. The conclusion is we have good data and systems in place. Chief Compliance, Ethics and Privacy Officer, Chelsey Clements will go through details of the UF Complains and Ethic program FY25 Annual Report. We will go over in detail the steps compliance takes in order to protect the University and make sure we have the right systems and procedures in place to protect not only students but faculty and staff as well.

- **AC1 Performance Based Funding Audit Report**
- **AC2 UF Compliance and Ethics Program FY25 Annual Report**

3.3 Review Discussion Items

- **Internal Audit Activity**

Committee Chair Dan O’Keefe advised of the discussion items to be presented by Chief Audit Executive Dhanesh Raniga in December. CAE Dhanesh Raniga advised that the Internal Audit Office has been busy completing a number of internal audit reports. They have released 13 internal audit reports and worked on 3 advisory related projects since the last meeting. He will provide the highlights of these reports and information on other activities of the Office of Internal Audit.

- **Internal Audit Annual Report**

Committee Chair Dan O’Keefe advised of the second discussion item related to internal audit to be presented by Chief Audit Executive Dhanesh Raniga at the December meeting also. CAE Dhanesh Raniga advised that the Annual Report is required by the Board of Governors regulation and is good practice from the Internal audit perspective. It highlights key accomplishments and activities for the year, including the required compliance reporting as mandated by the Institute of Internal Auditing standards and the Board of Governors

- **Audits of Affiliated Organizations**

Chief Financial Officer Nick Kozlov advised that results of the audits of Affiliated Organizations will be presented at the December Board Meeting.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Committee Chair O’Keefe adjourned the meeting at 9:30 a.m.

AC1



COMMITTEE ON AUDIT AND COMPLIANCE

ACTION ITEM AC1

December 4, 2025

SUBJECT: Performance Based Funding Audit Report

BACKGROUND INFORMATION

Florida Statutes 1001.92 and 1001.7065 promulgate the establishment of the funding for the State University System Performance-based Incentive ('performance-based funding' or 'PBF') and the Preeminent State Research Universities Program. Florida Statute section 1001.706 (5) (C) requires each university to conduct an annual data integrity audit to verify that the data submitted complies with the data definitions established by the Board of Governors (BOG). The results of the annual data integrity audit are required to be submitted to the BOG Office of Inspector General as part of the university's annual certification process.

The results of annual data integrity audit are also used to execute the Data Integrity Certification. The certification document shall be signed by the university president and Board of Trustees' (BOT) chair after being approved by the BOT.

As required by Florida Statutes, and as per BOG directives, the Office of Internal Audit annually performs an audit of the university's processes for completeness, accuracy, and timeliness of data submissions. These audits include testing of data that supports performance funding metrics, as well as preeminence or emerging preeminence metrics, as testing is essential in determining that processes are in place and working as intended. The Office of Internal Audit has performed such an audit and on October 21, 2025, issued audit report No. 26-882-22, Performance Based Funding and Preeminence Metrics – Data Integrity.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to accept the University of Florida Performance Based Funding and Preeminence Metrics - Data Integrity audit report as presented, and to approve the Performance Based Funding Data Integrity Certification, as executed by the president, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

BOG approval is not required. Submission to the BOG is required after action by the BOT and certification by the BOT Chair.

Supporting Documentation Included: Performance Based Funding Report

Submitted by: Dhanesh Raniga, Chief Audit Executive

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

October 21, 2025

MEMORANDUM

TO: UF Board of Trustees Audit and Compliance Committee

FROM: Dhanesh Raniga 
Chief Audit Executive

SUBJECT: Performance-based Funding and Preeminence Metrics – Data Integrity Internal Audit

We have completed our internal audit procedures with respect to the University of Florida's data submission process for the data metrics used for the Board of Governors' (BOG) performance-based funding initiative and preeminent designation status. Our internal audit covered the data submissions from October 1, 2024, to September 30, 2025, and was undertaken to comply with Florida's statutory requirements.

The objective of the internal audit was to assess the adequacy of controls in place to promote the completeness, accuracy, and timeliness of data submitted to the BOG and provide assurance that the university's data submissions comply with the data definitions for the period ended September 30, 2025. The background, objectives and scope of the internal audit, conclusion and overall report rating are included on pages one to three of the attached report.

We conducted the audit in accordance with the mandatory elements of the International Professional Practices Framework, which are the Global Internal Audit Standards and topical requirements as promulgated by the Institute of Internal Auditors. It should be recognized that controls are designed to provide reasonable, but not absolute, assurance that errors and irregularities will not occur and that procedures are performed in accordance with management's intentions. There are inherent limitations that should be recognized in considering the potential effectiveness of any system of controls. In the performance of most control procedures, errors can result from a misunderstanding of instructions, mistakes in judgment, carelessness, or other personal factors. Control procedures can be circumvented intentionally by management either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the processing of data.

Further, the projection of any evaluation of control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions and that the degree of compliance with the procedures may deteriorate.

We sincerely appreciate the cooperation and assistance provided to us during the course of the internal audit. We would be pleased to discuss further any aspect of our internal audit procedures or this report. Please do not hesitate to call me if you have any questions or require any additional information.

DR:wj

cc: Donald Landry, Interim President
Joseph Glover, Interim Provost and Executive Vice President for Academic Affairs
Ryan Fuller, Vice President and General Counsel
Cathy Lebo, Associate Provost and Director, Institutional Planning and Research
Auditor General

UNIVERSITY OF FLORIDA

OFFICE OF INTERNAL AUDIT

PERFORMANCE-BASED FUNDING AND PREEMINENCE METRICS – DATA INTEGRITY

Report Issue Date: October 21, 2025

Report Number: 26-884-22

PERFORMANCE-BASED FUNDING AND PREEMINENCE METRICS – DATA INTEGRITY

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INTERNAL AUDIT PERSONNEL

Audit conducted by: Sam Rovelstad, Internal Auditor
Ruijun Wan, Internal Auditor

Audit supervised by: Lily Ly, Audit Manager

PERFORMANCE-BASED FUNDING AND PREEMINENCE METRICS – DATA INTEGRITY

Background

Florida Statutes 1001.92 and 1001.7065 promulgate the establishment of the funding for the State University System (SUS) Performance-based Incentive (“performance-based funding” or “PBF”) and the Preeminent State Research Universities Program. Florida Statute 1001.706(5)(e) requires the SUS Board of Governors (BOG) to define the data components and methodology used to implement the statutes.

The PBF model includes metrics to evaluate the institution's performance in a variety of strategic areas. For the 2025-2026 fiscal year, the University of Florida was allocated approximately \$133.9M in PBF-related funding, including allocation of State Investment (\$71.6M) Institutional Investment (\$60.3M), and an additional Top 3 State Investment (\$2M).

Similarly, the Preeminent State Research Universities program was established to award those universities that demonstrate high performance toward academic and research excellence. An SUS university must meet or exceed the benchmarks to earn the preeminence designation. UF has achieved preeminence designation since the inception of the program in 2013. For the 2025-2026 fiscal year, the State of Florida allocated \$40M to distribute to preeminent universities within the SUS, of which UF received \$10M.

The BOG maintains a web-based State University Database System (SUDS) to allow data administrators (DA) to submit data on behalf of their universities. The DA role is prescribed by BOG Regulation 3.007(2), which requires each university president to appoint an institutional DA to certify and manage the submission of data to the SUS management information system. The president has formally appointed the associate provost and director of Institutional Planning and Research (IPR) as the DA for UF to serve as the official point of contact with the BOG for submission of data and reports. The IPR coordinates with the various offices responsible for the extraction and compilation of the institutional data that support the BOG submissions for the respective metrics and performs quality checks prior to certifying the submission to the BOG/SUDS. Attachment A provides information on each of the metrics and the university's scores for Performance-Based Funding and Preeminence metrics, as reported in the 2025 Accountability Plan and the data submissions used to support the metrics.

Objectives and Scope

Florida Statutes section 1001.706(5)(e) requires each university to conduct an annual audit to verify that the data submitted pursuant to Florida Statutes 1001.92 and 1001.7065 complies with the data definitions established by the BOG. The results of the annual audit are required to be submitted to the BOG Office of Inspector General as part of each university's annual certification process. Accordingly, the objective of our internal audit was to comply with the statutory requirements and to:

- Assess the adequacy of controls in place to promote the completeness, accuracy, and timeliness of the data submitted to the BOG.
- Provide assurance that the university's data submitted for the PBF and the Preeminence metrics complies with the established data definitions for the period ended September 30, 2025.
- Provide an objective basis of support for the university president and the university Board of Trustees (BOT) chair to sign the Data Integrity Certification Form (Attachment B).

We performed our fieldwork from August 20, 2025, through October 9, 2025, and covered the submissions from October 1, 2024, through September 30, 2025. During the course of our internal audit, we interviewed

data owners, performed analytical reviews, evaluated risks related to each metric, reviewed program changes, performed process walkthroughs, and validated submitted records to the source system of records. This audit solely addresses the university's processes and data submissions to the BOG that support the metrics. The BOG obtains specific data for some Preeminence metrics directly from external sources. External data and calculations performed by the BOG to derive the final score for the metrics were not included in the scope of this audit.

Audit Approach and Methodology

This audit is the twelfth annual audit that we have performed as required by the state. Consequently, our audit approach was risk-based and relied on our accumulated knowledge and understanding of the key business processes for data collection and submission.

Our risk analysis considered changes in the information systems and internal procedures for the extraction, review, and submission processes. We also considered unit-level staffing changes, changes in reporting requirements from the prior year, variances in the data reported, and the scores reported.

Since the implementation of the student information system, PeopleSoft's Campus Solutions (CS), in Fall 2018, and the admissions system, SLATE (2019-20 admissions cycle), the reporting of student data and the associated programming logic has continually evolved as the University has refined its business processes and the systems have stabilized. Based on our assessment and familiarity with these processes, we focused our assessment on key controls for the generation and validation of SUDS submissions in concurrence with testing the key data elements identified by the BOG. Our procedures included assessing the following:

- IPR data quality review and submission procedures, including access controls and the role of the DA in this process
- Data compilation, validation, and submission procedures at the various data owners and the required IT controls
- Independent testing and validation of the data submission to source records
- Timeliness of submissions and assessing business reasons for any resubmissions

In addition to the detailed review of procedures at IPR and University of Florida Information Technology (UFIT), a summary of the applicable submissions and data owners is presented with each metric in Attachment A, including the four metrics selected for data validation.

Good Management Practices and Internal Controls

We noted the following good management practices and key controls during our assessment:

- Data owners formally certify the completeness and accuracy of data to be submitted prior to IPR's review of the data.
- IPR maintains a portal as a repository of the data owner certifications, checklists, and detailed procedures that are performed by IPR in validating each submission file. A Data Quality Review Summary documents data issues noted for each submission and serves as a reference/knowledge base for future submissions.
- IPR uses analytical tools, including automated Statistical Analysis System (SAS) reports, to identify missing values or issues based on other institutional reporting and comparisons to previous year values to identify trends that would require further research.
- The DA has taken a proactive role in fostering a collaborative culture among core offices and enhancing accountability through bi-weekly meetings with the data owners, which allows timely discussions regarding file submissions. The DA promotes data stewardship on campus by working

with the different functional areas to resolve data issues, improve data quality, and assure that external reporting requirements are met.

- Access to SUDS must be formally approved by a supervisor and the DA. Monthly, IPR reviews the list of active SUDS users to ensure that only authorized individuals have access to upload, submit, and view submissions data.
- A shared drive is used by the data owners, IPR, and UFIT staff to document their quality control and validation procedures for each file submission and includes narratives, supporting reports, and email communications. These procedures include reviewing SUDS edit reports and internal queries of source systems to identify errors or data inconsistencies.
- Data owners run reports throughout the year to monitor known issues that have caused corrections during a previous file build. Data owners work with UFIT to create additional monitoring reports or modify programming codes to detect or prevent these errors, as appropriate.
- Change management procedures include testing by data owners to ensure that the change is producing the desired results and must have documented approval from the data owner before implementing in production for all programming code changes. If the change impacts the file build or its data, it is logged. Updated Structured Query Language (SQL) for each change is attached to the log for future reference.

Overall Conclusion

We noted that the submissions during the current period were generally timely. Based on the results of our audit procedures, we conclude that controls over the university's data submission process for the period under review are adequate to provide reasonable assurance that the data submitted for PBF and Preeminent metrics pursuant to Florida Statutes 1001.92 and 1001.7065 is complete, accurate, and timely and complies with the data definitions established by the BOG.

OVERALL RATING	DESCRIPTION
ADEQUATE	No significant unmitigated risks (financial and/or operational, compliance, strategic) that require management's immediate attention. The control environment, as designed and evaluated, is adequate, appropriate, and effective to provide reasonable comfort that risks are being managed and that significant business objectives are achieved. Opportunity for improvement exists, and management is generally aware of risks.

2025 Performance Based Funding Metrics

Metrics selected for data validation are highlighted below.

#	Description	Data Files	Data Owners	Excellence ¹		Improvement ²		Final Score ³
				Data	Points	Data	Points	
1	Percent of Bachelor's Graduates Enrolled or Employed (earning \$40,000+) <i>One year after graduation</i>	SIFD	Registrar	79.4%	9	0.4%	0	9
2	Median Wages of Bachelor's Graduates Employed Full-Time <i>One year after graduation</i>	SIFD	Registrar	\$58,200	10	3.0%	6	10
3	Average Cost to the Student Net Tuition & Fees per 120 Credit Hours	SIF HTD SFA	Student Financial Aid & Scholarships, Registrar, Bursar	(\$5,820)	10	(33%)	10	10
4	Four Year Graduation Rate <i>Full-time First Time in College</i>	SIF SIFD RET	Registrar	78%	10	1.1%	2	10
5	Academic Progress Rate <i>2nd Year Retention with GPA 2.0 or above</i>	SIF SIFD RET	Registrar	96.9%	10	0.7%	1	10
6	Bachelor's Degrees Awarded within Programs of Strategic Emphasis <i>(includes STEM)</i>	SIFD	Registrar	59.8%	10	0.3%	0	10
7	University Access Rate <i>Percent of Undergraduates with a Pell Grant</i>	SIF SFA	Registrar, Student Financial Aid & Scholarships	23.2%	5	0%	0	5
8a	Graduate Degrees Awarded within Programs of Strategic Emphasis <i>(includes STEM)</i>	SIFD	Registrar	70.2%	10	1.4%	2	10
9a	Three-Year Graduation Rate for Florida College System Associate in Arts Transfer Student	SIF SIFD RET	Registrar	72.2%	5	1.8%	1	5
9b	Six-Year Graduation Rate for First Time in College Students who are Awarded a Pell Grant in their First Year	SIF SIFD RET SFA	Registrar, Student Financial Aid & Scholarships	86.4%	5	1.1%	1	5
10 ⁵	BOT Choice: Endowment Size (\$M)		Advancement	\$2,454	9	5%	10	10
Final Score Total⁴								94

¹ Excellence points are based on current year performance.

² Improvement is calculated based on the current year performance minus previous year performance.

³ For each metric, the final score is based on the higher of Excellence or Improvement points.

⁴ For 2025, all scores are based on Excellence Points except for metric 10.

⁵ Metric 10 is institution specific and left to the Board of Trustees to select.

Preeminence Metrics

Metric	Description	Source	Data Owner	2025
1a	Average High School GPA <i>an average weighted grade point average of 4.0 or higher for incoming freshman in Fall semester</i>	SUDS*	Admissions	4.6
1b	Average SAT Score <i>an average SAT score 1200 or higher for incoming freshman in Fall semester. Note: Beginning in Fall 2020, the metric also includes ACT scores that have been translated into the SAT scale.</i>	SUDS*	Admissions	1,408
2	Public University National Ranking <i>A top-50 ranking on at least two well-known and highly respected national public university rankings</i>	Various**	N/A	7
3	Freshman Retention Rate <i>90 percent or higher for full-time, first-time-in-college students</i>	SUDS*	Registrar	97%
4	Four-Year Graduation Rate <i>60 percent or higher for full-time, first-time-in-college students</i>	SUDS*	Registrar	78%
5	National Academy Membership <i>Six or more faculty members at the state university who are members of a national academy</i>	Academy Directory**	N/A	34
6	Total Annual Research Expenditures (\$M) <i>Total annual research expenditures, including federal research expenditures, of \$200 million or more</i>	National Science Foundation**	Research and Cost Analysis	\$1,272
7	Total Annual Research Expenditures in Non-Medical Science and Engineering (\$M) <i>Total annual research expenditures in diversified non-medical sciences of \$150 million or more</i>	National Science Foundation**	Research and Cost Analysis	\$751
8	National Ranking in Research Expenditures <i>A top-100 university national ranking for research expenditures in five or more disciplines within computer science, engineering, environmental science, life science, mathematical sciences, physical sciences, psychology, and social sciences</i>	National Science Foundation**	Research and Cost Analysis	8 of 8
9	Utility Patents Awarded <i>One hundred or more total patents awarded by the United States Patent and Trademark Office for the most recent 3-year period</i>	US Patent Office**	Technology Licensing	396
10	Doctoral Degrees Awarded <i>Four hundred or more doctoral degrees awarded annually</i>	SUDS*	Registrar	1,600
11	Number of Post-Doctoral Appointees <i>Two hundred or more post-doctoral appointees annually</i>	National Science Foundation**	Human Resources	772
12	Endowment Size (\$M) <i>An endowment of \$500 million or more</i>	NACUBO**	UF Foundation	\$2,454
13	Science & Engineering Research Expenditures (\$M) <i>Total annual STEM-related research expenditures, including federal research expenditures, of \$50 million or more.</i>	National Science Foundation**	Research and Cost Analysis	\$1,215

* The SUDS file submissions are ADM, SIF, SIFD, and RET

** BOG obtains data from external agencies



Data Integrity Certification

March 2026

In accordance with Board of Governors Regulation 5.001(8), university presidents and boards of trustees are to review, accept, and use the annual data integrity audit to verify that the data submitted for implementing the Performance-based Funding model complies with the data definitions established by the Board of Governors.

Given the importance of submitting accurate and reliable data, boards of trustees for those universities designated as preeminent or emerging preeminent are also asked to review, accept, and use the annual data integrity audit of those metrics to verify that the data submitted complies with the data definitions established by the Board of Governors.

Applicable Board of Governors Regulations and Florida Statutes: Regulations 1.001(3)(f), 3.007, and 5.001; Sections 1001.706(5)(e), 1001.7065, and 1001.92, Florida Statutes.

Instructions: To complete this certification, university presidents and boards of trustees are to review each representation in the section below and confirm compliance by signing in the appropriate spaces provided at the bottom of the form. *Should there be an exception to any of the representations, please describe the exception in the space provided.*

Once completed and signed, convert the document to a PDF and ensure it is ADA compliant. Then submit it via the Chief Audit Executives Reports System (CAERS) by **close of business on March 1, 2026**.

University Name: Click or tap here to enter text.

Data Integrity Certification Representations:

1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university's collection and reporting of data submitted to the Board of Governors Office, which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.
2. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.
3. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.

Data Integrity Certification, March 2026

4. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office. A written explanation of any identified critical errors was included with the file submission.
5. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.
6. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.
7. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.
8. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.
9. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.

Exceptions to Note: Click or tap here to enter text.

Data Integrity Certification, March 2026

Data Integrity Certification Representations, Signatures:

I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.

Certification: _____
University President

Date: _____

I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.

Certification: _____
University Board of Trustees Chair

Date: _____

APPENDIX

CRITERIA FOR ASSIGNING OVERALL REPORT RATING	
OVERALL RATING	DESCRIPTION
ADEQUATE	No significant unmitigated risks (financial and/or operational, compliance, strategic) that require management's immediate attention. The control environment as designed and evaluated is adequate, appropriate, and effective to provide reasonable comfort that risks are being managed and that significant business objectives are achieved. Opportunity for improvement exists, and management is generally aware of risks.
NEEDS IMPROVEMENT	A few unmitigated risks (financial and/or operational, compliance, strategic) exist that could significantly impact management's ability to achieve business objectives and reliable management information. These risks require management's prompt attention.
NEEDS SIGNIFICANT IMPROVEMENT	Significant risks (financial and/or operational, compliance, strategic) exist that require management's immediate attention. When considered in the aggregate, these risks indicate significant weaknesses in the design or operating effectiveness of internal controls. Overall, risk exposure is unacceptable.

CRITERIA FOR ASSIGNING PRIORITY LEVELS TO INTERNAL AUDIT OBSERVATIONS	
PRIORITY LEVEL	DESCRIPTION
HIGH	Observations addressing control matters for which action is essential for maintaining a strong control environment. These recommendations should be remedied within six months.
MODERATE	Observations addressing control matters that are important, but where other compensating controls exist. Thus, the adoption of these recommendations would either (a) improve management's control of the business or (b) improve the efficiency of existing controls. The recommendations should be addressed reasonably promptly.
LOW	Observations addressing situations where controls do not meet good practice standards or are inefficient. Adopting these recommendations would, therefore, enhance the control framework and/or efficiency of operations. The recommendations should be managed through routine procedures.

Note: The overall ratings and observation priorities represent a conclusion on the adequacy or effectiveness of internal controls for the processes reviewed. They are based on the estimated impact on the unit/process under review rather than to the university as a whole.

RISK CRITERIA

RISK MATRIX			
IMPACT \ LIKELIHOOD	LOW	MODERATE	HIGH
HIGH	Low	Moderate	High
MODERATE	Low	Moderate	Moderate
LOW	Low	Low	Low

LIKELIHOOD CRITERIA	
RATING	DESCRIPTION
HIGH	Likely to occur within the next six months
MODERATE	Likely to occur within the next year (12 months)
LOW	May occur in the future in exceptional circumstances

IMPACT CRITERIA			
RISK CATEGORIES	LOW	MEDIUM	HIGH
	- Event with consequences that can be readily absorbed. - Existing controls & procedures should cope with event or circumstance	Significant event or circumstance that can be managed under normal conditions	Critical event or circumstance with potentially disastrous impact without proper management
STRATEGIC	Minor impact on the university's ability to achieve strategic objectives	Moderate impact on the university's ability to achieve strategic objectives	Significant impact on the university's ability to achieve strategic objectives
FINANCIAL	>\$100K but <\$500K impact on Net Position - Internal Control deficiency - Minimum impact on donor support	>\$500K but <\$2M impact on Net Position - Significant internal control deficiency - Withdrawal of donor support or failure to meet development goals	>\$2M impact on Net Position - Multiple material weaknesses - Significant loss of donor support that could impact academic programs

IMPACT CRITERIA			
RISK CATEGORIES	LOW ▶ <i>Event with consequences that can be readily absorbed.</i> ▶ <i>Existing controls & procedures should cope with event or circumstance</i>	MEDIUM ▶ <i>Significant event or circumstance that can be managed under normal conditions</i>	HIGH ▶ <i>Critical event or circumstance with potentially disastrous impact without proper management</i>
REPUTATIONAL	▶ No report to stakeholders	▶ Awareness by stakeholders (e.g., students, alumni, donors)	▶ Press coverage (e.g., newspaper, TV) ▶ Attention/Concern from the public, national media, or Board (Trustees, Governors)
OPERATIONAL	▶ Small impact felt to a single area of the university's operations. ▶ Management (Chair/Director level) intervention may be required. ▶ <5% decline in enrollment	▶ Impact felt in multiple areas of the university's operations. ▶ Substantial management (Dean/Vice President level) involvement required. ▶ >5% but <10% decline in enrollment	▶ Significant impact felt throughout the university. ▶ Cabinet-level executive management and potentially Board level involvement required. ▶ > 10% decline in enrollment
LEGAL, COMPLIANCE, AND REGULATORY	▶ Low-level legal issue ▶ Minor noncompliance with contract/standards	▶ Multiple noncompliance with contract/standards ▶ Corrective action request	▶ Regulatory sanctions/punitive fines ▶ Litigation and potential large legal settlement/liability ▶ Enforcement action; major noncompliance with contract/standards ▶ Loss of accreditation



COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC2
December 4, 2025

SUBJECT: UF Compliance and Ethics Program FY25 Annual Report

BACKGROUND INFORMATION

The Board of Governors Regulation 4.003 requires the Chief Compliance, Ethics, and Privacy Officer to report at least annually on the effectiveness of the Compliance and Ethics Program. The regulation further requires the Board of Trustees to review and approve the UF Compliance and Ethics Program FY25 Annual Report prior to submission to the Board of Governors.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the UF Compliance and Ethics Program FY25 Annual Report as presented. The Committee is asked to recommend this item to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required. Submission to the Board of Governors is required after approval by the Board of Trustees.

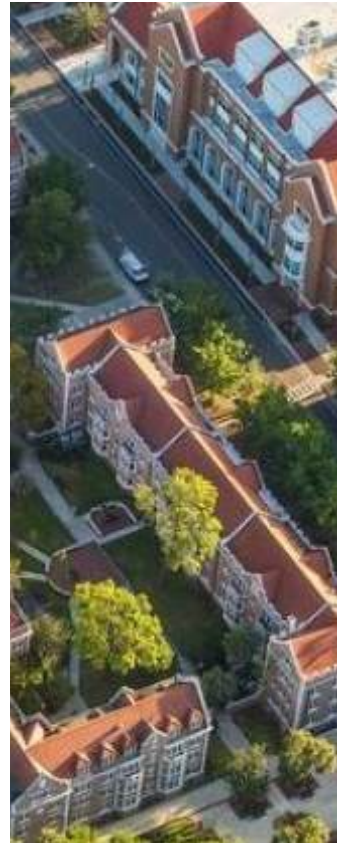
Supporting Documentation Included: UF Compliance and Ethics Program FY25 Annual Report

Submitted by Chelsey Clements, Chief Compliance, Ethics, and Privacy Officer

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary



FY 24-25 ANNUAL REPORT

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MESSAGE FROM THE CCO

I am pleased to present the University of Florida (UF) Compliance and Ethics report for fiscal year (FY) 24-25. UF's Compliance and Ethics Program was developed as required by Florida Board of Governors Regulation 4.003 and based on the Code of Ethics for Public Officers and Employees contained in Part III, Chapter 112, Florida Statutes and the Federal Sentencing Guidelines Manual, Chapter 8, Part B, Section 2.1 Effective Compliance and Ethics Program. This report is published annually to provide the UF Board of Trustees, the Florida Board of Governors, and the UF community with a comprehensive view of the collaborative efforts of our many institutional Compliance Partners.

Navigating the intricacies of higher education compliance requires a collective effort and unwavering commitment to the highest ethical standards.

Your dedication is the cornerstone of UF's ongoing success, and I'm grateful to work alongside such an inspiring group of professionals. Together, we can cultivate an environment that upholds the values which make UF a leader in education, research, and public service.

Chelsey J. Clements, J.D., CCEP

Chief Compliance, Ethics
and Privacy Officer



INTRODUCTION

The Mission of UF Compliance and Ethics is to protect and promote the institutional integrity of the University of Florida and serve as a resource to all employees in matters of ethical conduct and compliance with the law. UF Compliance and Ethics fosters a culture that embeds the importance of compliant conduct in all functions and reflects UF's Core Values.

UF's Compliance and Ethics demonstrates UF's dedication to upholding the highest standards of integrity while ensuring adherence to all applicable regulations, laws, and university policies.

Our commitment to compliance strengthens our position as a leading public institution and supports our mission of excellence in education, research, and service. This report outlines our office's key initiatives, achievements from the past year, and strategic objectives for the future.

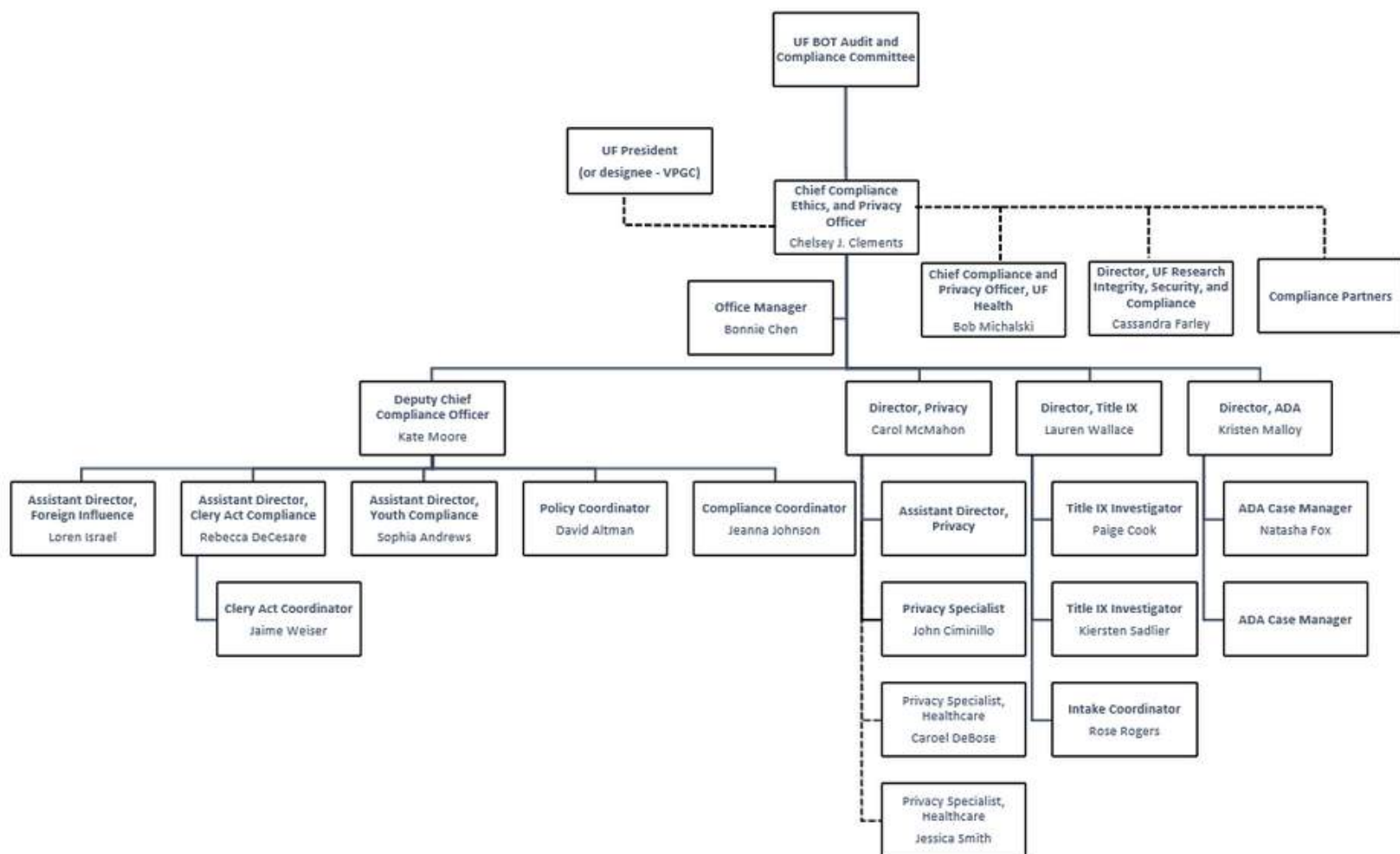
Elements of an Effective Compliance and Ethics Program



STRUCTURE OF UF'S COMPLIANCE AND ETHICS PROGRAM

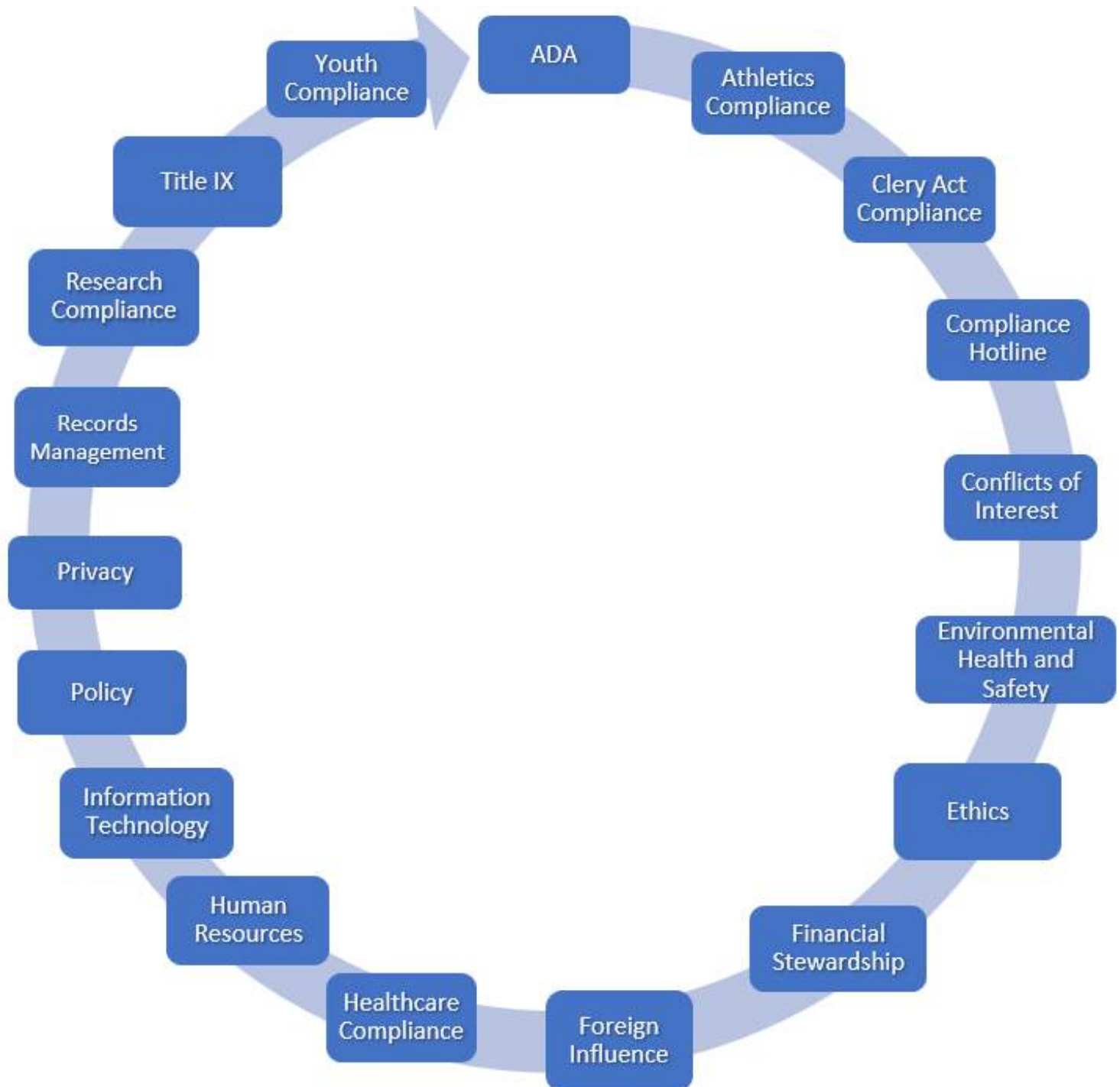
Florida Board of Governors Regulation 4.003 requires that each State University System institution have a compliance and ethics program, defines the reporting relationship to the UF Board of Trustees and the university President, and includes annual and periodic reporting to the Florida Board of Governors.

The Chief Compliance, Ethics, and Privacy Officer oversees UF Compliance and Ethics as well as all Compliance Partners who support operational compliance efforts across the enterprise.



Compliance Partners

Compliance Partners across the enterprise perform day-to-day operational compliance with subject-matter expertise. They are the front line for implementing policies, procedures, and education designed to reduce risk and ensure compliance in their respective scopes of responsibility. As such, Compliance Partners are central to maximizing compliance and promoting a culture of integrity across the UF enterprise.





GOVERNANCE & OVERSIGHT

The University of Florida is committed to operating in a manner that embraces the highest ethical standards and complies with applicable laws, regulations, and policies. In furtherance of this commitment, UF's Board of Trustees and President established the UF Compliance and Ethics Program (Program) to provide oversight and coordination for the university's enterprise-wide compliance functions. UF's Compliance and Ethics Program is designed to promote ethical conduct, prevent and detect non-compliance, and maximize compliance with applicable laws, regulations, and policies across the university enterprise through education and training. UF's Compliance and Ethics Program is consistent with recognized requirements and guiding principles, including the Florida Code of Ethics for Public Officers and Employees contained in Part III, Chapter 112, Florida statutes; the Federal Sentencing Guidelines Manual, Chapter 8, Part B, Section 2.1 Effective Compliance and Ethics Program; and Florida Board of Governors Regulation 4.003.

Pursuant to Chapter 8 of the Federal Sentencing Guidelines Manual, UF's Compliance and Ethics Program is organized around the seven elements of an effective compliance and ethics program: (1) governance and high-level oversight; (2) policies and standards of conduct; (3) communications and reporting; (4) training and education; (5) risk identification, monitoring, and auditing; (6) response and prevention; and (7) enforcing standards.



AUDIT AND COMPLIANCE COMMITTEE (ACC)

The UF Board of Trustees Audit and Compliance Committee (ACC) provides governance and high-level oversight for UF's Compliance and Ethics Program. Among other duties, the Audit and Compliance Committee reviews significant compliance findings identified through compliance reviews, investigations, inquiries, or other means, approves any changes to UF's Compliance and Ethics Program, and ensures failures in compliance or ethics are addressed through appropriate and consistent remediation measures. In addition to regular communication between the CCO and the Audit and Compliance Committee Chair, the CCO supports the Audit and Compliance Committee's compliance oversight work by keeping the UF Board of Trustees informed of key compliance initiatives.

This fiscal year, the CCO and the UF Board of Trustees discussed topics including the UF Compliance and Ethics Program FY24 Annual Report, the UFCE Office Charter, several foreign influence issues including, Foreign Gifts and Contracts Reporting (January and July), Foreign Countries of Concern Reporting, the Foreign Travel Report, and the Title IX and ADA Programs. The CCO met with the Audit and Compliance Committee Chair monthly and kept him apprised of resources needed, regulatory changes, new requirements, and impacts to the Program.

In addition to these activities, the CCO attended all UF Board of Trustee meetings throughout the fiscal year for the newly created UF Health Corporation Board. This ensured appropriate governance, oversight, and collaboration regarding UF's healthcare enterprise.



A Culture of Compliance and Ethics

The following university and external committees, workgroups, and teams support UF's Compliance and Ethics Program efforts. Compliance Partners either chair or serve as members on the below groups:

- Alachua County Coalition for Sexual Violence
- EIT Accessibility Working Group
- Executive Compliance Committees, all UF Health hospitals
- Executive Radiation Safety Committee
- Human Use of Radioisotopes and Radiation Committee
- Finance, Audit & Investment Committee, Board of Directors for UF Health
- Florida - Technical Advisory Committee (TAC) for Swimming Pools
- Florida Building Code Administrators and Inspectors Board
- Florida Fire Code Advisory Council
- Information Security Advisory Workgroup
- Institutional Animal Care and Use Committee (IACUC)
- Institutional Biosafety Committee
- Institutional Review Board (IRB)
- Internal Review Committee (IRC)
- Intercollegiate Athletics Committee
- Occupational Medicine (OccMed) Advisory Board
- Risk Financing and Loss Prevention - Interagency Advisory Council (IAC)
- Scientific Diving Safety Board Committee
- SEC Athletics Compliance Administrators
- SEC Clery Working Group
- Stop Campus Hazing Act Working Group
- SUS Clery Working Group
- SUS EH&S Committee
- SUS Compliance Consortium
- Title IX Committee for Intercollegiate Athletics
- Title IX partner meetings – HR and Student Conduct
- UAA Eligibility/Certification Team
- UF Alert Working Group
- UF Crisis Communications Group
- UF Health Information Technology Risk Assessment (“ITRA”)
- UF Health Laboratory Compliance Committee
- UF Health Legal/Privacy Collaboration Meeting
- UF Health Utilization Management Committees – all UF Health hospitals
- UF Laser Safety Committee
- UF Scripps Florida Radiation Safety Committee
- UF Youth Compliance Working Group
- UF/UF Health Policy Group
- UFTR Reactor Safety Review Committee
- University Policy Group (UPG)
- Use of University Space Working Group

Compliance Partner Milestones

Foreign Influence: After formally being designated as a program in 2024, UF's Foreign Influence Program completed its first annual Foreign Influence report and 6-month update to the Florida Board of Governors. This report included information collected from more than 90 units across campus. Similarly, the Foreign Influence Program completed the bi-annual Foreign Gifts and Contracts reports for both the state and federal government and implemented a new valuation methodology for indeterminate value contracts.

The Assistant Director for Foreign Influence created and distributed a comprehensive Foreign Gifts and Contracts User's Guide, which displays examples, answers FAQs and outlines each step of the submission process. UFCE also launched a Foreign Influence website to provide UF stakeholders with guidance and direction on various foreign influence issues.

ADA Collaboration and Consultations: The ADA Office worked diligently to establish excellent working relationships with other institutional partners. Regularly occurring meetings were set up with various Compliance Partners, including Environmental Health and Safety (EH&S), General Counsel, Central Leave, Transportation and Parking Services (TAPS), Employee Relations, and the Disability Resource Center (DRC). These partnerships fostered support for employee accommodation requests.

The ADA Office also provided numerous consultations throughout the year, including a consultation with Human Resources Classification and Compensation to discuss the importance of updated and detailed job descriptions as it relates to the ADA interactive process. The ADA Office also provided a consultation with campus partners including EH&S about physical accessibility and best practices in built design.



Policies & Standards

UF Compliance and Ethics is responsible for UF Policy oversight which is administered through the University Policy Group (UPG). The UPG grew significantly this fiscal year with the addition of one full-time Policy Coordinator. With this new position in place, the UPG began administering the full policy process as outlined in the Policy on Policies, which includes consultations for those who wish to implement a new policy or revise an existing policy.

Stakeholders including the unit Vice President, policy author, General Counsel, and members of the UPG meet during a policy consultation to discuss the regulatory or legal requirements which inform the topic and other considerations prior to the policy being written.

Data suggests an upward trend in policy governance activity, with increases in the number of new, amended, and reviewed UF Policies compared to previous years. This growth reflects both the enhanced support capacity provided by the Policy Coordinator role and heightened engagement across the institution in maintaining compliant, well-structured, and concise policies.

NOTABLE ACHIEVEMENTS



Enhanced tracking of review cycles and compliance with the three-year review requirement



Streamlined policy intake and review workflows for greater transparency and efficiency



Expanded unit-specific consultations, offering personalized guidance from policy drafting to approval



Increased administrative support for the UPG

Policies

UF Policies are official directives that establish clear standards of organizational and individual conduct in compliance with applicable laws and regulations and are deemed necessary and appropriate by UF leadership. UF Policies apply enterprise-wide (as opposed to college or unit internal policies), and all faculty, staff, students, volunteers, vendors, and visitors to campus are expected to comply with applicable UF Policies. A UF Policy may expand on the framework in a UF Regulation but may not conflict with a UF Regulation. UF Policies are housed on the [UF Regulation and Policy Hub](#).

New and Amended Policies for FY 24-25:

Accessibility and Reasonable Accommodation for Individuals with Disabilities	New	3/26/2025
Account Management	Administrative Amendment	2/18/2025
Administrative Supplements	New	8/3/2024
Alcoholic Beverage	Substantive Amendment	7/18/2024
Art in State Buildings	New	5/7/2025
Authentication Management	Substantive Amendment	7/18/2024

New and Amended Policies for FY 24-25 Continued:

Author Rights	Administrative Amendment	3/17/2025
Conflicts of Interest and Conflicts of Commitment	Substantive Amendment	6/11/2025
Construction Manager Selection	New	5/7/2025
Contractor Selection	New	5/7/2025
Courtesy Faculty	Substantive Amendment	7/1/2024
Design Builder Selection	New	5/7/2025
Domain Name	Administrative Amendment	7/18/2024
Electric Mobility Devices and Bicycles	New	7/18/2024
Electronic Information Technology Communication Accessibility	Substantive Amendment	7/21/2025
Emergency Consultation Compensation	Administrative Amendment	1/14/2025
Employee Award and Recognition Programs	Administrative Amendment	1/14/2025
Endorsement of Commercial Services or Products by UF Employees	Administrative Amendment	1/14/2025
Export Control Compliance	Administrative Amendment	1/16/2025
Food and Beverage Services	Administrative Amendment	8/27/2024
Furlough Policy	Administrative Amendment	1/16/2025

New and Amended Policies for FY 24-25 Continued:

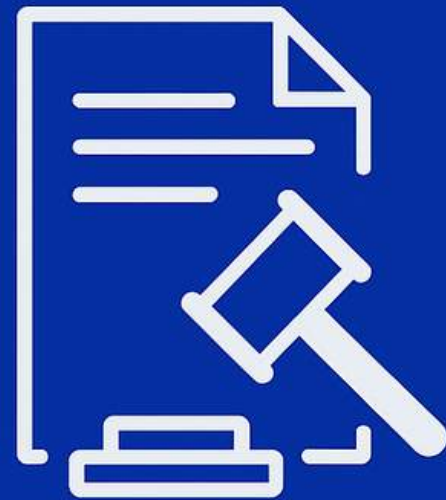
Hazing	New	6/23/2025
Hiring administrative employees	New	12/13/2024
Information Technology Audit and Logging	Substantive Amendment	7/18/2024
Institutional Clery Act	Substantive Amendment	3/26/2025
Legal and Display Name	Substantive Amendment	7/28/2025
Licensing of Private Remote Sensing Systems	New	4/25/2024
Mandatory Health Insurance	Administrative Amendment	8/13/2024
Mobile Computing and Storage Devices	Administrative Amendment	8/7/2024
Non Commercial Aircraft Use	New	12/13/2024
Non-Student Hourly OPS Employment	Administrative Amendment	3/27/2025
Offboarding University Employees	Administrative Amendment	1/21/2025
On Call Pay and Callbacks	Administrative Amendment	1/21/2025
Parking, Traffic and Transportation	Administrative Amendment	1/21/2025
Policy on Policies	Administrative Amendment	11/6/2024
Post-retirement Volunteer Services	Substantive Amendment	7/1/2024

New and Amended Policies for FY 24-25 Continued:

Post-Tenure Faculty Review	New	9/30/2024
Prerequisites	Substantive Amendment	10/29/2024
Procurement Policy for Professional and Construction Services	New	5/7/2025
Professional Selection	New	5/7/2025
Remote Work Location	Administrative Amendment	1/23/2025
Research Integrity	Administrative Amendment	1/23/2025
Shift Differential	Administrative Amendment	1/23/2025
Title IX	New	7/1/2025
Use of University Space	Substantive Amendment	4/7/2025
Working Safely and Maintaining Workplace Health Standards	Administrative Amendment	1/23/2025
Youth Compliance & Child Abuse Reporting	Administrative Amendment	3/7/2025

University Regulations

University Regulations are official directives of general applicability that are required by federal or state laws, by Florida Board of Governors regulations, or as otherwise deemed necessary and appropriate by the UF Board of Trustees. Regulations must be approved by the UF Board of Trustees. Regulations provide the broader framework under which UF Policies may be created.



UF Regulations are housed on the UF Regulation and Policy Hub

The Following Regulations were Amended or Adopted in FY 24-25:

1.006	Non-Discrimination/Harassment/Invasion of Privacy Policies
1.0063	Affirmative Action; Complaints and Appeal Procedures for Academic Personnel (AP), and Technical, Executive, Administrative and Managerial Support (TEAMS) Staff Members
1.007	Code of Penalties
1.0103	Policies on Restricted Data
1.012	Tuition-Free Courses
1.015	University of Florida Campaign for Charities
1.017	Separations from Employment, Layoff and Furlough
1.018	Works and Inventions
1.019	Limited Access Records
1.1	General Personnel Policy
1.2	Benefits, Retirement Programs, Employment Services and Holidays
1.201	Leaves
1.202	University Bonus Plans
2.023	St. Augustine Historic Properties
3.006	Parking
3.0375	Tuition Cost

The Following Regulations were Amended or Adopted in FY 24-25 Continued:

3.04	Employee Recognition Program
3.054	Appointment, Technical, Executive, Administrative, and Managerial Support Staff
3.056	Resignation and Non-Reappointment of Technical, Executive, Administrative, and Managerial Support Staff
3.062	General Personnel Policy for Technical, Executive, Administrative, and Managerial Support Employees
3.074	Construction; Evaluations of Professional Service Providers (including Architects and Engineers), Design/Builders, Construction Managers and Contractors; Disqualification Procedure
4.041	Law School Honor System
5.0764	College of Medicine Policy on Pharmaceutical, Medical Device, and Biotechnology Industry Conflicts of Interest
7.003	Academic Personnel Employment Plan: Academic Appointments, Types of Appointments, Appointment Status Modifier, and Academic-Administrative Classification Titles
7.01	Faculty Evaluation and Improvement: General Policy, Areas of Performance to be Evaluated, Sources of Data for Evaluation, Methods of Evaluation, Utilization of Evaluations, Junior Faculty Mentoring, Sustained Performance Evaluation and Administrative Evaluation
7.049	Textbook and Instructional Materials Affordability and Transparency
7.1	Academic Program Termination and Temporary Suspension of New Enrollments



Standards of Conduct

for UF and its community are discussed in multiple documents including:

- The UF Employee Handbook
- The Student Honor Code and Student Code of Conduct
- Various unit and industry-specific codes of conduct, as applicable and adopted by UF units (such as the UF Health Code of Conduct; the Code of Ethics for Internal Auditors; the American Institute of Chemical Engineers Code of Ethics; and the Code of Professional Ethics for Compliance and Ethics Professionals)
- The Florida Code of Ethics for Public Officers and Employees (Chapter 112, Part III, Florida Statutes)

COMPLIANCE PARTNER MILESTONES



UF RISC: UF Research Integrity Security and Compliance (RISC) assumed oversight of the Conflicts of Interest (COI), Outside Activities, and the Research Conflicts of Interest Programs in FY 25. This realignment assisted the campus community by creating a central location for all COI questions and concerns. The office published a new COI Policy and began the process of creating a single system of record for employees to disclose outside activities. This system, eDisclose, will launch to all UF employees in FY 26.



ADA Policy and Process Guide: The ADA Office developed an institutional ADA Policy to ensure equal access to services, programs, and resources (including digital technologies) for individuals with disabilities. The accompanying Process Guide outlines the accommodation request process in detail and defines the ADA Office's scope.



UF Privacy Policy Updates: The UF Privacy Office, in consultation with the UPG, began a long-term project to review and update their policy library. As privacy and IT security issues are evolving quickly, it is critical the UF's Privacy Program Policies are up-to-date and responsive to business needs. Policies will be created or amended for topics including Social Security Numbers, FERPA, HIPAA, FIPA, Breach Notification, Global Privacy, and other regulations that have not been fully addressed in the past.

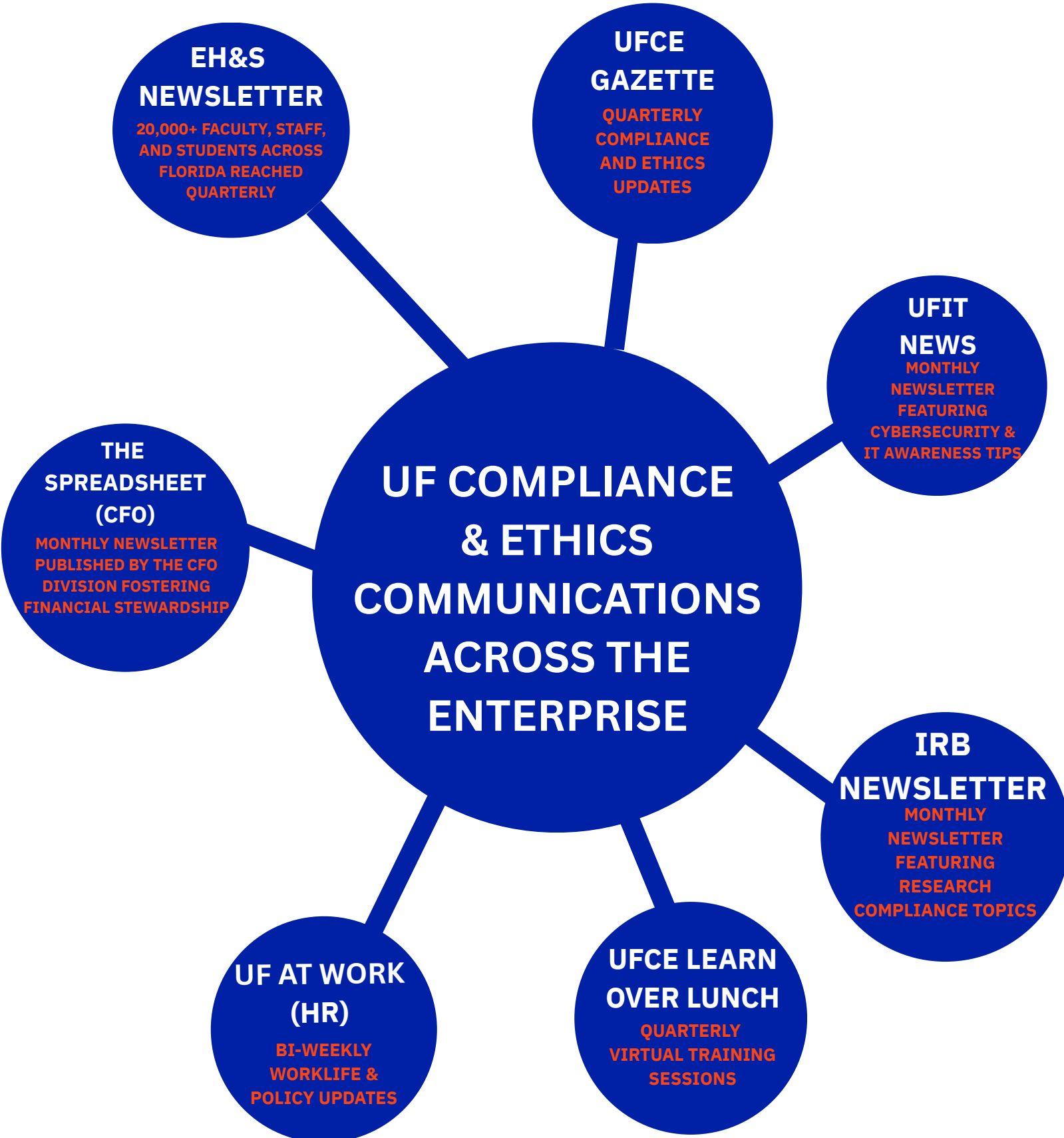


Communications & Reporting

UF's Compliance and Ethics Program ensures UF effectively communicates expectations to all students and employees and takes reasonable steps to disseminate its Regulations, Policies and Standards. Further, UF's Compliance and Ethics Program ensures UF maintains and publicizes a system to report or seek guidance regarding potential misconduct, non-compliance, or unethical conduct.

UF Compliance and Ethics and its Compliance Partners utilize a wide-array of communication methods to share and receive compliance-related information throughout the UF enterprise. Several notable examples of how Compliance Partners have shared information, increased compliance awareness, and communicated important information are identified on the following page.





COMPLIANCE PARTNER MILESTONES

EH&S

In October 2024, EH&S held its annual Safety Month campaign, organizing multiple tabling events across campus to promote a culture of safety and reinforce workplace safety principles. These events created valuable opportunities to engage with the campus community, share meaningful information, and raise awareness about EH&S initiatives.

UF

FLORIDA

SAFETY

Month

AWARENESS

Join EH&S for Exciting

Events Across Campus!

October Events:

10/1

Safe & Healthy Future
w/ Smart Agriculture

11 am - 1 pm

Fifield Hall

10/23

Safe & Smart
Student Living

11 am - 1 pm

Graham Commons

10/9

Protect, Preserve,
& Prevent

10 am - 2 pm

Reitz Union

10/25

Picture Perfect
Chemistry

9:30 - 11:30 am

Scott Family Hall

10/15

Advancing Science
& Protecting Lives

11 am - 1 pm

Lake Nona

10/28

Safety in
Every Step

11 am - 1 pm

Malachowsky Hall

What to Expect:

• Meet Environmental Health & Safety staff

• Learn about our safety programs & initiatives

• Grab some free stuff!

EHS.UFL.EDU

YOUTH COMPLIANCE

Child Safety Awareness Campaign:
Youth Compliance launched a broad communication campaign during the month of April to raise awareness related to child abuse prevention and child abuse reporting compliance. The campaign reinforced UF’s commitment to child safety and included multiple methods of communication through training, workshops, newsletters, and visual displays. As part of the campaign, the Youth Compliance Program published a new targeted training – Mandatory Reporting of Child Abuse. The Compliance Gazette also focused on the prevention of child abuse, and many Compliance Partners joined the Youth Compliance Program in displaying blue pinwheels, a symbol of child abuse prevention.

A group of approximately ten people, including students and staff, are standing in front of a modern building. They are holding blue pinwheels, which are a symbol of child abuse prevention. In the foreground, there is a sign that reads "National CHILD ABUSE Prevention Month" and "UF Compliance and Ethics". The sign also features the University of Florida logo and the text "UNIVERSITY OF FLORIDA".

UFCE | ANNUAL REPORT FY 24-25

23

48/114

COMPLIANCE PARTNER MILESTONES

CLERY ACT COMPLIANCE

On February 12, 2025, a UF Alert was issued following an armed robbery that occurred near the UF Human Resources Building. The Gainesville Police

Department had limited information, relying on a physical description and the suspects' general direction of travel. UF Alert message informed nearby students and employees to take shelter, protecting themselves and preventing further harm. The timely UF Alert also prompted swift action from many members of the UF community who immediately called 9-1-1 with tips and information about the suspect. This information enabled the Gainesville Police Department to identify, locate, and apprehend the suspect within 1.5 hours, demonstrating the power of effective communication and community engagement in ensuring campus safety.



UF ALERT

ATHLETICS COMPLIANCE

At the beginning of each academic year, an athletics compliance meeting is held to review policies, procedures and compliance expectations. Each full-time staff member completes an attestation post-meeting that they have reported all violations of NCAA/SEC Rules that they committed or were made aware of.



TRAINING & EDUCATION

Florida Board of Governors Regulation 4.003 requires UF Board of Trustee members and UF employees to receive training regarding their responsibility and accountability for ethical conduct, as well as compliance with applicable laws and regulations. To increase awareness and understanding of these laws and the critical aspects of the Program, UF Compliance and Ethics, its Compliance Partners, and other functional areas throughout UF offer a wide range of training on legal, regulatory, and ethical requirements.

Throughout each fiscal year, the CCO provided regular updates regarding UF's Compliance and Ethics Program to the Chair of the Audit and Compliance Committee and at least one comprehensive annual update to the UF Board of Trustees. The CCO or other members of the UFCE staff also delivered several more specific updates and presentations. Consistent communication ensured that the UF Board of Trustees remained engaged in UF's Compliance and Ethics Program's oversight.



UF employees are required to take the following trainings upon hire and periodically thereafter:



**Compliance and Ethics –
Doing Your Part for the Gator
Good
(every two years)**

This training introduces employees to UF Compliance and Ethics, the role of the CCO, Compliance Partners, and reviews key provisions of the Florida Code of Ethics and how to report concerns.



**Title IX Training for UF
Employees (annually)**

This course supports UF’s vision of an academic and work environment free of discrimination on the basis of sex. This course provides employees with a foundational understanding of prohibited conduct as defined by Title IX, how to report concerns, and how to support those who make reports.

This training was completely redesigned in order to bring the training in-house, make it shorter and easier to navigate, and respond to changes in the federal regulations as well as feedback received about the previous training.



**Protecting UF: Information
Security Awareness Training
(annually)**

The purpose of this training is to support a security conscious environment. The training focuses on topics such as restricted data, cloud sharing, and common cyber security risks.

FY 24-25 Training Highlights Include:

<u>Topic</u>	<u>Purpose</u>	<u>Number Trained</u>
Annual Information Security Awareness Training	In 2019, the Florida Board of Governors conducted audits of the state's 12 public universities. The report recommended that the University of Florida enhance its existing information security awareness program by implementing mandatory annual faculty and staff information security awareness training.	19,363
Campus Security Authority (CSA) Training	UF faculty and staff who are mandatory reporters under the Clery Act. This is an annual training.	4,358
Compliance and Ethics: Doing Your Part for the Gator Good	This online course, required by Florida Board of Governors Regulation 4.003, provides UF staff with essential knowledge about UF's Compliance and Ethics Program. The training is designed to foster a culture of integrity and accountability across the UF enterprise by enhancing employees' understanding of ethical standards, policies, and responsibilities.	19,340
FERPA	The U.S. Department of Education requires that institutions receiving federal funds provide FERPA training and other resources to their employees. This course will provide a basic understanding of FERPA and how it applies to students at UF and its components.	11,581

FY 24-25 Training Highlights Continued:

<u>Topic</u>	<u>Purpose</u>	<u>Number Trained</u>
Hazardous Waste Management	This course requirement must be met for all employees who generate or manage hazardous waste in laboratories and satellite areas on UF's main campus to ensure compliance and regularity standards.	15,044
HIPAA Awareness	This training is required for all members of the workforce in UF's medical components and their affiliated entities, whether they have access to health information or not.	25,775
Protecting Social Security Numbers & Identity Theft Prevention	This course requirement must be met immediately upon employment for those who may have access to Social Security Numbers directly or indirectly. All UF personnel who routinely work with payment card data, consumer reports, or similar financial information, and those who request special use or collection of SSNs.	5,197
Research Security	In support of the new federal training requirement, UF RISC launched a UF-specific research security training that covers a variety of topics including international projects, international scholars visits, and disclosure of activities to federal partners.	1,406
Supporting Students in Distress	The Florida Board of Governors mandates that all employees within the State University System complete a course that builds knowledge and skills related to mental health and suicide prevention.	7,072

FY 24-25 Training Highlights Continued:

<u>Topic</u>	<u>Purpose</u>	<u>Number Trained</u>
Title IX Employee Training	Newly created proprietary Title IX training for all employees. Implemented in 2025.	22,164
UAA Certification of Compliance	This annual requirement confirms coaches and staff members' knowledge of and adherence to NCAA rules.	392
UF Health Annual Compliance and Privacy Education	Required of all hospital employees and staff on an annual basis.	29,766
Youth Protection Training	To equip individuals with the knowledge to employ strategies to provide a safe environment for youth/minors, recognize the different types and signs of child abuse, properly respond to incidents involving youth and/or report known or suspected child abuse.	5,667

COMPLIANCE PARTNER MILESTONES

UF PRIVACY

In late 2024, UF Privacy was charged with redesigning the HIPAA training as a part of the faculty administrative burden project. This was an excellent opportunity to revitalize this critical training required of many employees that had not been significantly updated in 15 years. The UF Privacy team worked in consultation with UF HR for many months to reimagine the training, produce a new script, and determine the most user-friendly interface for implementation. The resulting training program is UF's HIPAA Awareness Training, which was rolled out in Spring 2025. This training is required by both UF and UF Health, and thousands of employees view this program annually. In addition to the HIPAA training, the UF Privacy Program also continues to provide training on targeted issues to units that request it, for example the UF Student Health Care Center and the College of Dentistry.

EH&S

EH&S released a new sharp tracking and bloodborne pathogen training & vaccination platform. This new platform centralizes data and streamlines the overall process. This initiative is part of a long-term plan to move away from SharePoint forms and tracking.

UFCE

UFCE collaborated with UF Human Resources to redesign and relaunch the new faculty orientation training module. The content was updated to align with the current structure of UFCE. This project was undertaken in response to the faculty administrative burden project, which sought to streamline and update enterprise-wide training initiatives.

CLERY ACT COMPLIANCE

The Clery Act Compliance Office conducted a training session for UF Housing professional staff, marking the first tailored Clery Act Compliance training with these employees. The training significantly enhanced their understanding of Clery reporting requirements, leading to increased Campus Security Authority (CSA) reports from Housing staff in the 2024-2025 academic year, which strengthened campus safety monitoring and response.

ADA OFFICE

The ADA Office provided numerous training sessions, delivered in-person and virtually, to strengthen understanding and compliance with the new ADA Policy and interactive process for employee accommodations.

RISC Team

The RISC team, as a part of the rollout of the new COI Policy, provided campus-wide training to a variety of groups and end users. These trainings were offered to areas with a history of many disclosures, as well as in response to requests.



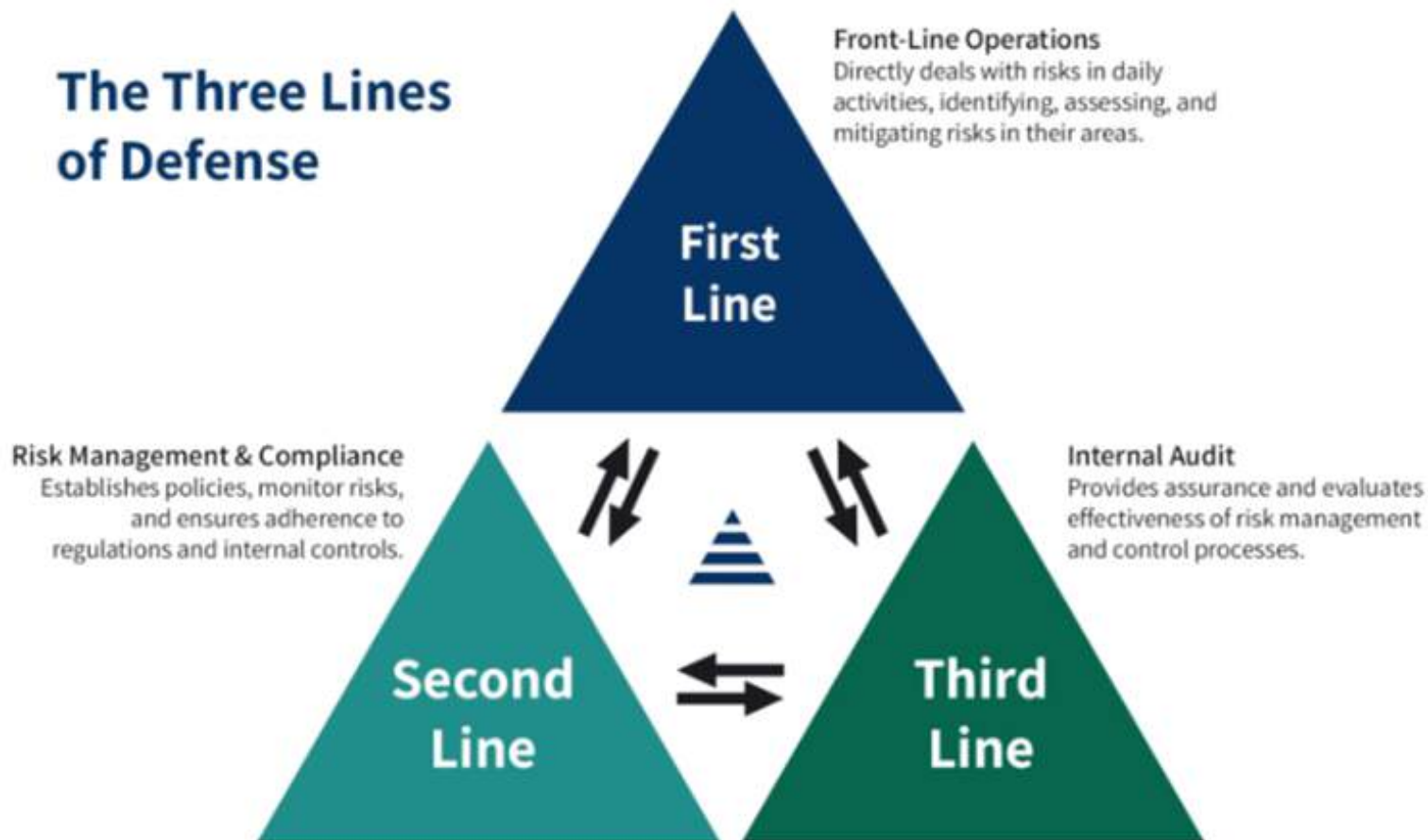
AUDITING & MONITORING

Pursuant to the Federal Sentencing Guidelines Manual and the Florida Board of Governors Regulation 4.003, effective compliance and ethics programs must utilize regular monitoring and auditing to ensure that UF's Compliance and Ethics Program is followed, as well as periodically evaluate the effectiveness of UF's Compliance and Ethics Program. UF's Office of Internal Audit performs audit, investigative, and management advisory services to all UF units and, at times, may focus audit efforts on compliance-related functions. The majority of continuous risk identification and monitoring related to compliance functions are provided by UF's Compliance Partners on a regular basis.

UF employs a 'three lines of defense model' as it relates to compliance oversight and compliance risk management. Operational units manage the day-to-day functions of UF's operations as well as some direct oversight of compliance areas. UF's Compliance and Ethics Program serves as the second line of defense, which ensures adherence to appropriate policies and internal controls. The second line of defense model is the reason all compliance activities at UF are overseen by the CCO (whether through direct reporting or a dotted line). This also means that UF's Compliance and Ethics Program and CCO primarily serve as the oversight layer. Internal Audit serves as the third line of defense, which means that function is removed from day-to-day operations in order to preserve their independence, objectivity and eliminate conflicts of interest.



The Three Lines of Defense



The CCO provides the UF Board of Trustees continuous assessments of the UF Compliance and Ethics Program during quarterly committee meetings and an annual overall assessment of the Program through this report. In addition, Florida Board of Governors Regulation 4.003 requires an external assessment of the effectiveness of UF's Compliance and Ethics Program at least every five years. In May 2021, UF Compliance and Ethics engaged Baker Tilly to assess the effectiveness of UF's Compliance and Ethics Program. The assessment concluded that UF's Compliance and Ethics Program generally conformed to Florida Board of Governors Regulation 4.003 and other relevant guidance, which is the highest ranking within the approved rating system. The next effectiveness review is due by May 2026.

Key Compliance Oversight Functions:

UF COMPLIANCE & ETHICS

UFCE/the CCO serve in an oversight advisory capacity to all enterprise-wide Compliance Partners and compliance units with regard to their policies, risk monitoring, and internal controls. For example, UFCE provides high-level oversight for Research Compliance's monitoring functions, and contributes to significant monitoring tasks led by the Controller's Office, including partnering in overseeing the UF Anti-Fraud Framework. Additionally, UFCE performs periodic self-assessments of components within UF's Compliance and Ethics Program and, at least every five years, initiates an external review of UF's Compliance and Ethics Program's effectiveness, as required by Florida Board of Governors Regulation 4.003. UFCE incorporates findings and recommendations from both the self-assessments and the external reviews to continually improve UF's Compliance and Ethics Program.

RESEARCH COMPLIANCE

There are several units within UF Research that conduct monitoring activities for active UF Research projects. Some examples include:

- IRB Quality Assurance Program, which conducts routine and for cause reviews, educational services, and assistance with external audits;
- Export Control Program, which reviews all sponsored research projects for export control implications and performs annual reviews of all technology control plans;
- Research Conflict of Interest Program, which reviews all sponsored research for research conflicts and performs annual monitoring and review of active management plans;
- Contracts and Grants, which performs risk-based fiscal reviews of grant related transactions

UF CONTROLLER'S OFFICE

Organized within the UF Controller's Office, the Internal Controls and Quality Assurance Group provides guidance on internal control best practices, performs periodic risk-based reviews of departmental transactions, coordinates external audit requests, and provides training to UF's financial stewardship community

UF HEALTH COMPLIANCE SERVICES

This function maintains programs to provide for risk identification, monitoring, and auditing functions within both healthcare regulatory compliance and medical billing compliance. UF Health Compliance Services performs regular risk-based monitoring and auditing activities for activities including billing and coding, Stark/anti-kickback requirements, and HIPAA compliance.

Regulatory Reporting

Many federal and state laws and regulations, as well as Florida Board of Governors regulations include a reporting element to exercise oversight and ensure compliance. Compliance Partners produce multiple regulatory reports every year. A subset of these reports is included below.

Area	Report	Regulation	Completed	Description
Athletics Compliance	EADA Report	U.S. Department of Education HEOA (Public Law 110-315)	Oct 15, 2024	Annual reporting on athletic participation, staffing, and revenues and expenses, by women’s and men’s teams.
Athletics Compliance	Intercollegiate Athletics Program Report	NCAA Constitution Article 2(D)(1) (c); NCAA Bylaw 20.2.4.17 [Division I members]; NCAA Bylaw 7.3.1.5.23.1	Jan 30, 2025	The NCAA requires institutions to have an independent public accountant review their revenues and expenses according to the NCAA Agreed Upon Procedures (AUP) Guidelines. This is an annual requirement for Division I members.
Clery	Annual Security Report and Annual Fire Safety Report	34 CFR Part 668.46(b), 34 CFR Part 668.49(b)	September 25, 2024, July 01, 2025 (republication)	Annual report distributed to the UF community that includes 3 years of crime and fire data, 116+ statements of policy regarding campus safety, and information on crime prevention programs.

Regulatory Reporting Continued:

<u>Area</u>	<u>Report</u>	<u>Regulation</u>	<u>Completed</u>	<u>Description</u>
Clery	Campus Safety and Security Survey	34 CFR Part 668.46(c)(1), 34 CFR Part 668.49(c)(2)	Oct 15, 2024	Submission of crime and fire statistics for all University of Florida campuses for reporting year 2023.
Conflicts of Interests	FCOI reporting	Varies (primarily NIH)	Ongoing	Ongoing reporting about UF investigators with a Financial Conflict of Interest
Drug-Free Schools and Communities Act (DFSCA)	<u>Drug and Alcohol Abuse Prevention Program (DAAPP)</u>	34 CFR Part 86-Drug and Alcohol Abuse Prevention	Feb 13, 2025	The DAAPP includes university policies and regulations related to drug and alcohol abuse prevention; local, state, and federal laws regarding drugs and alcohol; the health risks associated with the use of drugs and alcohol; the programs and intervention efforts provided by the university; and the disciplinary sanctions associated with violations of university policies and regulations.
Drug-Free Schools and Communities Act (DFSCA)	<u>Biennial Review of the DAAPP</u>	34 CFR Part 86-Drug and Alcohol Abuse Prevention	Feb 13, 2025	Biennial Review of the effectiveness of the DAAPP, to ensure consistent treatment in enforcement of its disciplinary sanctions.

Regulatory Reporting Continued:

<u>Area</u>	<u>Report</u>	<u>Regulation</u>	<u>Completed</u>	<u>Description</u>
Internal Audit Review of State Statute Compliance	International Engagements	FS 1010.35 and 1010.36	Jun 1, 2025	In Spring of 2025 UF RISC participated in an operational audit conducted by UF Internal Audit. The audit of UF's international engagement compliance programs found our programs to be satisfactorily meeting the requirements of the state statutes.
Records Management	Records Management Compliance Statement – FY 24-25	257.35(5) F.S. & Rule 1B-24.003(9) F.A.C.	Dec 1, 2024	Completed the annual signed statement on behalf of UF certifying compliance with records disposition laws, rules, and procedures, as required by Rule 1B-24.003(11), Florida Administrative Code.
Research Integrity	RM reporting annual	42 CFR Part 93	Feb 1, 2025	Annual report on open research misconduct cases subject to PHS regulation.
Research Security	International Travel - CoC	F.S. 1010.35	Jun 30, 2025	Report of all international travel to Countries of Concern.

Regulatory Reporting Continued:

<u>Area</u>	<u>Report</u>	<u>Regulation</u>	<u>Completed</u>	<u>Description</u>
UF Human Resources	Compliance Audit for Verification Services with National Student Clearinghouse	FERPA	Aug 1, 2024	In accordance with UF's Verification Services participation agreement, the Clearinghouse performs an audit to ensure that we maintain the subject's signed and dated consent for any transaction using the PII.
UF Human Resources	Work Authorization Expiration Report	<u>USCIS Directive</u>	Jun 1, 2025	Conducted a review of all active employees with temporary work authorization and proactively worked with all colleges and units to implement robust procedures to ensure federal compliance. Provided information sessions, developed training resources, and significantly improved the tracking mechanisms HR partners utilize.
UF Human Resources	Senate Bill 266 Compliance Report	Senate Bill 266	Dec 1, 2024	Senate Bill 266 requires each state university President to annually present the results of performance evaluations and associated annual salaries for all evaluated academic and administrative personnel earning an annual salary of \$200,000 or more, regardless of the funding source.
Youth Compliance	Child Abuse Reporting	BOG 3.002 FS 39.201	Jun 30, 2025	Child Abuse related to UF: 6 Child Abuse unrelated to UF: 7 General: Injury/Illness/or child safety concern: 10

COMPLIANCE PARTNER MILESTONES

ADA PROGRAM REVIEW

As part of the strategic initiative to implement an industry best-practice case management approach for employee accommodations, the ADA Office conducted an internal review of 492 closed cases. The review aimed to identify trends in accommodation requests and support the transition to a case management approach. The ADA Office reached out to 127 employees from these cases, encouraging them to re-engage with the ADA Office through case management to review their accommodations. This proactive outreach and review reflect the ADA Office's commitment to aligning with best practices and ensuring ongoing support for employees requiring accommodation. Through the creation of the ADA Policy and Process Guide, the ADA Office established a strong framework to meet the needs of the UF community that will continue to be improved upon.

PRIVACY AND IT SECURITY: INTEGRATED RISK MANAGEMENT

The Privacy Program continued collaborating with the UFIT Integrated Risk Management (IRM) and Cybersecurity Teams. UF Privacy and the IRM teams updated and streamlined the risk assessment process – a new version of which is expected to roll out in fall 2025. This year, these teams jointly reviewed 263 risk assessments. These reviews have become increasingly complex as the technologies being reviewed contain significant AI components and often involve consultation with other units at UF, for instance, Integrated Data Repository Research Services. The UF Privacy Program also continues to work with the Cybersecurity team on keeping the Information Security Incident Response Plan as up-to-date as possible.

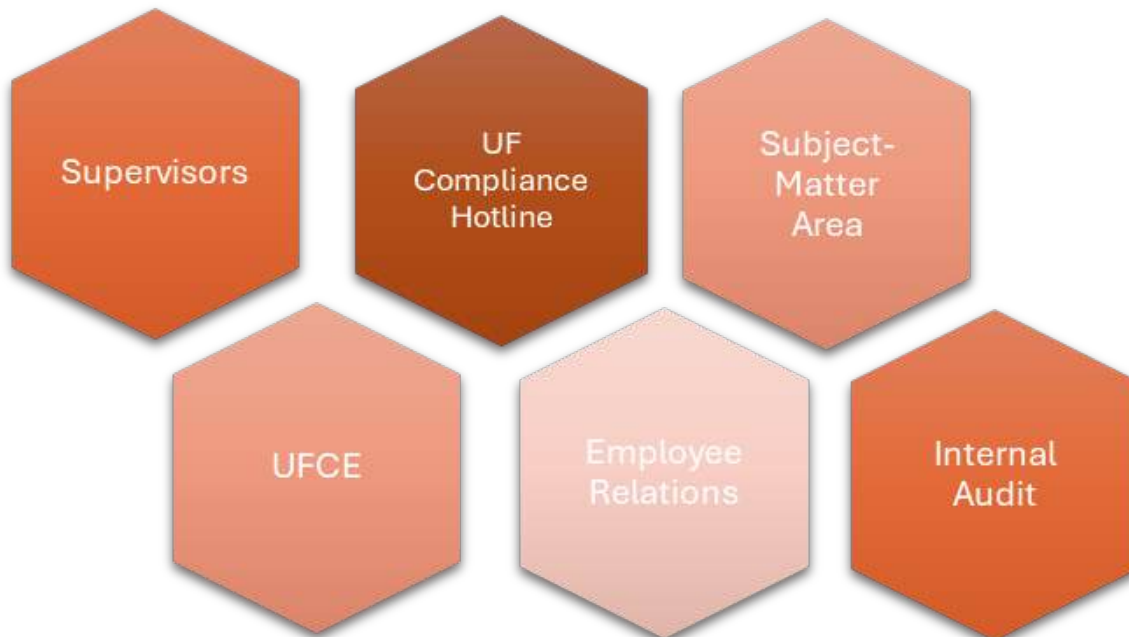


RESPONSE & PREVENTION

In accordance with the Federal Sentencing Guidelines Manual and leading industry guidance, effective compliance programs have mechanisms in place to detect misconduct or non-compliance, respond appropriately when it is suspected or identified, and take reasonable steps to prevent further similar misconduct, including making any necessary modifications to UF's Compliance and Ethics Program.

UF's Compliance and Ethics Program meets these requirements through the robust reporting mechanisms available to employees, students, and external parties, established investigation protocols, and reviews of trends in reporting and investigation outcomes that guide subsequent modifications to UF's Compliance and Ethics Program.

Information regarding appropriate reporting channels is available on the [UFCE website](#) and the [UF Human Resources Options for Reporting Concerns and Filing Complaints](#) page.



Compliance Hotline

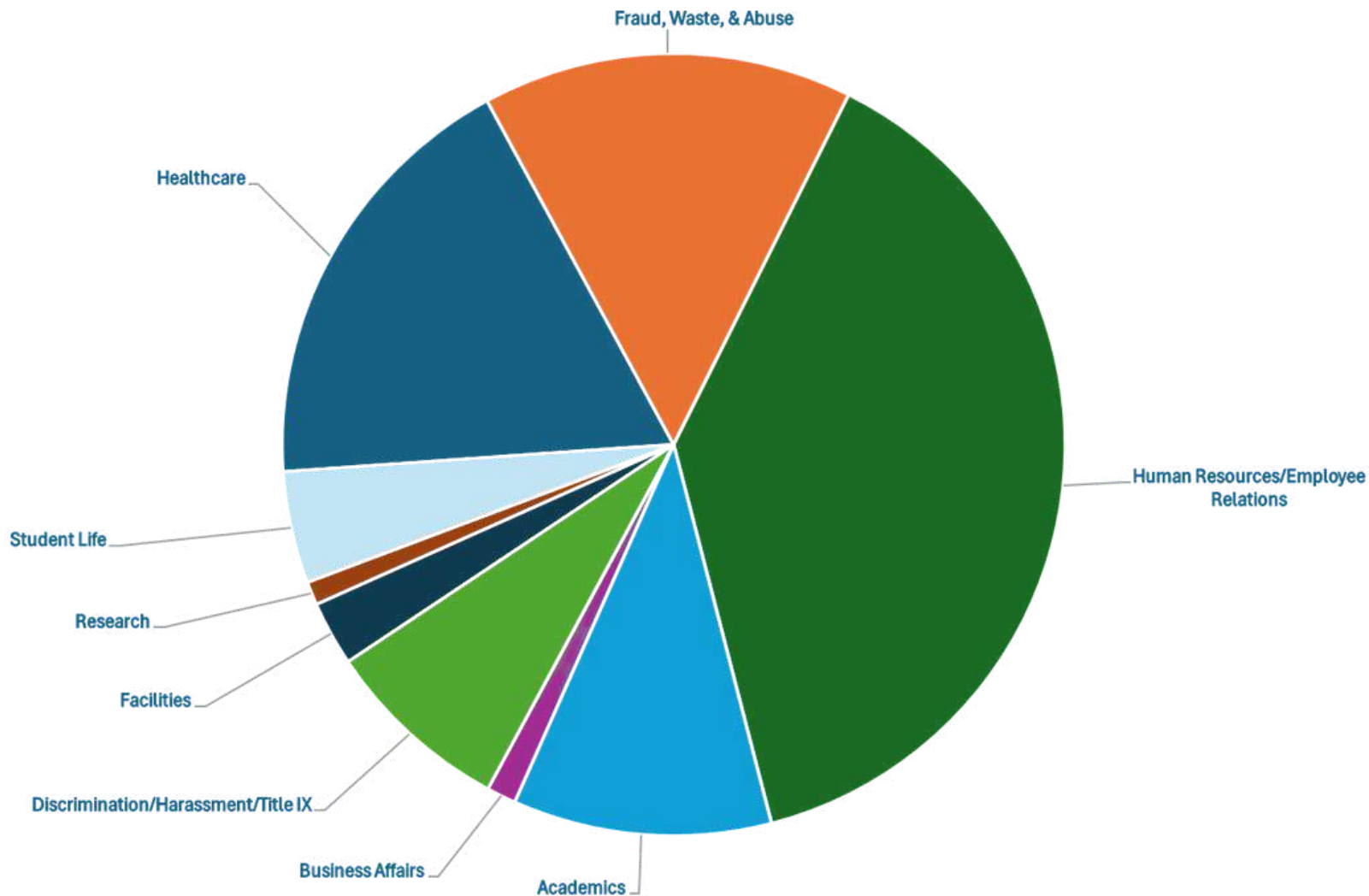
At a central level, the Compliance Hotline is overseen by the Internal Review Committee (IRC), which serves as a multi-disciplinary team to review, triage, and refer allegations for investigation and remediation. Further, the IRC serves as the primary reporting mechanism to ensure that UF leadership, the UF Board of Trustees, and the Florida Board of Governors are adequately informed of investigation issues, as appropriate or required. The CCO and other UFCE staff may lead or participate in investigations as circumstances warrant. The Compliance Hotline offers reporters a variety of options, including submitting reports anonymously.

The IRC analyzes trends in reports and findings of misconduct. UFCE then incorporates those trends and findings in carrying out its programmatic responsibilities, including designing targeted training, performing risk-based monitoring, or collaborating with Compliance Partners to implement improvements within their scope of responsibility.

The UF Compliance Hotline is a 24-hour, 7 day-a-week resource for reporting potential legal, policy, or ethical conduct violations or concerns. Reports may be submitted through an online portal or by calling (877) 556-5356. Individuals submitting reports have the option to provide their names or to report anonymously. The hotline is promoted on multiple UF websites to ensure awareness and accessibility. Regardless of the mechanism used for reporting, UF protects employees making reports and participating in investigations from retaliatory action. UF's prohibition against retaliation is publicized in various locations, including the UF Employee Handbook, the Processes for Complaints of Fraud, Waste, Abuse, or Financial Mismanagement Regulation 1.500; and the Research Integrity Policy.

Compliance Hotline Reports

Total Reports: 412



COMPLIANCE PARTNER MILESTONES

UF Health operates its own distinct compliance hotline, which also allows reporters to maintain anonymity. UF Health has also established a policy that prohibits retaliation against individuals who report concerns in good faith. This fiscal year, there were a total of 207 calls to the UF Health Compliance Hotline.



ENFORCING STANDARDS

The Federal Sentencing Manual and leading guidance requires that UF's Compliance and Ethics Program be promoted and enforced consistently throughout the organization through appropriate incentives to perform in accordance with the UF Compliance and Ethics Program and appropriate disciplinary measures for engaging in misconduct.

UF satisfies these requirements through various initiatives and processes, including: Compliance Superstars, UF Engaged, Superior Accomplishment Awards, and Remediation.



COMPLIANCE SUPERSTARS

UFCE awards employees who have exceeded expectations in upholding compliance and ethics standards through written notification to their supervisor and quarterly recognition in the Compliance Gazette as well as on the UFCE website.

UF ENGAGED

In an effort to provide employees with regular, meaningful feedback and opportunities for growth and improvement, UF Human Resources launched UF Engaged in 2019. UF Engaged provided a new approach to staff appraisals designed to encourage regular feedback, rather than a once-a-year evaluation. Employees and supervisors have the opportunity to identify goals and discuss performance, including conduct in accordance with the UF Compliance and Ethics Program.

SUPERIOR ACCOMPLISHMENT AWARDS

An annual awards program that recognizes employees for noteworthy performance and having made a positive impact on the overall goals and objectives of UF. The award criteria takes into account, among other things, significant focus and attention to compliance-related policies or procedures.

REMEDIATION

Human Resources may take disciplinary measures against employees found to have committed misconduct, noncompliance, or criminal conduct. Relevant University regulations include the Code of Penalties (Reg. 1.007); Discipline, Suspension and Dismissal for Cause of Technical, Executive, Administrative, and Managerial Support Staff (Reg. 3.046); University Support Personnel System Disciplinary Procedures (Reg. 3.047); and Suspension, Termination and Other Disciplinary Action for Faculty (Reg. 7.048). UFCE partners with Human Resources and the Office of the General Counsel to ensure that supervisors provide disciplinary action consistently and in compliance with applicable laws, regulations, and policies.

UF Leadership and Compliance Partners support UFCE by providing appropriate remediation and corrective actions and incentives to promote compliance and ethical conduct.

The UF Investigative Process

All complaints and allegations are reviewed by the appropriate office, which may include UF Compliance and Ethics, Title IX, Human Resources, Student Affairs, or Internal Audit. In investigating complaints, the investigation team functions as neutral investigators operating in an impartial manner. While every investigation is unique, the investigatory process generally entails interviewing witnesses, collecting and analyzing documents, and reviewing applicable UF policies and procedures.

Antifraud Framework

Created by the Office of the CFO, in collaboration with UF Compliance and Ethics and the Office of Internal Audit, the University Antifraud Framework outlines guiding principles and key structural elements to address fraud, waste, abuse, and financial mismanagement. It also identifies the actions and processes to prevent and detect fraud within the university. Discipline for fraud is discussed in Regulation 1.500, Processes for Complaints of Fraud, Waste, Abuse, or Financial Mismanagement; Fraud Prevention and Detection.



Fraud

Intentional misrepresentation of information for unauthorized financial gain or to derive some other benefit

Waste

Misuse of resources or practices that result in excessive or nonessential expenditures

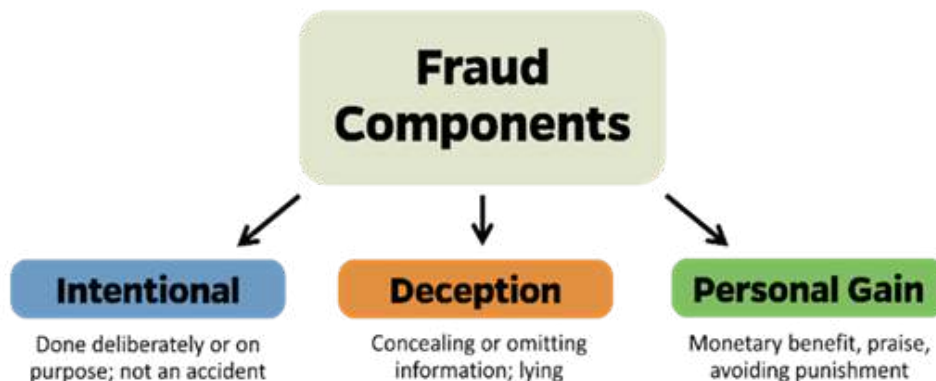
Abuse

Improper use of funds, resources or authority that results in higher costs

Mismanagement

Failure to appropriately manage budgets, expenditures, or documentation

Framework Components



3 Lines of Defense:

First line: Front Line Staff and Supervisors

Second line: Business Officers and Leaders

Third line: Core Offices and Internal Audit

Types of Fraud

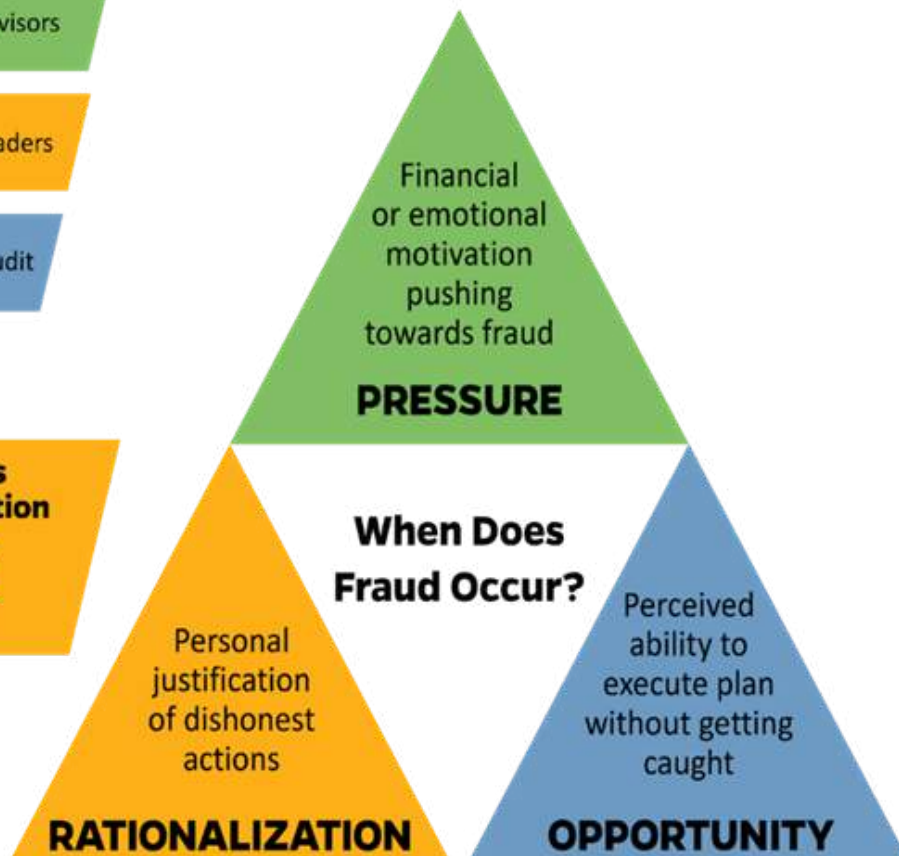
Misappropriation



Results Manipulation



Corruption



COMPLIANCE PARTNER MILESTONES

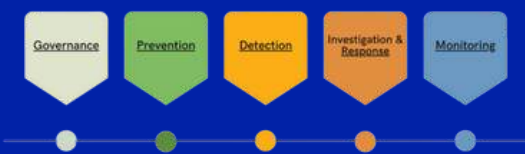
UF promotes compliance through various incentives to encourage employees to act ethically and support the UF Compliance and Ethics Program. This is done by recognizing employees for outstanding service or rewarding participation at various events. The descriptions below provide examples of incentives provided to staff and faculty during the previous fiscal year.

EH&S



Two EH&S employees, Julie Ramsey and Tara Hetsler were nominated for the Superior Accomplishment Awards during FY24-25 for their outstanding contribution to Business Affairs and UF. Tara Hetsler also won at the university level for Individual Employee Performance.

CFO & CCO Partnership



The CCO partnered with the Controller’s Office to publish a new user’s guide for the institutional Antifraud Framework, which is a joint effort between the Office of the CFO, CCO, and Chief Audit Executive (CAE).

Clery Act Compliance



Dr. Rebecca DeCesare was nominated for and awarded the D. Stafford & Associates Excellence in Clery Compliance Award from the National Association of Clery Compliance Officers and Professionals (NACCOP). This award is intended to recognize outstanding contributions of a current practitioner who is transforming Clery compliance on their campus and/or the field through exceptional programs, processes, scholarship, innovation, and/or service to the field or industry. This award solidifies Dr. DeCesare’s place as a national leader in Clery Act compliance.

ENTERPRISE-WIDE SUCCESS STORIES

Clery Act Compliance: Stop Campus Hazing Act Implementation

The Clery Act Compliance Office regularly monitors congressional activity. After several years of various iterations, the Stop Campus Hazing Act was signed into law on December 23, 2024. This is a complex law with many new requirements that necessitate institutional partnership and collaboration.

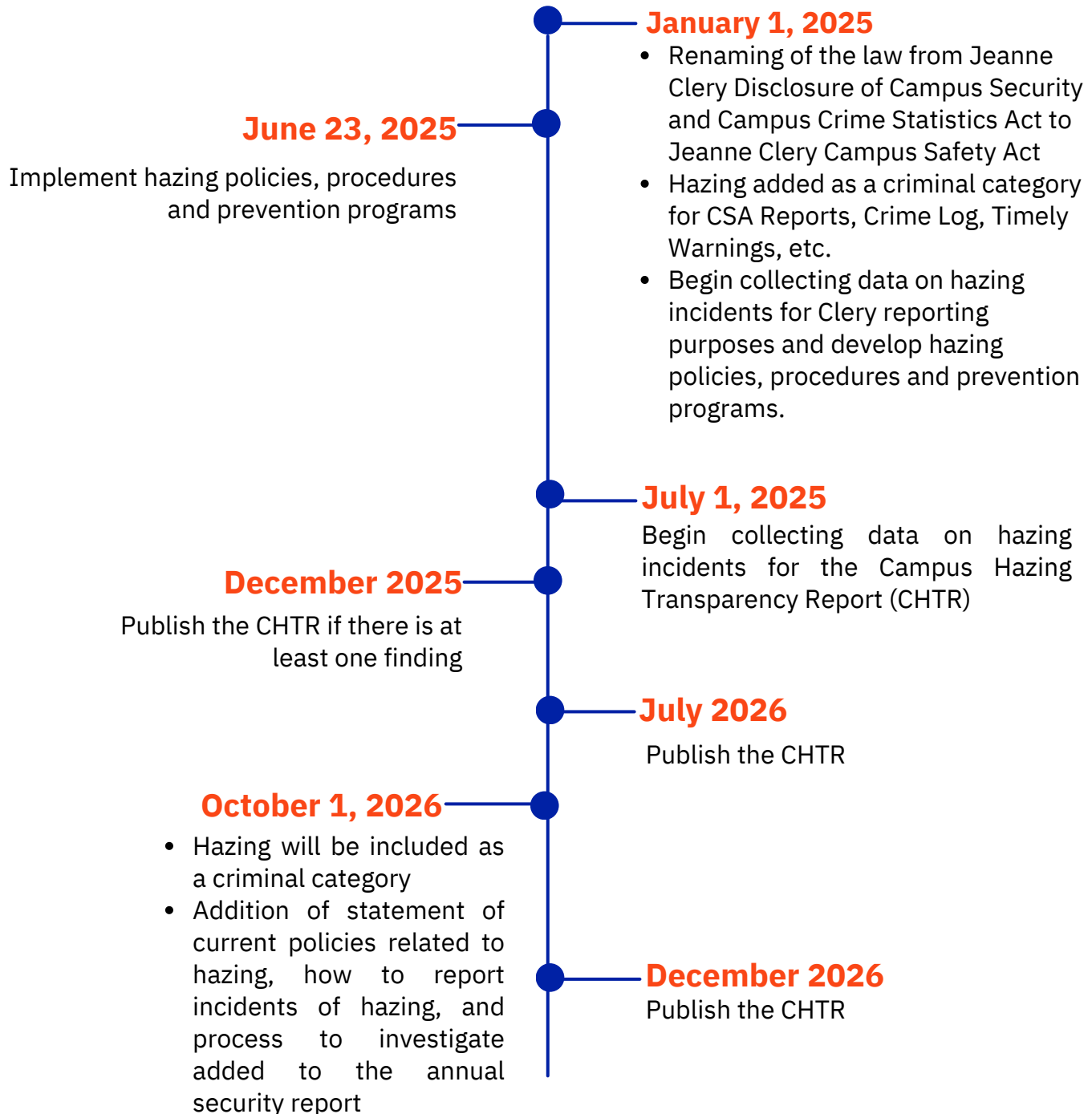
As such, the Clery Act Compliance Office assembled key partners to form an implementation working group.

In collaboration with the Division of Student Life, the University Athletic Association (UAA), the University of Florida Policy Department (UFPD), and the Clery Act Compliance Office, the new institutional Hazing Policy was developed and published on the UF Policy Hub.

This policy, a requirement of the federal Stop Campus Hazing Act (effective January 1, 2025), establishes a robust framework for preventing and addressing hazing at the University of Florida. The numerous accompanying components of the Stop Campus Hazing Act are currently being implemented by the working group.



Timeline of Significant Milestones: Stop Campus Hazing Act



ADA and Title IX: Restructuring and Institutional Support

The ADA and Title IX compliance functions were reorganized under UF Compliance and Ethics in the spring of 2024. Since that time, the CCO and UFCE have engaged with subject-matter-experts, UF leadership, and the UF Board of Trustees to evaluate, mitigate, and reimagine these critically important compliance functions. This important work has been spearheaded by the CCO and several Audit and Compliance Committee members, charged by the Board Chair. Several of the key recommendations made include funding the necessary FTEs to build teams of ADA and Title IX experts at UF. In response to these recommendations, the CCO hired Dr. Kristin Malloy as ADA Coordinator and Lauren Wallace, J.D., as Title IX Coordinator.

Additional support positions have also been funded and will soon be filled to ensure UF is able to effectively implement its new policies and procedures surrounding ADA and Title IX.



Dr. Kristin Malloy

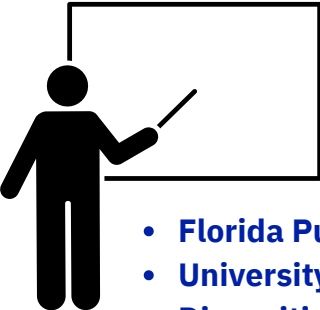


Lauren Wallace, J.D.

Records Management: Proactive Compliance

This past fiscal year, the UF Records Management Program made significant strides in advancing compliance and engagement across campus, most notably through its targeted outreach and education initiative.

TAILORED TRAINING SESSIONS



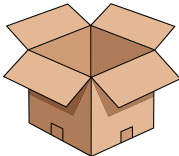
Delivered to Over 30 Departments

- **Florida Public Records Law**
- **University Retention Policies**
- **Disposition Procedures**

Tailored training sessions were delivered to more than 30 departments, focusing on Florida Public Records Law, university retention policies, and disposition procedures. This work resulted in 275 disposition requests and the transfer of more than 50 cubic feet of records to the University Archives. These efforts not only strengthened departmental compliance but also demonstrated the program’s proactive approach to risk mitigation and operational efficiency with an enterprise-wide impact.



**275
DISPOSITION
REQUESTS**



**TRANSFER OF
OVER 50 CUBIC
FEET OF RECORDS
TO THE
UNIVERSITY ARCHIVES**

The search for and filling of a new Records Manager position, Drew Keane, and updates to the Records Management website further enhanced accessibility to resources and reinforced UF’s commitment to ethical and compliant records practices.

REINVISIONING UF PRIVACY

This past fiscal year, the Privacy Office focused on redesigning the UF Privacy Program and developing a more proactive and strategic approach. The functions of the Privacy Office have changed over the years. For example, when the Privacy Office was initially created, it was primarily focused on FERPA and HIPAA compliance.

A great deal has changed at UF as well as the broader industry since that time, and the Privacy Office has been responsive in adjusting its priorities to include new global, federal and state laws and regulations on protecting various types of information, including:

- Personally Identifiable Information (PII)
- Children's Privacy
- Financial data
- Global international privacy laws, by country
- Increased emphasis on cybersecurity
- Use of Artificial Intelligence (AI)



A photograph of an alligator in water, partially obscured by large, semi-transparent geometric shapes in blue, orange, and green. The alligator is dark brown with visible scales and is positioned in the lower right quadrant of the image.

Thank you for your continued support of the UF Compliance and Ethics Program

Contact:

UF Compliance and Ethics
720 SW 2nd Avenue, Suite 106
352-294-8720
UF-Compliance@ufl.edu
<https://compliance.ufl.edu>

AUDIT AND COMPLIANCE COMMITTEE MEETING

SUMMARY OF INTERNAL AUDIT ACTIVITY



December 4, 2025

Dhanesh Raniga, Chief Audit Executive



FY26 Internal Audit Plan Status – Summary*

INTERNAL AUDIT AREA	INTERNAL AUDITS COMPLETED (CURRENT PERIOD)	ADVISORY SERVICES COMPLETED	FINAL REPORT STAGE	IN PROGRESS/ PLANNING INTERNAL AUDITS	PLANNED INTERNAL AUDITS	TOTAL
University of Florida Operations	10	3	4	8	10	35
University of Florida Foundation				1		1
TOTAL	10	3	4	9	10	36

**Please refer to Appendix A for complete details of the FY26 Internal Audit Plan status*



Current Internal Audit Reports & Other Matters

- The following internal audits were completed since our last report to the Audit and Compliance Committee in May 2025:
 - UF Online – IT General Controls (*IT Confidential Report*)
 - Foreign Influence Legislation Compliance
 - Student Fees
 - Housing Operations
 - Post-Tenure Faculty Review
 - Performance-Based Funding and Preeminent Designation Status Funding
 - Research Shield Computing Environment (*IT Confidential Report*)
 - UF Jacksonville Physicians Inc. – UF Health Ambulatory Services
 - Sponsored Research – Subrecipient Monitoring – *Performed an audit of subrecipient funds and attested to compliance with research contract.*
 - Interim President and Senior Executives' (Cabinet) Travel & Travel-related Expenses – *Ongoing (January 1, 2025, to June 30, 2025, completed).*

Detailed reports of the internal audits, once finalized, are provided to the committee members.

Current Internal Audit Reports & Other Matters (cont'd)

- There are four internal audit reports at final stage.
- Advisory Services – The Institute of Internal Auditing standards expect internal auditors to perform advisory type engagements when there are known improvement opportunities and performing an assurance-related engagement may not be appropriate and provide the expected benefit.

In collaboration with UF management, Internal Audit completed the following advisory related engagements:

- Goods and Services Spend Analysis
 - Service Fees and Indirect Charges Governance
 - International Student Visa and Enrollment Process
- High-level summaries of completed audits and advisory-related engagements are provided further in this report.
 - We followed up on internal and external audit report recommendations that were due for implementation by management. Summary results are provided further in this report.



Summary of Reports Issued

UF Online (*IT Confidential*)

Background

The Office of Teaching and Technology (TNT) in the Office of the Provost oversees UF Online, which offers 28 bachelor's degrees from UF's 10 different colleges. UF Online uses technology and systems that are supported by TNT and UF Information Technology.

Objectives and Scope

- Identify and evaluate key IT systems, risks, and controls, including protection of sensitive and restricted data and key information security controls, as applicable.
- Assess the design and operational effectiveness of key IT general controls over the UF Online systems.

Conclusion

This audit is a confidential report.



Summary of Reports Issued (cont'd)

Foreign Influence Legislation Compliance

Background

The State University System Board of Governors (BOG) issued Regulation 9.012, titled Foreign Influence, to align institutional practices with Florida State legislative requirements. Specifically:

- Subsections 9.012(5) and 9.012(6) outline the compliance expectations for foreign researcher screening and foreign travel oversight, respectively.
- Subsection 9.012(7) mandates that an operational audit of each university's compliance with these requirements be completed by July 1, 2025.

Several key enterprise or core office systems (PageUp [HR], UF GO [travel], and Salesforce [CRM]) are used to facilitate processes to meet compliance. This was a required audit by BOG regulation.

Objectives and Scope

Assess the university's foreign researcher and travel screening processes for compliance with sections 1010.35 and 1010.36 of the Florida Statutes and BOG Regulations 9.012(5) and 9.012(6).

Summary Observations

The university has controls in place to demonstrate compliance with screening of foreign researchers and international travel, as required by the State and BOG regulations. Our report included observations to improve monitoring controls and develop exception reports to identify any potential compliance improvements.

Summary of Reports Issued (cont'd)

Student Fees

Background

Florida Statute 1009.24 (State university student fees), Board of Governors (BOG) regulations (Chapter 7: Tuition and Fees), and University of Florida Regulation 3.0375 (Tuition Cost) are the main regulations governing tuition and fees. They require that the UF Board of Trustees approve regulated tuition and fees.

Objectives and Scope

Assess key business processes, risks, and internal controls for student fees. Specifically, the scope included:

- Identify and evaluate risks and controls regarding the types of fees charged to students including:
 - Initiation and approval of fees – the coordination between the departments/units and the bursar and/or Office of the Provost (as applicable), including the evaluation, continual review, and approval processes.
 - Collection of fees and their allocation to the departments/units.
 - Accountability and compliance regarding use of fees.

Conclusion

The university has a matured and well-defined processes for the student fees. However, there is an opportunity to:

- Reevaluate the overall fees governance processes and risks from a comprehensive enterprise-wide perspective.
- Streamline the student fee collection process to a centralized collection model for greater visibility and compliance management. Currently, there is more decentralized oversight and responsibility.



Summary of Reports Issued (cont'd)

Housing Operations

Background

UF Housing and Residence Life (Housing) is an auxiliary unit under the Division of Student Life. It is responsible for managing residential operations for undergraduate and graduate students. As of June 2025, there were 27 undergraduate residence halls (9,314 beds) and three graduate and family housing options (624 units). Overall occupancy was 96%, and about 80% of the students who live in residence halls are freshmen. For FY25, Housing's operating revenue and expenses were \$74.6M and \$47.2M respectively.

Objectives and Scope

- Understand, identify, and evaluate risks and controls of Housing's key business processes, with a focus on financial governance and oversight.
- Evaluate the Housing IT system environment related controls for adequate design and operational effectiveness, with a focus on StarRez, Housing's residence management information system.

Conclusion

Housing has good monitoring controls and management is proactive in identifying potential control solutions in areas where risk may exist. However, we noted improvement opportunities primarily related to IT general controls, developing standard operating procedures, and improving segregation of duties.



Summary of Reports Issued (cont'd)

Post-Tenure Faculty Review

Background

Board of Governors (BOG) Regulation 10.003, Post-Tenure Faculty Review, outlines the objective, timing and eligibility, review and process requirements, outcomes, monitoring and reporting expectations for Florida's state universities. The regulation also aims to ensure that faculty members are meeting the responsibilities and expectations in research, teaching, and service, including compliance with state laws, BOG regulations, and university regulations and policies.

The University of Florida Regulation 7.010, Faculty Evaluation, and the post-tenure faculty review policy was adopted to align with BOG regulation 10.003. In addition, the university developed written criteria for departments and colleges describing the university-wide general expectations across disciplines for evaluation of post-tenure faculty performance. Additional specific unit-level criteria were developed and reviewed to further support the consistency and rigor of reviews.

Objectives and Scope

Per BOG Regulation 10.003(6)(a), an audit of the post-tenure faculty review is required once every three years. However, while not required by BOG regulation for the current fiscal year, the OIA was requested by the Audit and Compliance Committee of the Board of Trustees (BOT) to perform a comprehensive post-tenure faculty review process audit covering FY25 as an added assurance to the BOT.

Conclusion

We noted that the university's post-tenure faculty review regulations, policies, and procedures comply with BOG regulation 10.003, Post-Tenure Faculty Review.

Summary of Reports Issued (cont'd)

Performance-Based funding and Preeminent Designation Status Funding

The performance-based funding (PBF) model includes metrics to evaluate each state institution's performance in certain strategic areas. For the fiscal year 2025-26, the university was allocated approximately \$133.9M (*\$134M in fiscal year 2024-25*) in PBF-related funding. Similarly, the preeminent state research universities program was established to award those universities that demonstrate high performance toward academic and research excellence. The university achieved preeminence designation since the inception of the program in 2013. Florida Statutes require each university to conduct an annual audit, and the results are required to be submitted to the Board of Governors (BOG) Office of Inspector General as part of each university's annual certification process.

Objectives and Scope

- In accordance with Florida Statute 1001.706(5), verify that the data submitted complies with the data definitions established by the BOG.
- Assess the adequacy of controls in place to promote the completeness, accuracy, and timeliness of the data submitted to the BOG.
- Provide an objective basis for the University President and the UFBOT Chair to sign the Data Integrity Certification Form.

Conclusion

The controls over the university's data submission process are adequate to provide assurance that the data submitted for PBF and preeminence metrics pursuant to Florida Statutes 1001.92 and 1001.7065 is complete, accurate, and timely and complies with the data definitions established by the BOG.



Summary of Reports Issued (cont'd)

Research Shield Computing Environment (*IT Confidential*)

Background

The University of Florida Information Technology (UFIT) Research Computing unit manages several computing environments that support computational research services for campus departments. The Research Shield (ResShield) computing environment is one of those services provided to enable a secure and compliant computing environment for processing and storing restricted data. ResShield was developed as a private enclave for information systems required to protect data governed by laws, regulations, and/or contractual agreements. UFIT's objective is to use the security controls recommended by the National Institute of Standards and Technology (NIST) SP 800-53, Revision 5 IT controls framework under the Federal Information Security Modernization Act to standardize cybersecurity practices for its computing environment.

Objectives and Scope

Provide reasonable assurance that the ResShield computing environment has adequate and effective controls and information security management practices to meet the NIST SP 800-53, Revision 5 IT security controls framework for moderate risk, which is UFIT's target maturity risk level.

Our methodology included selecting a sample of controls from the NIST SP 800-53 Revision 5 IT security controls framework for moderate risk so that the recommended controls will be assessed over a three-year period beginning with FY25.

Conclusion

This audit is a confidential report.



Summary of Reports Issued (cont'd)

UF Jacksonville Physicians, Inc. – UF Health Ambulatory Services

Background

In December 2024, an audit of the Florida Clinical Practice Association (FCPA – UF Health Gainesville Physician Practice Plan) resulted in critical issues around ambulatory clinic structure and access. UF Health executive leadership requested a similar audit of governance and operational controls over UF Health ambulatory services in Jacksonville – UF Jacksonville Physicians, Inc. (UFJPI) and College of Medicine, Jacksonville (COM-J).

Objectives and Scope

A review of governing and operating controls over UF Jacksonville Physicians, Inc. and UF College of Medicine Jacksonville outpatient ambulatory services. A sample of clinical practices and processes were reviewed, including UF Health Family Medicine – Commonwealth, as well as the cardiology and endocrinology clinics at the UF Health Deerwood Park location.

Conclusion

We identified leading clinical efficiency practices at Commonwealth in their use of medical assistants. We also identified strong Patient Access Center practices. However, significant improvement opportunities were identified in areas such as governance (ambulatory operating structure and accountability); setting/elevating operational standards; ambulatory HR management (due to complexities of three entities – UFJPI, COM-J, and UF Health Jacksonville Hospital); using consistent data and metrics to develop monitoring reporting standards and dashboards.

Summary of Reports Issued (cont'd)

Management Advisory Services

Background

Occasionally, Internal Audit may undertake projects in an advisory capacity to use its internal control and risk knowledge to provide insights and business value. While these are not assurance projects, they are undertaken, mostly in collaboration with management, to proactively address risks, address known internal control areas, and solve emerging issues. The following projects were undertaken in an advisory capacity:

- **Goods and Services Spend Analysis**

The spend analysis provided:

- An understanding of the university's expenditure activities.
- Assistance in identifying potential inefficiencies and uncovering opportunities for cost savings through strategic spend management.

The goal was to foster more effective resource allocation, enhance supplier negotiations, and support data-driven decision-making. Ultimately, the insights gained from the spend analysis can facilitate the optimization of procurement processes, promote strategic sourcing initiatives, and ensure alignment with the university's objectives of efficiency, cost savings, compliance, and improved financial stewardship.



Summary of Reports Issued (cont'd)

Management Advisory Services (cont'd)

- **Internal Service Fees and Indirect Charges**

The objective of this engagement was to identify the various internal service fees at the university and evaluate their approval and governance. We also reviewed current approved internal service fees and indirect charges to identify potential efficiencies, opportunities to reduce administrative burden, and considered impact on accounting or budget strategy.

- **F-1/J-1 Student Visa Workflow**

Internal Audit facilitated in-person discussions between the UF International Center and the Division of Enrollment Management to document processes and review the end-to-end workflow from admission to graduation in managing international student visas. The facilitated discussions focused on business processes for confirming compliance related to F-1/J-1 visas.



Internal Audit Follow -Up Statistics

OVERSIGHT BY	TOTAL		CURRENT PERIOD RECOMMENDATIONS DUE MAY 1, 2025 – OCTOBER 31, 2025				BALANCE
	BALANCE AS OF 4/30/2025	NEW SINCE LAST REPORT	FOLLOWED UP & REVIEWED	ACTION PLAN IMPLEMENTED	IN PROCESS (EXTENDED) ¹	PERCENT IMPLEMENTED	DUE IN SUBSEQUENT PERIOD
1 – Business Affairs	9		8	1	7	13%	8
2 – Chief Financial Officer	4	3	4	4		100%	3
3 – Chief Information Officer	0	10	4	4		100%	6
4 – Construction, Facilities, and Real Estate ²	1		1	1		100%	0
5 – Enrollment Management	11		4	0	4	0%	11
6 – Florida Clinical Practice Association	16		15	0	15	0%	16
7 – General Counsel	6		6	3	3	50%	3
8 – Health Affairs	17	13	18	14	4	78%	16
9 – Human Resources	2	3	4	3	1	75%	2
10 – Jacksonville Physicians Inc.	0	10	--	--		--	10
11 – Provost	0	17	10	9	1	90%	8
12 – Research	0	3	2	0	2	0%	3
13 – Student Life	0	13	--	--		--	13
14 – University Athletic Association	11		11	7	4	64%	4
15 – University of Florida Foundation	16		16	16		100%	0
Total	93	72	103	62	41	60%	103

¹ In Process (Extended) – Additional time requested by management to implement the planned action due to either resource or system development. Included in 'Due in Subsequent Period' column.

² Management action plans have been implemented per management but will be confirmed during the audit of Major Construction, which is included on the FY26 audit workplan. Recommendations due are not shown on the chart and will be reported separately with the audit results.

APPENDIX A

Internal Audit Plan Status



Appendix A – FY26 Internal Audit Plan Status

	Audit Area	High Level Scope	Status
UNIVERSITY OF FLORIDA OPERATIONS			
1	UF Online – IT General Controls	Assess IT general controls for the UF Online system.	Completed and Reported – Current Period
2	Foreign Influence Legislation Compliance	Assess compliance with Florida’s Foreign Influence legislation Section 1010.35 (screening foreign researchers) and Section 1010.36 (foreign travel screening) requirements.	Completed and Reported – Current Period
3	Student Fees	Assess internal controls and key business processes for compliance with Florida Statutes and University Regulations regarding allocation and spend of various categories of student fees collected. Assist UF Management to evaluate compliance.	Completed and Reported – Current Period
4	Housing Operations	Assessment of key financial business processes and effectiveness of internal controls, including areas for efficiency and cost savings. Scope will include IT controls for the newly implemented housing management system.	Completed and Reported – Current Period
5	Post-Tenure Faculty Review	Review the University’s post-tenure review process in accordance with Board of Governors Regulation 10.003(6)(a)(1).	Completed and Reported – Current Period
6	Performance-Based Funding and Preeminent Designation Status Funding	Provide assurance that the data submitted by the University complies with the data definitions established by the BOG. Florida Statutes section 1001.706(5)(e) requires each university to conduct an annual audit of the university’s data submissions.	Completed and Reported – Current Period
7	Research Shield Computing Environment	Annual assessment of information security controls using leading practice frameworks (e.g., NIST, ISO 27001) as guidance.	Completed and Reported – Current Period
8	Sponsored Research Subrecipient Monitoring	Financial audit of subrecipient funds as required by research contract	Completed and Reported – Current Period



Appendix A – FY26 Internal Audit Plan Status (cont'd)

	Audit Area	High Level Scope	Status
UNIVERSITY OF FLORIDA OPERATIONS (CONT'D)			
9	UF Jacksonville Physicians Inc. – UF Health Ambulatory Services	Assess governance, internal controls and key business processes for significant components of the practice plan. Scope includes selecting a sample of clinical processes. This project was performed by UF Health Internal Audit team.	Completed and Reported – Current Period
10	Interim President and Senior Executives' (Cabinet) Travel & Travel-related Expenses	Review the President and senior executives' travel and travel-related expenses for compliance with university policies, procedures, and directives on a rolling six-monthly basis. The President's travel and travel related expenses review is required as per his employment contract.	Ongoing – January 1, 2025 - June 30, 2025 Completed.
11	UF GO Travel System	Assessment of key business processes for UF GO travel management system. Scope will include assessing internal controls over procurement cards and IT general controls.	Final Report Stage
12	Third-party Vendor Risk Management	Assess risk management practices for managing compliance with major IT third-party vendors and compliance with agreements.	Final Report Stage
13	Institute of Food and Agricultural Sciences (IFAS) – Extension Offices	Assessment of financial and operational internal controls and key business processes covering fiscal management, governance, and compliance with policies and procedures.	Final Report Stage
14	International Center	Departmental level assessment of key financial and operational controls, including compliance with policies, procedures and integrity of management information with focus on Study Abroad programs.	Final Report Stage
15	College of Dentistry	Assessment of financial and operational internal controls and key business processes covering fiscal management and compliance with policies and procedures. Focus areas will include key strategic and business processes including IT, funds management and compliance, adequacy of management reporting, and oversight controls.	In Progress



Appendix A – FY26 Internal Audit Plan Status (cont'd)

	Audit Area	High Level Scope	Status
UNIVERSITY OF FLORIDA OPERATIONS (CONT'D)			
16	University Motor Vehicle Management	Program level assessment of internal controls and key business processes for university fleet management. Operational focus on efficiency, asset management, and identifying opportunities for cost savings.	In Progress
17	Self-supporting and Market Tuition Rate Academic Programs	Assess key business processes and controls for compliance with BOG Regulation 8.002 – Self-supporting and Market Tuition Rate Program and Course Offerings. Scope will include assessing program governance, accountability, and use of funds.	In Progress
18	Infrastructure Vulnerability Assessment	Assessment of the University’s infrastructure for cybersecurity vulnerabilities using third-party system tools and compliance with NIST standards. Scope will include access, firewall, and application security controls for critical infrastructure assets (industrial control systems) such as chiller plants.	Planning Stage
19	Data Governance	Assess data governance framework and business processes for compliance with University policies, practices, and legislative requirements to ensure that data is accessible, usable, and protected.	Planning Stage
20	Artificial Intelligence (AI) Governance	Assess the university’s AI governance, policies, and business practices for AI against industry guidance and best practices.	Planning Stage
21	ERP System Implementation – Workday	As part of the Workday implementation, assess the design of internal controls for key business processes for Finance and Human Resources.	Planning Stage
22	IFAS – Soil and Water Sciences Department	Assessment of key financial business processes and effectiveness of internal controls, including areas for efficiency and cost savings.	Planning Stage



Appendix A – FY26 Internal Audit Plan Status (cont'd)

	Audit Area	High Level Scope	Status
UNIVERSITY OF FLORIDA OPERATIONS (CONT'D)			
23	IT Security Risk Assessment	Assess information security controls using UFIT risk framework and NIST requirements, as appropriate, at selected federated locations to improve university cybersecurity maturity.	
24	Board of Trustees Governance Standards	Assess procedures for managing compliance with BOT governance standards and regulations. Follow up on prior internal audit recommendations.	
25	Research Compliance	Assessment of compliance with sponsored contracts and grants. Scope will be co-developed to focus on interdisciplinary research, use of start-up funds, and current research compliance risks.	
26	Business Affairs Technical Services (BATS)	Assessment of project management and governance-related controls for Information Technology-related projects.	
27	IFAS – Animal Sciences	Assessment of key financial business processes and effectiveness of internal controls, including areas for efficiency and cost savings.	
28	UF Health Strategic Construction Projects	Review updated policies and procedures for strategic construction projects, including assessing internal controls for new construction management system, E-Builder.	
29	The Herbert Wertheim UF Scripps Institute (UF Scripps) for Biomedical Innovation and Technology	Assessment of financial and operational internal controls, and key business processes covering fiscal management and compliance with policies and procedures and grant requirements. Focus areas will include key strategic business processes including IT, funds management, adequacy of management reporting, research compliance, and oversight controls.	



Appendix A – FY26 Internal Audit Plan Status (cont'd)

	Audit Area	High Level Scope	Status
UNIVERSITY OF FLORIDA OPERATIONS (CONT'D)			
30	Identity and Access Management - Terminations	Assess internal controls and business processes for identity and access management, including timely removal of system access for terminated employees	
31	Major Construction	Reassess end-to-end major construction life cycle processes. Audit will also test the implementation of the recommendations from the 2023 Major Construction audits for effectiveness of controls.	
32	Major Construction – Incurred Costs	Review of incurred costs of work performed by General Contractor for compliance with contract. Review will include internal controls in place.	
UNIVERSITY OF FLORIDA FOUNDATION INC.			
33	Advancement Engine Next (AEN) - CRM System	Post system implementation assessment of the internal controls for key business processes covering end-to-end gift cycle of the new Customer Relationship Management system.	In Progress
MANAGEMENT ADVISORY SERVICES			
34	Goods and Services Spend Analysis	Analyze UF University-level spend on goods and services and any duplicate contracts or purchasing efforts to identify opportunities for cost savings, strategic decision making, and reallocation of resources to priority needs.	Completed and Reported – Current Period
35	Service Fees and Indirect Charges Governance	Assess compliance with policy and governance around service fees and indirect charges levied by units and impact on budget model.	Completed and Reported – Current Period



Appendix A – FY26 Internal Audit Plan Status (cont'd)

	Audit Area	High Level Scope	Status
MANAGEMENT ADVISORY SERVICES (CONT'D)			
36	International Student Visa and Enrollment Process	Internal Audit facilitated discussions between the UF International Center and the Division of Enrollment Management (EM) to review and document the end-to-end business processes from enrollment to graduation for international students. The facilitated discussions focused on business processes for confirming compliance related to F-1/J-1 visas.	Completed and Reported – Current Period
OTHER SIGNIFICANT ACTIVITIES			
	Follow-Up	Regular follow-up on the implementation of management action plans from internal audit and other assurance reports.	Ongoing progress reports are provided
	External Audit Coordination	Together with the Office of the Chief Financial Officer, internal audit provides coordination support to the work performed by external auditors, including the Auditor-General’s team.	Ongoing
	Investigations	Responding to and following up on incidents and whistleblower complaints received through the hotline and other sources.	Ongoing. Monthly summary reports are provided and discussed with the Audit and Compliance Committee Chair.

Office of Internal Audit

Annual Report

Fiscal Year 2025

CONTENTS

1. Purpose
2. Mission, Vision, and Values
3. The Year in Review
4. Required Communications



We support the mission of the university by providing objective assurance, advice, insight, and foresight to protect university business, improve operations, and deliver measurable value.

PURPOSE

The Board of Governors Regulation 4.002 requires the chief audit executive to prepare a report summarizing the activities of the office for the preceding year.

The *Standards* of the Institute of Internal Auditors require periodic disclosures regarding internal audit's purpose, responsibilities, and independence.



MISSION VISION VALUES



Our Mission

- Provide objective assurance, advice, and investigative services.
- Be an invaluable resource for the **Gator Nation**.



Our Vision

- *Protect University Business*
- *Deliver Measurable Value*

Our Strategic Values

Integrity	Collaboration
Excellence	Objectivity
Quality	Trusted Advisor

Strategic Overview

Focused Internal Audit & Advisory Services

Provide assurance, advice, insight and foresight

Through collaboration:

“Be A Valued Partner”

“Protect the University Business”

“Deliver Measurable Value”

Integrate and Improve Risk Management & Assurance

- Lead efforts to streamline risk assessment and assurance activities across OneUF to gain efficiencies and maximize coverage
- Allocate limited resources to highest risk areas and improve information and reports to management, Audit and Compliance Committee and the Board of Trustees

Improve Utilization of Resources & Technology

- Methodology – Enhance the ‘agile’ internal audit processes
- Data Analytics – Embed analytics & AI into audit methodology to improve efficiency and provide in-depth analysis and insights
- Technology – Utilize audit management software and other technologies to enhance audit execution, project management, and reporting capabilities

Enhance Continuing Education to Develop Audit Talent

- Implement strategic professional development plans for team members that align with competencies to execute quality audits and provide valuable insight and foresight

THE YEAR IN REVIEW

THE YEAR IN REVIEW

HIGHLIGHTS

Trend Analysis – Reports Issued by Fiscal Year

2021–2022

Audit: 11
MAS: 0
Total: 11

2023–2024

Audit: 15
MAS: 3
Total: 18

Audit: 16
MAS: 1
Total: 17

2022–2023

Audit: 19
MAS: 2
Total: 21

2024–2025

Key highlights:

- **Quality Assessment Review (QAR)**
 - An external quality assessment was performed to assess Office of Internal Audit's (OIA) auditing quality and conformance with the Institute of Internal Auditors (IIA) Standards, the Code of Ethics, UF Internal Audit Charter, and Board of Governors Regulation 4.002(6)(e).
 - **Outcome – “Generally Conforms”** which is the highest rating per IIA Standards was given, implying that OIA has good governance, polices, and high-quality audit processes that conform to IIA Standards.
- **IIA Global Internal Audit Standards**
 - New IIA Standards became effective from January 2025. Performed a readiness assessment to confirm, including developing action plans to close any identified gaps.
 - Internal Audit Charter was updated to conform with the Global Internal Audit Standards.
- Continued to update the **assurance map**, which provides a comprehensive overview of risk coverage, as an input into the annual audit plan and ensuring alignment with UF strategic initiatives and higher education risks.
- Developed a **risk-based** annual audit plan with a “OneUF” approach.

HIGHLIGHTS (Cont'd)

- **Staffing and resources**

- Hiring completed for Manager and Staff Auditor positions.
- For FY26, OIA is fully resourced and will continue to develop audit talent to deliver strategic insights and address emerging risks, in addition to providing assurance of internal controls.
- OIA strategically co-sourced **subject matter resources** to complement in-house skills for certain strategic audits and provide value-added insights.

- Enhanced the **agile approach to auditing** and incorporated **data analytics** into internal audit methodology for all applicable projects.
- Explored the use of **artificial intelligence** tools to enhance the audit process.
- Audit reports had recommendations to improve business processes, internal controls, cost savings, and efficiency and **add value while mitigating risk**. Focus areas during the year included cyber security, auxiliary operations, college operations, IT-related audits, BOG-mandated audits, and DSO-level audits.

- **Value-added advisory services**

- Provided analyses and insights to university management on cost savings, efficiency, and system improvement opportunities covering areas such as procurement, expenditure analysis, governance standards, and compliance management.
- **Continued coordination** of external audit activities, including information requests and system access management.

HIGHLIGHTS (Cont'd)

- **Investigations and risk management**

- Continued to educate and inform employees of avenues available to report concerns and irregularities.
- UF Compliance Hotline continues to be preferred method of reporting. OIA together with other members of the Internal Review Committee reviews reported allegations for triage, assessment, and referral to the appropriate university division.
- For FY25, OIA investigations team had 37 new intakes assigned for assessment and review. A total of 34 reported allegations were either investigated and/or closed. The Standards for Complaint Handling and Investigations for the State University System of Florida procedures were followed.
- Collaboratively shared themes from various **investigations** with management to improve the university's control and risk environment.
- Investigations Director provided lectures and training sessions on **fraud, investigation techniques and procedures, conflicts of interest, and ethics and integrity** at UF and externally to the internal audit and accounting profession (IIA, FICPA, and ACFE).
- UF colleges and units proactively sought guidance and subject matter assistance on various **internal control, HR, and fraud risk matters** throughout the fiscal year.

HIGHLIGHTS (Cont'd)

- **Internal Audit Report Follow-up**

- For FY25, there were 128 recommendations and related action plans from the internal audit reports that were issued.
- Continued to track outstanding recommendations and management action plans from internal and external audit reports.
- Conducted monthly follow-up procedures to determine the status of management actions and provided regular updates at the Audit and Compliance Committee meetings.

- **External leadership activities that promoted the university and profession**

- OIA staff have **leadership roles** within local Institute of Internal Auditors Chapter
- OIA staff volunteered to assist BOG in risk management discussions regarding Performance-Based Funding.
- OIA Audit Manager is a committee leader and **subject matter knowledge moderator** to the Association of Colleges and University Auditors' subject matter resources page on higher education specific internal audit topics.
- Regularly participated and contributed at **State University Audit Council (SUAC)** and the **IT Audit Group** forums.

HIGHLIGHTS (Cont'd)

- **The Road Forward (18-24 months)**

- Internal Audit profession is undergoing fundamental transformation driven by emerging technologies and increasingly complex risks. UF Internal Audit will transform by adapting its current strategy to continue be effective to the university's stakeholders.
- Internal Audit transformation objectives will include the following:
 - Enhancing the audit methodology with add-on emerging technologies such as generative AI (short-term).
 - Developing key performance indicators and risk tracking mechanisms to measure outcomes.
 - Facilitate continuous audit planning and improvements using a data-driven foundation.
 - Explore agentic AI enablement (long-term) – intelligent systems that can sense risk, initiate action, and execute entire workflows with human guardrails. These will be digital teammates operating alongside auditors in a revised model of assurance and advisory services.
 - Talent management and an innovation-oriented mindset – audit roles will need to evolve to require skills where greater focus is on communication of insight, focused on what data means, why it matters, and what to do next. Auditors will need to be reskilled to combine technical fluency with human strengths that AI cannot replicate.
 - Delivering strategic insights and foresight and partnering with business – not just providing control assurance. Anticipating emerging risks and increasing collaboration with university risk management functions and business/industry partners.

REQUIRED COMMUNICATIONS

REQUIRED COMMUNICATIONS

DISCLOSURES



The Office of Internal Audit adheres to the *Global Internal Audit Standards of the Institute of Internal Auditors (IIA)*. The following items are being disclosed in conformance with the *Standards*.

Organizational Independence

The Office of Internal Audit (OIA) must confirm to the board, at least annually, the organizational independence of the internal audit activity. The OIA reports functionally to the Audit and Compliance Committee of the UF Board of Trustees and administratively to the president. In keeping with the Standards, the OIA maintains a strong working relationship with the Audit and Compliance Committee and has regular communications with the Audit and Compliance Committee Chair. The Chief Audit Executive presents results of audits and other activities to the Audit and Compliance Committee, helping to promote the independence necessary for the OIA to adequately perform its function.

Resolution of Management's Acceptance of Risks

Each audit engagement can potentially identify observations that may pose risks to university operations. Some may require management's attention, while others fall within the university's risk appetite, so management may decide to accept the risk. We are required to disclose to senior management and the Board of Trustees any situation where we believe that management has accepted a level of residual risk that may not adequately reduce or mitigate the risk of loss. We report the status of these items quarterly to the Audit and Compliance Committee through audit reports, and there were no such instances during the fiscal year.

REQUIRED COMMUNICATIONS

DISCLOSURES



The Office of Internal Audit operates in accordance with the guidance established by BOG Regulation 4.002, State University Chief Audit Executives

Impairments to Independence or Objectivity

If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed. The OIA maintains a process to identify potential conflicts, and there were no impairments to independence or objectivity in fact or appearance during the fiscal year. Each OIA team member is required to disclose any potential conflicts annually.

Quality Assurance Review

To fully comply with the *Standards*, internal audit is required to undergo a Quality Assessment Review (QAR) at least once every five years. OIA, with involvement of CAEs from peer institutions, performed a QAR in November 2024 for conformance with the IIA's *Standards*. Using the agile approach to auditing, the audit leadership is continuously involved in all stages of the audit to ensure adherence to quality and IIA's standards. Additional internal peer reviews are performed to assess compliance with IIA standards.

Disclosure of Nonconformance

Occasionally, circumstances may require the completion of a project or engagement in a manner that is inconsistent with applicable *Standards*. Although our internal quality review identifies improvement opportunities, there were no instances where projects were completed in a manner that was not in conformance with the *Standards* during the fiscal year.



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

AGENDA

1:00 p.m.

Thursday, December 4, 2025

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Committee members:

Rahul Patel (Committee and Board Vice Chair), Richard P. Cole, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Daniel T. O'Keefe

- 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
 - [June 5, 2025](#)
 - [November 3, 2025](#)
- 4.0 Action Item Rahul Patel, Chair
 - [AFSSPRSC1](#) Tenure Upon Hire..... Joe Glover, Interim Provost
- 5.0 Discussion Items Rahul Patel, Chair
 - [5.1](#) Admissions Update Mary Parker, Vice President for Enrollment Management
 - 5.2 Faculty Senate Update L. Amelia Dempere, Faculty Senate Chair
 - [5.3](#) Student Body President Update Blake Cox, Student Body President
 - 5.4 Library Hours..... Blake Cox
 - [5.5](#) Student Life Update Heather White, Vice President for Student Life
 - 5.4 Centers and Institutes..... Joe Glover
- 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

June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 8:32 a.m.

Time Adjourned: 9:26 a.m.

Committee and Board members present:

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 8:32 a.m.

2.0 Verification of Quorum

Interim Provost Joe Glover verified a quorum with all members present, except Trustee Heavener who had an excused absence.

3.0 Review and Approval of Minutes

- **March 27, 2025**

Committee Chair Patel asked for a motion to approve the minutes from the March 27, 2025 Committee Meeting. A motion was made by Trustee Cole and seconded by Trustee Cox.

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

4.0 Action Items

AFSSPRSC1 Tenure Upon Hire

Interim Provost Glover reviewed the eleven Tenure Upon Hire cases. These cases have met the criteria for tenure and have been recommended to the Board by the Provost and President to receive tenure.

- Dr. Uttara Samarakoon – College of Agricultural and Life Sciences, Associate Professor, Department of Environmental Horticulture
- Dr. Matthew Barnidge — College of Journalism and Communications, Associate Professor, Department of Journalism
- Dr. Bobi Ivanov - College of Journalism and Communications, Professor, Department of Advertising
- Dr. Javier Rodriguez – College of Liberal Arts and Sciences, Associate Professor, Department of Political Science
- Dr. Jamin Wells – College of Liberal Arts and Sciences, Associate Professor, Department of History
- Dr. Sumit Kumar Jha – Herbert Wertheim College of Engineering, Professor, Department of Computer and Information Science and Engineering
- Ms. Perry Collins — George A. Smathers Libraries, Copyright and Scholar Communications Librarian
- Dr. Samuel Goldman – Hamilton School of Classical and Civic Education, Associate Professor
- Dr. James Hankins – Hamilton School of Classical and Civic Education, Professor
- Dr. Andrew Michta – Hamilton School of Classical and Civic Education, Professor,
- Dr. Brandon Warmke – Hamilton School of Classical and Civic Education, Associate Professor

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Lynne, and second which was made by Trustee Cox. 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 Annual Tenure Awards

Interim Provost Glover advised the Committee the Annual Tenure Awards go through the university standard process for awarding promotion and tenure to faculty, 108 candidates, which include being recommended by the department, the chair, the college review committee and then a review from the Dean before a recommendation to the academic personnel board as well as approval by the provost and the president. The Board is asked to approve the 108 candidates.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Lynne, and second which was made by Trustee Cox. 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 Degrees

Interim Provost Glover advised there are eight new degree proposals including:

- Herbert Wertheim College of Engineering is proposing a Bachelor of Science in Industrialized Construction Engineering;
- Herbert Wertheim College of Engineering is proposing an M.S. in Engineering Management, part of the UF Jacksonville Campus;
- Hamilton School of Classical and Civic Education is proposing a B.A. in American Government, History, Literature and Law;
- Hamilton School of Classical and Civic Education is proposing a new multidisciplinary B.A. in War, Statecraft and Strategy;
- Hamilton School of Classical and Civic Education is proposing a multidisciplinary graduate degree (M.A. and Ph.D.) in War, Statecraft and Strategy;
- Hamilton School of Classical and Civic Education is proposing an M.A. and Ph.D. in History of Ideas;
- College of Liberal Arts and Sciences is proposing an M.S. degree in Archeology, which directly supports the SUS goal of increased production of graduates in STEM fields and SUS priorities; and
- College of Design, Construction, and Planning is proposing a Bachelor of Urban Sciences and Planning program.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Lynne, and second which was made by Trustee Cole. 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 Changes

Interim Provost Glover reviewed four degree change requests including:

- College of Public Health and Health Professions seeks to reduce the major credits from 57 to 50 for the Master of Health Administration (M.H.A.) degree. This change does not impact the length of completing the MHA program. HSC 5536 is no longer required by our accreditation body, The Commission on Accreditation of Healthcare Management Education (CAHME). The change was approved by the Faculty Senate at their March 14, 2025, meeting.
- The College of Medicine seeks to modify the number of credit hours required for the Master of Science (M.S.) with a major in Anatomical Sciences Education from 32 to 31. The requested change is based on modifying the total credit hours for one of the required courses GMS 5630 Medical Histology from 4 to 3 credit hours, which the Graduate Curriculum Committee has approved. The change was approved by the Faculty Senate at their October 22, 2024, meeting.
- The Herbert Wertheim College of Engineering seeks to reduce the total number of credit hours for the B.S. in Chemical Engineering program from 130 to 128 by reducing the technical electives requirement by 2 credit hours.

- The Herbert Wertheim College of Engineering seeks to reduce the credit hours for the B.S. in Biomedical Engineering degree from 131 to 128. The reduction is a result of specifying that the Quest 2 course in semester 3 also satisfies the Gen Ed Social and Behavioral Science. This specification allows one course in semester 6 to be removed.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Lynne, and second which was made by Trustee Cox. 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 General Education Courses Annual Review

Interim Provost Glover advised the Board of Governors (BOG) requires an annual review of the General Education Courses. BOG requires the Board of Trustees and the President to approve the review submitted. Most courses on the list provided in Board materials were included on last year's list along with some proposed additions at the top of the list for consideration today. Committee Chair Patel reminded the Committee an extensive review of the list was done last year.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O'Keefe, and second which was made by Trustee Cox. 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 Self-Supporting Program

Interim Provost Glover summarized the approval of a proposed Master of Science (MS) in Computer Science and accompanying concentrations including Artificial Intelligence and Cybersecurity. This is a 30-credit MS degree program offered through the Department of Computer and Information Science and Engineering in the Herbert Wertheim College of Engineering. The MS in Computer Science is an existing in-person E&G degree program offered at the UF-Gainesville campus. This proposal seeks to establish a separate self-supporting MS program in Computer Science at the new Jacksonville campus.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Lynne, and second which was made by Trustee Cox. 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

Vice President Mary Parker shared an update from Enrollment Management. She provided an overview on the Student Lifecycle. Her office and others are working to ensure students' needs are met. She provided an update on Confirmation & Enrollment advising it was a record-breaking year for total applications and honors applications due to the team's more aggressive,

targeted recruitment and marketing campaign. They are in line to meet all enrollment goals set forth, perhaps exceeding a few. She reviewed the class of 2029 student profile. Her team is working closely with UF colleagues throughout the entire process. Students were admitted from all 67 counties in Florida, all 50 States and 101 countries. The quality of our students in early action is very high and had the largest population of admits. VP Parker shared a few university initiatives Enrollment Management is working on including assembling an optimal enrollment task force for strategic enrollment and academic planning. Next, VP Parker advised they will refine the enrollment strategy and related initiatives through a university-wide process. They will look at our curriculum management, catalog, registration, degree audit and scheduling. This will allow us to provide the colleges, department chairs and academic advisors with the information that they need for students. They will engage in strategic enrollment planning that will include enrollment goals by student population as well as academic portfolio modeling and streamlining academic management. Finally, Enrollment Management will continue to work on reimagining campus visits which includes hiring new tour ambassadors, reevaluating tour routes and scripts. We want to provide the best experience that aligns with our academic colleges to make sure when students come in and they want to see a specific college that we can coordinate.

5.2 Faculty Senate Update

Trustee and Faculty Senate Chair Sarah Lynne reflected on her last Board meeting, saying serving has been the highlight of her year. She shared throughout this year she has built partnerships with leaders across campus and beyond. We did good work that will benefit faculty, staff and students for years to come. She expressed her gratitude to all Board members noting she has always been treated with respect, dignity and civility. The Board is not here for personal gain, and all take their fiduciary responsibilities to heart. Through their actions, not just their words, each person demonstrates a clear commitment to making the University of Florida the best place to work and learn in higher education. Trustee Lynne introduced incoming Faculty Senate Chair Amelia Dempere. She concluded her update by thanking the faculty, staff and students for their excellence.

5.3 Student Body President Update

Trustee and Student Body President Blake Cox advised his goals for the year, big projects, the “First 25 days” and upcoming plans. Goals include internal accountability, financial responsibility and execution on big projects, like housing improvements and professional student organization outreach. Student Government positions were updated, and expectations were established. Administration wants to ensure students are getting the best experience and they will have discussions regarding Preview. He plans to enact platform points and shared highlights.

5.4 Student Life Update

Vice President Heather White provided an update on the year in review. She shared a video followed by data point highlights of the student experience. There is now AI in their recreation facility, only the second in the country launched Summer A. We have had the largest Greek population and highest record number of student organizations. This translates to students inside and outside of the classroom building their community and accessing the opportunities that help them grow and support their experience. We are constantly thinking about the student experience and how to improve. Chair Hosseini asked for the total number of students

(undergraduate graduate and online) we will have in Fall. VP Parker advised approximately 61,000, similar to last year. Compared to three years ago, growth has gone up each year. President Fuchs noted in his tenure that applications went from 30k to over 90k.

5.5 Annual Academic Degree Programs List

Interim Provost Glover advised the Annual Academic Degree Programs List is a report that is required to be submitted to the Board of Governors on new academic programs for the 2025-2026 year. The Board of Trustees is required to review this list. Assuming the Board approves the proposed New Degrees, the Board will have approved every degree program on this list.

5.6 Program ROI

Interim Provost Glover advised Chair Hosseini had asked some months ago for the Provost Office to examine the ROI of our degree programs. This project bifurcated into two pieces 1. to look at the ROI of the undergraduate programs, which they have utilized Huron to assist with, and 2. Programs at the graduate level under The Graduate School Dean Nicole Stedman. Dean Stedman advised they do assess and evaluate their academic programs. She advised they developed dashboards a couple of years ago to review metrics including applications, admissions, matriculations, graduates, time to degree, credit hours, graduate faculty members and committee service, faculty productivity and other metrics associated with peer data. They provide real time data to the colleges via the associate Dean team every semester. Her team has identified a number of programs that warrant in-depth examinations in Fall.

Chair Hosseini advised Provost Glover it is really important to the Board to examine all aspects of the university for efficiencies. We need to look at everything because if we can save money in one place, we can then invest it in other projects. Every college should be looking at themselves on an annual basis and become more efficient. Chair Hosseini reemphasized the need to protect all 61,000 of our students especially our Jewish students. As was said in the board meeting after October 7, all students are welcome at UF. It is really important all students feel safe and have a safe environment. VP Parker added UF is still operating under the Governors Executive Order 23-242 and is waiving application date windows for academically eligible students. Chair Hosseini asked we be proactive in our outreach to these students across the nation. VP Parker confirmed they will be proactive and work with the General Counsel's office on the language to be used in proactive outreach. Dean Stedman added The Graduate School has partnered with the Dean of Students Office for grad care where we specifically offer our graduate students support if any student is feeling any issues of security or safety. Services have been shifted into graduate student support and engagement which is really focused on the notion of community. Trustee Brandon echoed Chair Hosseini's comments. Chair Hosseini was one of the first in the country, if not the first, to extend this invitation publicly to all students across the country.

5.7 Department Changes

Interim Provost Glover advised the College of Health and Human Performance is changing the name of the major in Tourism and Hospitality Management to Tourism, Hospitality and Event Management for their Master of Science degree. The College of Medicine is creating a new Department of Oncology from its existing Division of Hematology/Oncology.

5.8 Centers/Institutes

Interim Provost Glover advised the College of Medicine is establishing the Center for Advanced Pain Therapeutics and Research. The College of Education is changing the name of the Collaborative for Equity in Education to the Synergy Center for Educational Innovation & Collaboration. The College of Law is closing the Center for Estate Planning, the Center for the Study of Race and Race Relations, the Criminal Justice Center and the Center for Children and Families.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Committee Chair Patel adjourned the meeting at 9:26 a.m.

DRAFT

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

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:30 a.m.

Time Adjourned: 9:46 a.m.

Committee and Board members present:

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Daniel T. O'Keefe, Marsha D. Powers, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Chief Financial Officer; Maria Gutierrez Martin, Vice President for Advancement; Colt Little, Vice President for Construction, Facilities, and Real Estate; Steve Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:30 a.m.

2.0 Verification of Quorum

Interim Provost Joe Glover verified quorum with all members present.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

- **AFSSPRSC1 Tenure Upon Hire**

Interim Provost Joe Glover reviewed the following faculty tenure upon hire summary:

Dr. Aoife Wiberg – College of Design Construction and Planning

Professor, School of Architecture

Dr. Wiberg earned a Ph.D. from the University of Cambridge in 2010, a M.Phil. from the University of Cambridge in 1998, and a B. Arch from Cardiff University in 1997 and a B.Sc. in 1994 from Cardiff University. Her prior institution was University of Bath, UK. Currently at the University of Bath, UK, she leads transformative initiatives such as the REGEN - Beyond Net Zero studio and serves as a core member of transdisciplinary research centers like RENEW and GW4 Living Labs for Net Zero Transformation. Professor Wiberg's international impact is evidenced by her leadership in the International Energy Agency's EBC Annexes (57, 72, and 89), where she has shaped global standards for net zero whole life carbon buildings.

Dr. Lesley-Ann Chow — Herbert Wertheim College of Engineering**Associate Professor, J. Crayton Pruitt Family Department of Biomedical Engineering**

Dr. Chow earned a Ph.D. in Materials Science and Engineering in 2009 from Northwestern University and a B.S. in Materials Science and Engineering in 2004 from the University of Florida. Her prior institution is Lehigh University. Dr. Chow received the NSF CAREER award in 2020, the Society for Biomaterials Mid-Career Award in 2024, and American Chemical Society Polymer Materials Science and Engineering Young Investigator Award in 2022. Dr. Chow has a significant number of publications, 43 in total, including 36 journal articles and 7 conference proceedings.

Dr. Jia Liu — Herbert Wertheim College of Engineering**Associate Professor, Department of Industrial and Systems Engineering**

Dr. Liu earned a Ph.D. in Industrial and Systems Engineering from Virginia Tech in 2017, a M.S. in Statistics from Virginia Tech in 2016, a M.S. in Electrical Engineering from Zhejiang University in 2007, and a B.S. in Electrical Engineering from Zhejiang University in 2005. His prior institution is Auburn University. Dr. Liu has received numerous prestigious awards and recognitions, including the NSF CAREER Award for which he is establishing deep learning algorithms to understand fatigue performance and processing relationship of complex parts by additive manufacturing. Dr. Liu's publications include 23 peer-reviewed journal articles, 12 conference proceedings and 1 book chapter. He has also delivered 33 conference presentations and invited talks.

Dr. Xiaoyi Lu — Herbert Wertheim College of Engineering**Associate Professor, Department of Electrical and Computer Engineering**

Dr. Lu earned a Ph.D. from University of Chinese Academy of Sciences in 2012 and a B.S. from Huazhong University of Science and Technology in 2006. His prior institution is the University of California, Merced. Dr. Lu has a significant number in highly impactful publications, 169 in total, including 110 conference proceedings and 17 journal articles. Dr. Lu's ability to secure funding is demonstrated through multiple significant awards for which he is PI/Lead-PI, such as his \$4.35M (candidate share \$1.75M) Department of Energy (DOE) award "Scalable and Resilient Modeling for Federated-Learning-Based Complex Workflows", \$500k NSF CAREER award "CAREER: Heterogeneity-Enriched Communication for Advancing HPC Systems and Applications", and \$597k sole-PI NSF award 11OAC Core: Revolutionizing Data Movement on CPU-Powered HPC and AI Cyberinfrastructures".

3.3 Review Discussion Items

Centers and Institutes

Interim Provost Joe Glover reviewed the changes in Centers and Institutes:

- Closure of the AI, Cybersecurity Governance and Privacy Management Center in Warrington College of Business
- Creating Center of Engineering Human Performance and Wellness
- Change of Name, University of Florida Health Cancer Center to University of Florida Health Cancer Institute
- Change of Name, Center for Pediatric Psychology and Family Studies to Center for Technology and Child Health
- Change of Name, Center for Pain Research and Behavioral Health to Center for Pain Rehabilitation Research
- Closure of the Environmental Management Systems Institute
- Closure of the Center for Landscape Conservation and Ecology
- Closure of the Center for Sustainable Agriculture and Food Systems

Chairman Hosseini requested additional information regarding these items – why the action is being taken and any financial implications.

Degree Changes

Interim Provost Joe Glover reviewed the creation of a new Warrington College of Business major in Marketing with a concentration in Marketing Analytics for the Master of Science.

4.0 New Business

Chair Hosseini requested an update of all professional state testing and where UF ranks at the committee meeting. The goal for the tests is to have no less of 90% minimum and reach the goal of 95% overall. Committee and Vice Chair Patel advised they will bring this to the committee. Trustee Cole shared the UF Law school ranked number one in bar passage. Chair Hosseini acknowledged this achievement and the hard work done to achieve this goal. Provost Glover added this information may be tracked in the Accountability Report. President Landry added the article referenced by Trustee Cole, WSJ editorial of the City Journal rankings, shows the great education and culture at UF.

5.0 Adjourn

There being no further discussion, Committee Chair and Board Vice Chair Patel adjourned the meeting at 9:46 a.m.



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC1
December 4, 2025**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Executive Vice President for Academic Affairs that 6 faculty members 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 and President to receive tenure. Attached is a Summary of the Tenure Upon Hire case.

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: Tenure Upon Hire Summary

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

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald Landry, Interim President and Corporate Secretary

Tenure Upon Hire Summary
December 4, 2025

Dr. Aoife Wiberg – College of Design Construction and Planning
Professor, School of Architecture

Dr. Wiberg earned a Ph.D. from the University of Cambridge in 2010, a M.Phil. from the University of Cambridge in 1998, and a B. Arch from Cardiff University in 1997 and a B.Sc. in 1994 from Cardiff University. Her prior institution was University of Bath, UK. Currently at the University of Bath, UK, she leads transformative initiatives such as the REGEN - Beyond Net Zero studio and serves as a core member of transdisciplinary research centers like RENEW and GW4 Living Labs for Net Zero Transformation. Professor Wiberg's international impact is evidenced by her leadership in the International Energy Agency's EBC Annexes (57, 72, and 89), where she has shaped global standards for net zero whole life carbon buildings.

Dr. Lesley-Ann Chow — Herbert Wertheim College of Engineering
Associate Professor, J. Crayton Pruitt Family Department of Biomedical Engineering

Dr. Chow earned a Ph.D. in Materials Science and Engineering in 2009 from Northwestern University and a B.S. in Materials Science and Engineering in 2004 from the University of Florida. Her prior institution is Lehigh University. Dr. Chow received the NSF CAREER award in 2020, the Society for Biomaterials Mid-Career Award in 2024, and American Chemical Society Polymer Materials Science and Engineering Young Investigator Award in 2022. Dr. Chow has a significant number of publications, 43 in total, including 36 journal articles and 7 conference proceedings.

Dr. Jia Liu — Herbert Wertheim College of Engineering
Associate Professor, Department of Industrial and Systems Engineering

Dr. Liu earned a Ph.D. in Industrial and Systems Engineering from Virginia Tech in 2017, a M.S. in Statistics from Virginia Tech in 2016, a M.S. in Electrical Engineering from Zhejiang University in 2007, and a B.S. in Electrical Engineering from Zhejiang University in 2005. His prior institution is Auburn University. Dr. Liu has received numerous prestigious awards and recognitions, including the NSF CAREER Award for which he is establishing deep learning algorithms to understand fatigue performance and processing relationship of complex parts by additive manufacturing. Dr. Liu's publications include 23 peer-reviewed journal articles, 12 conference proceedings and 1 book chapter. He has also delivered 33 conference presentations and invited talks.

Dr. Xiaoyi Lu — Herbert Wertheim College of Engineering

Associate Professor, Department of Electrical and Computer Engineering

Dr. Lu earned a Ph.D. from University of Chinese Academy of Sciences in 2012 and a B.S. from Huazhong University of Science and Technology in 2006. His prior institution is the University of California, Merced. Dr. Lu has a significant number in highly impactful publications, 169 in total, including 110 conference proceedings and 17 journal articles. Dr. Lu's ability to secure funding is demonstrated through multiple significant awards for which he is PI/Lead-PI, such as his \$4.35M (candidate share \$1.75M) Department of Energy (DOE) award "Scalable and Resilient Modeling for Federated-Learning-Based Complex Workflows", \$500k NSF CAREER award "CAREER: Heterogeneity-Enriched Communication for Advancing HPC Systems and Applications", and \$597k sole-PI NSF award 11OAC Core: Revolutionizing Data Movement on CPU-Powered HPC and AI Cyberinfrastructures".

Dr. David Beilman – College of Liberal Arts and Sciences

Professor, Department of Geography

Dr. Beilman earned a Ph.D. in Geography from the University of California in 2006, a M.Sc. in 2001 from the University of Alberta, Canada, and a B.Sc. in 1996 from the University of Alberta, Canada. Dr. Beilman has approximately 50 refereed articles. Many of these articles have appeared in the highest impact journals of his field, including six publications in the Nature family of journals and two in Science. Per Google Scholar, this output has received more than 7,700 citations yielding an h-index of 29. He has served as Principal Investigator on eight external grants, including four sizeable awards from different programs at the National Science Foundation. His classroom teaching was recognized in 2012 by the award of an Excellence in Teaching Award from the College of Social Sciences.

Dr. Susan Crow – UF/IFAS

Professor, Department of Soil, Water, and Ecosystem Sciences

Dr. Crow earned a Ph.D. in Ecology from Oregon State University in 2006, a M.S. in Biology from Villanova University in 2001 and a B.S. in Biology from College of William and Mary in 1999. She has a distinguished record of academic accomplishments, that include 58 peer-reviewed journal articles and \$16.5 million in grants from a broad portfolio of state and federal sources including USDA-NIFA and NSF.

Division of Enrollment Management

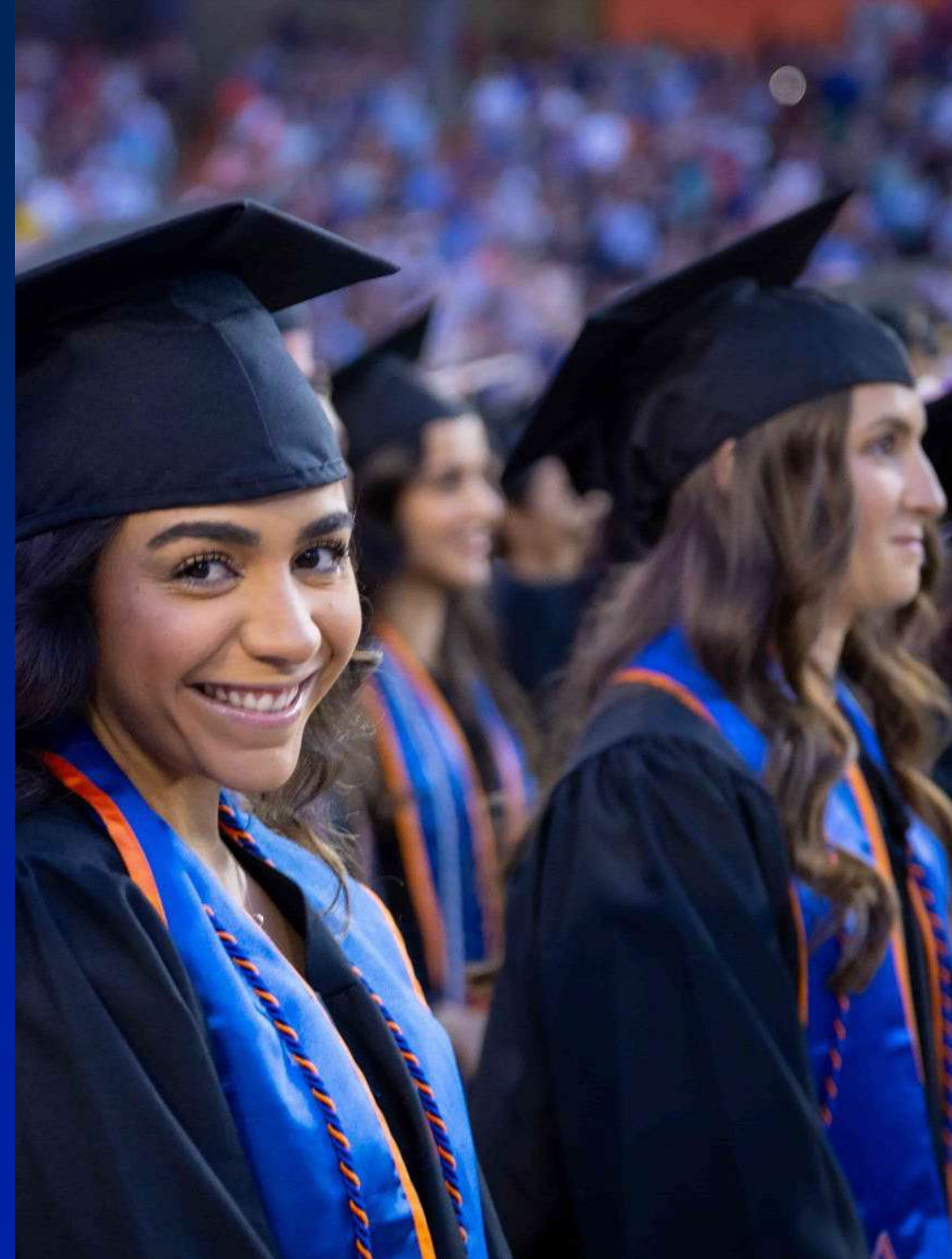
UF Board of Trustees Meeting

Mary G. Parker, Ed. D
Vice President & Chief Enrollment Strategist

December 4, 2025



UNIVERSITY OF FLORIDA



TOPICS

- 1. Financial Aid Changes**
- 2. Strategic Enrollment & Academic Capacity**
- 3. Admissions Updates**



PREPARING FOR CHANGES TO FEDERAL STUDENT AID

Changes from the One Big Beautiful Bill Act

CHANGES FROM THE ONE BIG BEAUTIFUL BILL ACT

Context

- Federal loan reductions under the *One Big Beautiful Bill Act (OBBA)* will significantly shift financial responsibility from federal programs to students and institutions.
- Even with UF's comparatively low tuition and fees, we will face new challenges in recruiting and retaining students, particularly graduate and professional students who rely heavily on federal loans.
- Institutional and philanthropic support will play a greater role in closing affordability gaps.

CURRENT REALITIES

CHANGES FROM THE ONE BIG BEAUTIFUL BILL ACT

Undergraduate Students

- Eliminates some Pell Awards
- Enacts new \$20,000 annual limit and \$65,500 lifetime limit on parent PLUS loans
- Requires loans to be prorated if student is enrolled less than full-time

CHANGES FROM THE ONE BIG BEAUTIFUL BILL ACT

Graduate and Professional Students

Eliminates Graduate PLUS

- Removes authorization to offer any new PLUS loans to graduate/professional students
- Authorizes limited grandfathering for current borrowers for lesser of 3 years or until degree program requirements are met

Changes Loan Limits

- Sets new annual unsubsidized loan limit for professional students at \$50,000
- Separates and creates new aggregate limits for graduate and professional students:
 - Graduates now \$100,000 (was \$138,500)
 - Professionals now \$200,000 (new limit)

CHANGES FROM THE ONE BIG BEAUTIFUL BILL ACT

Program-Level Eligibility

- Eliminates Title IV eligibility for undergraduate and graduate programs with post-degree earnings less than the median earnings of working adults without a degree at that level.
 - At bachelor's degree level, earnings are compared to population holding only a high school diploma
 - At master's degree level, earnings are compared to population holding only a bachelor's degree

CHANGES FROM THE ONE BIG BEAUTIFUL BILL ACT

The Path Forward

Enrollment Management Efforts

- Providing data on impacted programs by college for individual meetings
- Expanding and revising student-facing resources for options beyond federal loans
- Implementing private loan comparison tool
- Expanding utilization of institutional loan programs
- Facilitating adoption of Scholarship Universe



STRATEGIC ENROLLMENT & ACADEMIC CAPACITY PLANNING

A series of horizontal orange lines of varying lengths are arranged in a vertical column, centered on the slide. They appear as a decorative element, with some lines being longer than others, creating a rhythmic pattern.

ENROLLMENT PLANNING AT UF

PHASE 1

PHASE 1 OVERVIEW

KEY OBJECTIVES

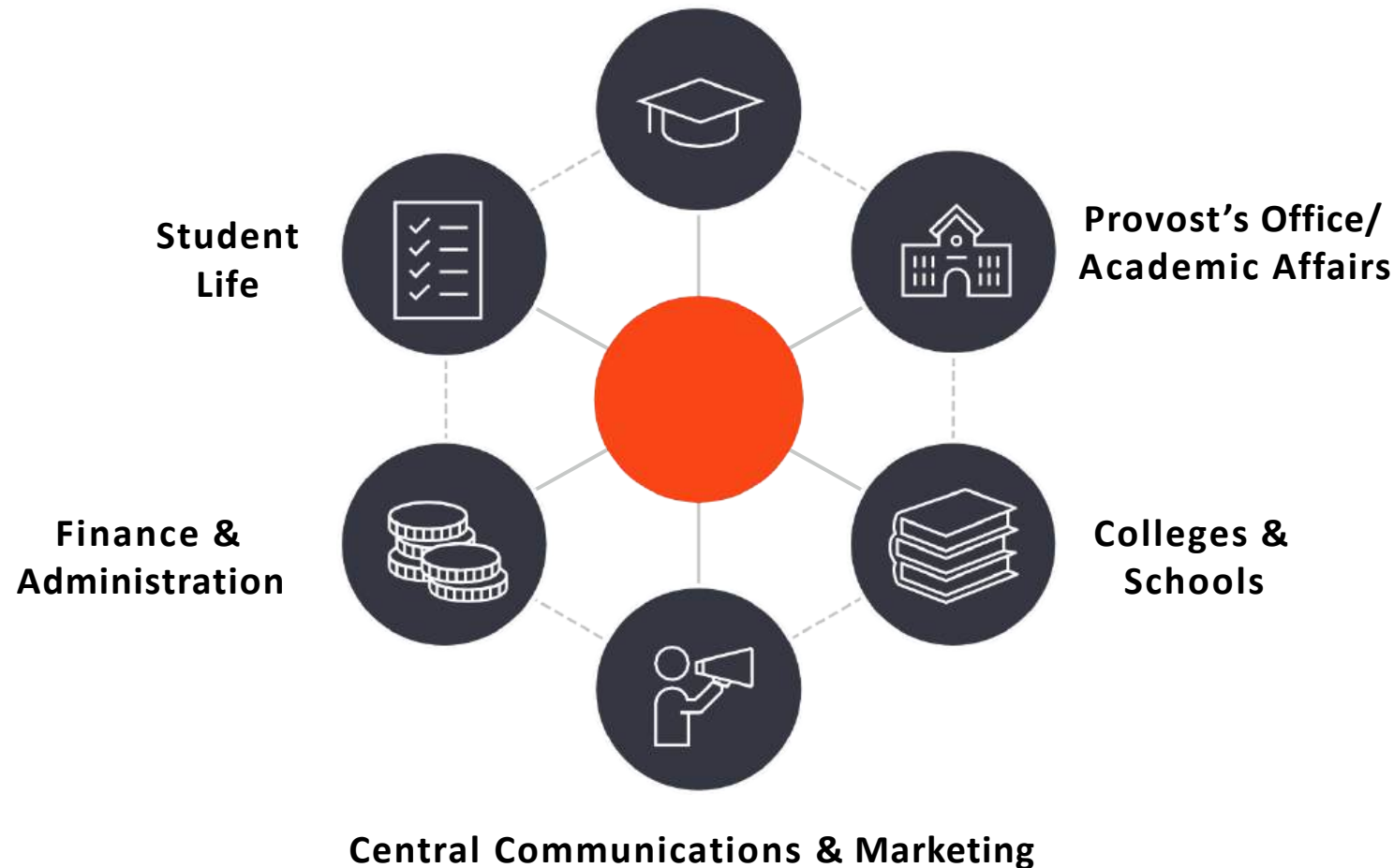
Phase 1 centered on discovery and shared understanding of UF's enrollment trends, program demand, and structural challenges that must be addressed to advance enrollment planning.

- 1) Understand and document recent trends in enrollment performance at the institutional and college level.
- 2) Assess and document trends in capacity for academic programs.
- 3) Surface cultural, structural, and operational barriers to advancing enrollment strategy.
- 4) Build a shared understanding of the enrollment current state to inform future planning.

ENROLLMENT PLANNING AT UF

Strategic Enrollment Management involves many parts of the institution. It is important to get these diffuse units all working in coordination toward shared objectives.

Admissions, Financial Aid, Registrar's Office



NEXT STEP: UPCOMING INDIVIDUAL COLLEGE MEETINGS

As part of building capacity-informed enrollment goals, we will hold individual meetings with each college to understand priorities, opportunities, and constraints.

What to Expect

- meeting with respective Deans to understand their enrollment aspirations and perception of capacity constraints
- Deans may invite additional college stakeholders (Associate Deans; other leadership staff) to the meeting if desired
- Timeline: **this semester**
- Deans may **delegate future engagement** to their Associate Dean as desired

What to Prepare

- Identify **key priorities, challenges, and opportunities** related to enrollment and capacity in the college.
- Bring **context on programs, majors, facilities**, etc. relevant to enrollment growth or constraints.
- Determine if others should participate or be delegated for future conversations.

To begin, we will prioritize meetings with Colleges that have **significant undergraduate student populations**, with the goal of expanding to other colleges over time.

ADMISSIONS UPDATES

EARLY ACTION NOTIFICATION

Increasing yield while providing applicants with more certainty and less stress

Benefits for applicants and their families:

- ✓ **More certainty** to selected students by notifying them of admission decisions earlier.

Benefits for UF:

- ✓ **Brings UF In-Line** with highly selective peers (*see next slide*).
- ✓ **Increased yield rates.**

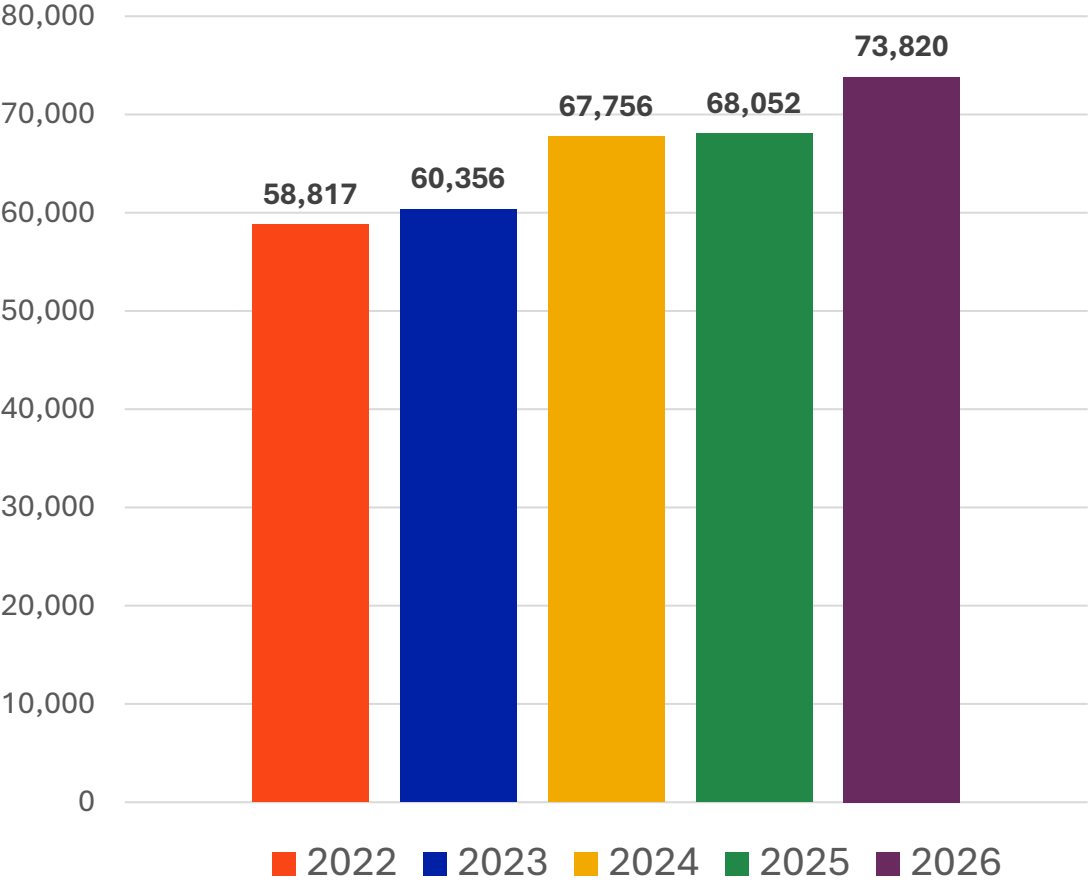
APPLICATION DEADLINES & OPTIONS 2025-26

	Early Action	Regular Decision
Application Deadline	November 1	January 15
Materials Deadline*	November 8	January 22
Decision Notification	January 23	March 13
Decision Outcomes	Admit, Deny or Defer	Admit, Waitlist, Pathways or Deny

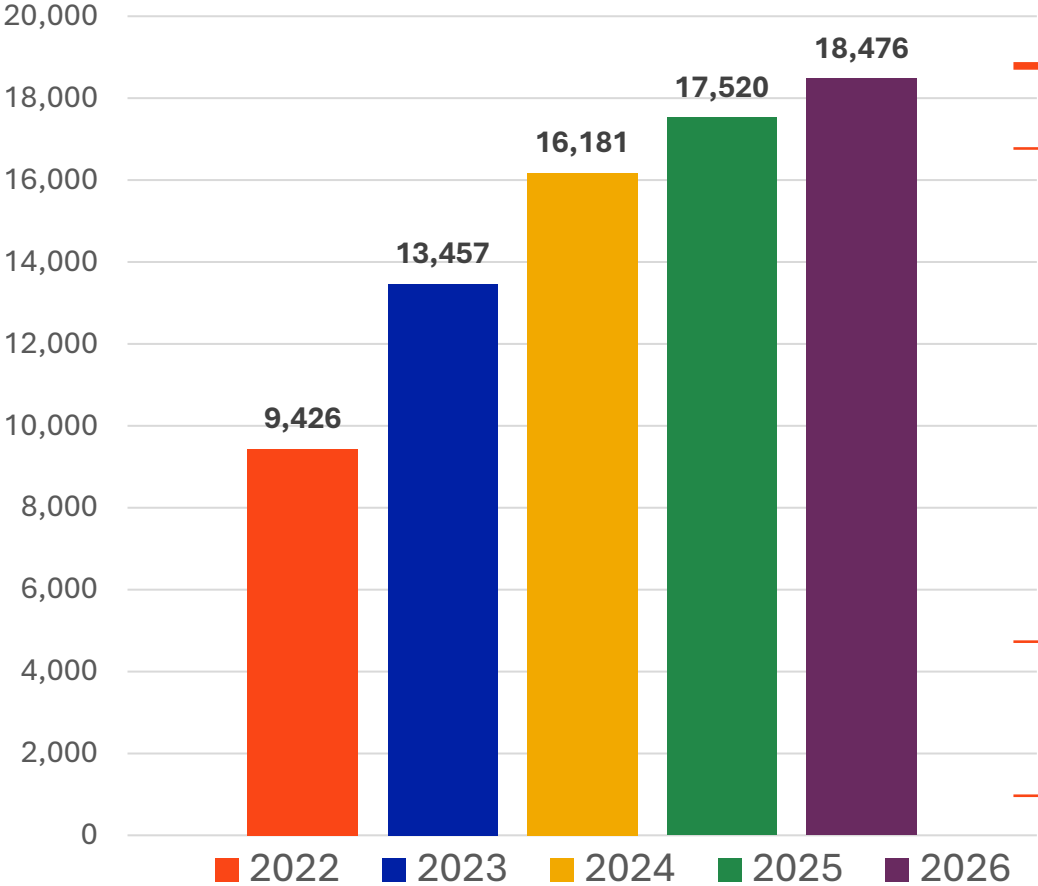


Increased Applications Drive Selectivity

FTIC Applications through 2nd week of November



Honors Applications through 2nd week of November



* Data is as of 2nd week of November



Thank You!



STUDENT BODY PRESIDENT UPDATE



BLAKE COX

DECEMBER 2025



STUDENT GOVERNMENT UPDATES

- **What Student Government has been up to this fall:**
 - **UF App Updates**
 - **Mental Health Awareness**
 - **Preview and QUEST**
 - **Safety initiatives**
 - **Safety walk**
 - **Outreach with UFPD**



FUTURE OF THE STUDENT EXPERIENCE



PLEASE REACH OUT WITH ANY QUESTIONS!

**BLAKE COX, STUDENT BODY
PRESIDENT
PRESIDENT@SG.UFL.EDU**



**INCREDIBLY EXCITED TO SEE WHAT ALL OF YOU
ACHIEVE, GOOD NIGHT AND GO GATORS!**

December 4, 2025



STUDENT EXPERIENCE UPDATE

Dr. Heather White
Vice President for Student Life

National Research

Students who participate in collegiate recreation are more likely to have:



Higher GPAs and retention rates



Reduced perceived stress, anxiety and depression



Enhanced sense of belonging



Higher levels of physical health and quality of life

UF Students

81% of students engage with UF RecSports on an annual basis

Grade Point Average

Undergraduate GPA - 2024-2025

- Users: 3.60
- Non-Users 3.47

Graduate GPA – 2024-2025

- Users: 3.76
- Non-Users: 3.70

Employability

9% increase in reported employment upon graduation

Salary

A higher reported salary (\$7k-\$10k)



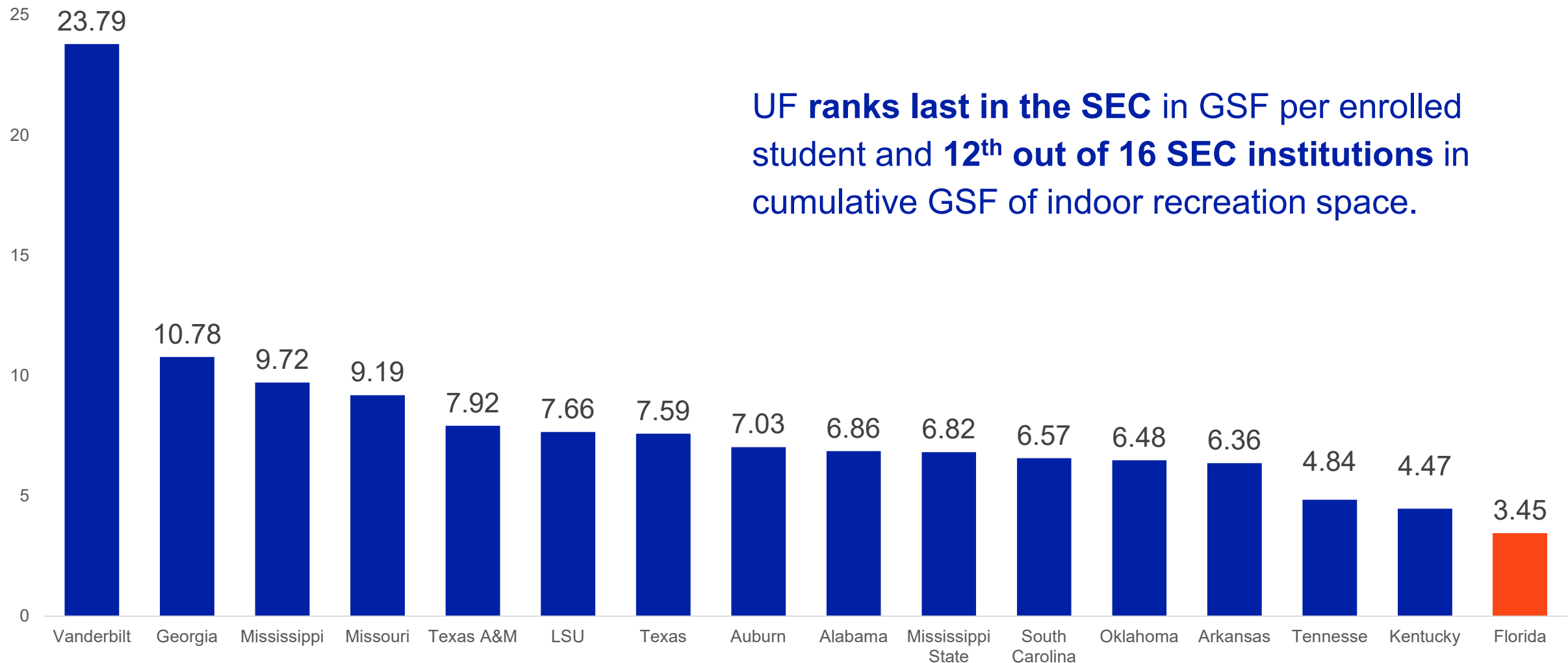
UF Student Survey

Top 5 Barriers

- 1** FACILITIES TOO CROWDED
- 2** NO TIME
- 3** LACK OF TRANSPORTATION
- 4** PARKING UNAVAILABLE
- 5** INCONVENIENT LOCATION

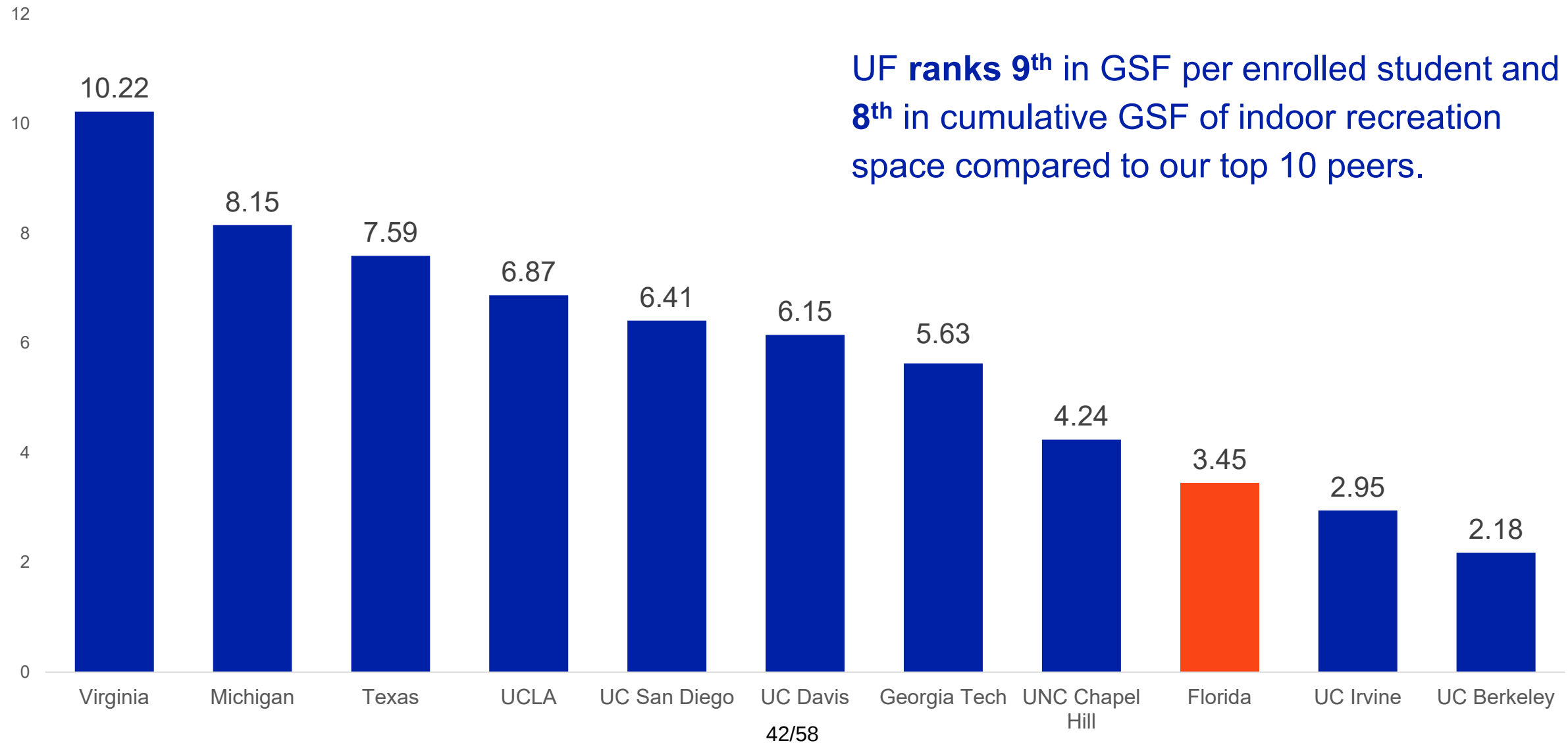


SEC: Gross Square Feet Per Student



UF ranks last in the SEC in GSF per enrolled student and 12th out of 16 SEC institutions in cumulative GSF of indoor recreation space.

Top 10: Gross Square Feet Per Student







A group of diverse people are exercising on stationary bikes in a gym. They are all holding dumbbells and performing a shoulder press. The background is a bright, modern gym with large windows. The text "MASTER PLANNING PROCESS" is overlaid in the center in a bold, blue, sans-serif font. A thin red horizontal line is positioned below the text.

MASTER PLANNING PROCESS

Master Planning Process

The master planning process took place over a 10-month period from Nov. 2024 - Sept. 2025. The plan was informed by broad campus engagement at many scales, including administration, RecSports staff, and with students.

Institutional Peer Benchmarking

Similar institutions were analyzed in comparison to total space, space type, and amenities.

RecSports Participation Data

Participation data was analyzed to demonstrate student usage and preferences based on participation.

Departmental & Campus Leadership Input

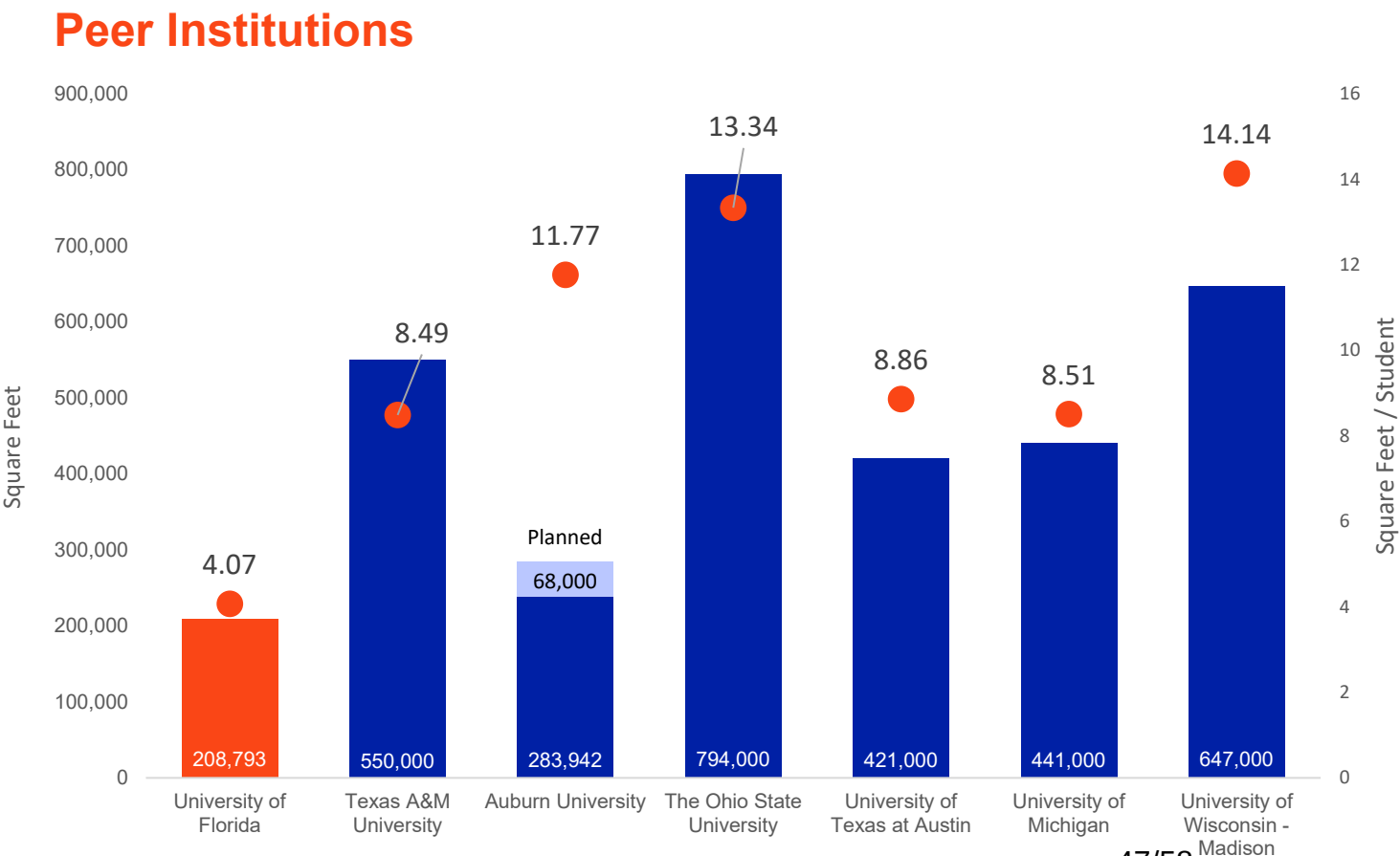
RecSports department staff, campus leadership, and collaborating partners were engaged to provide ideas and feedback in the creation of this plan, ensuring the plan aligns with university and departmental visions and goals.

Student Voice

Student leaders, RecSports student staff, and student users were engaged to understand student needs.

Space & Amenity Gaps

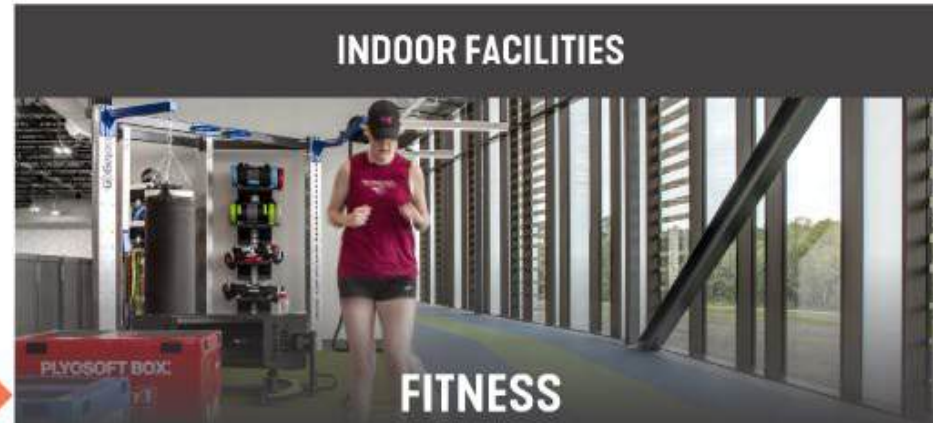
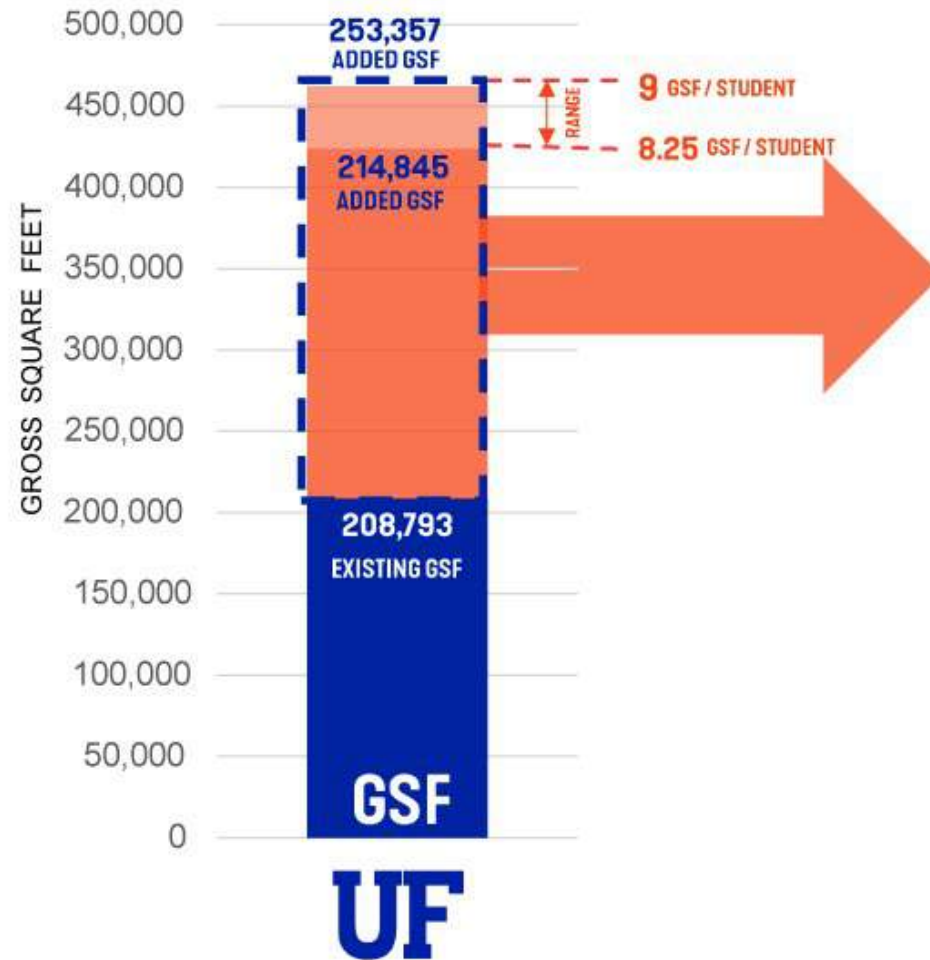
Peer institutions were selected based on similar institutional profile (public, enrollment, etc.) and serve as a national context for space metrics and programming for campus recreation. Compared to similar peer institutions, UF is operating well below average total square footage across the department, leading to intense overcrowding across all facilities and programs.



Space Summary

Existing GSF	208,793
Target GSF	423,638 - 462,150
Delta:	214,845 - 253,357
Existing Fitness ASF	39,000
Target Fitness ASF	71,890
Delta	32,890
Existing Indoor Courts	5+2 Multi-Activity Courts
Target Indoor Courts	15 Total Courts (10 + 5 MAC)
Delta	(5 +3 MAC)

Space and Experience Gaps



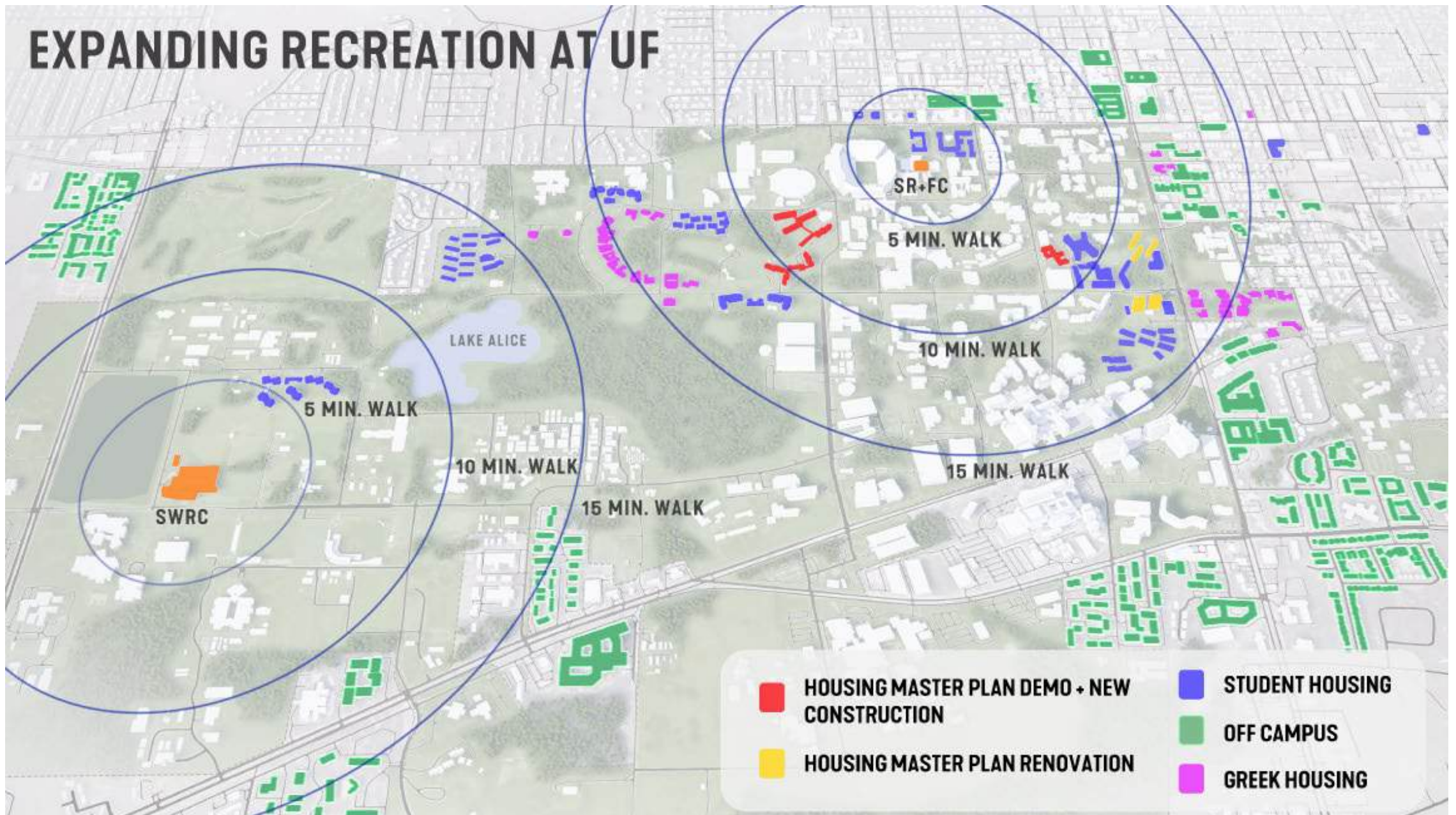


2 Recreational Facilities
208,793 gross square feet, indoor space

40 Acres of Outdoor Facility Space
Fields | Courts | Complex | Pools
49/58

85 Acres at Lake Wauburg
Swimming | Boating/Sailing | Volleyball

EXPANDING RECREATION AT UF



Summary of Recommendations

The University of Florida Master Plan identifies long-term priorities and strategies to strengthen the positive impact that RecSports has on students. The Master Plan represents a strategic investment in university infrastructure to support student wellbeing. This plan provides solutions to support realistic growth and responsible stewardship of the University of Florida resources. As the university continues to grow, and student needs evolve, this plan will help RecSports be prepared for continuous evolution and resiliency.

Establish a New East Recreation Center

- Additional usable space
- Diversified space for wellness, social connection, and play energizing central campus with a culture of wellbeing
- Adjacent to where students live and study to reduce barriers to access

Optimize Southwest Recreation Center

- Add climbing and bouldering space
- Add dynamic functional fitness area for use by personal trainers, group training programs, and individual participants
- Provide an outdoor fitness terrace to allow a variety of experiences
- Create a lap pool within the Southwest Recreation Center complex for fitness-based lap swimming and competitions

Transition Florida Pool to Leisure Aquatics

- Social pool and pool deck spaces in the heart of campus
- Small administrative and event space

A woman in a black t-shirt and leggings is standing on a black mat, leaning forward with her hands clasped. A man in a blue t-shirt and black pants is pushing a large black sled with two vertical handles. The sled has 'ROGUE' written on the front. In the background, there is a pull-up station with 'Movestrong' written on it, and a rack of colorful kettlebells. The gym has large windows and a high ceiling.

New East Recreation Center

New East Recreation Center

New East Recreation Center

New East Recreation Center

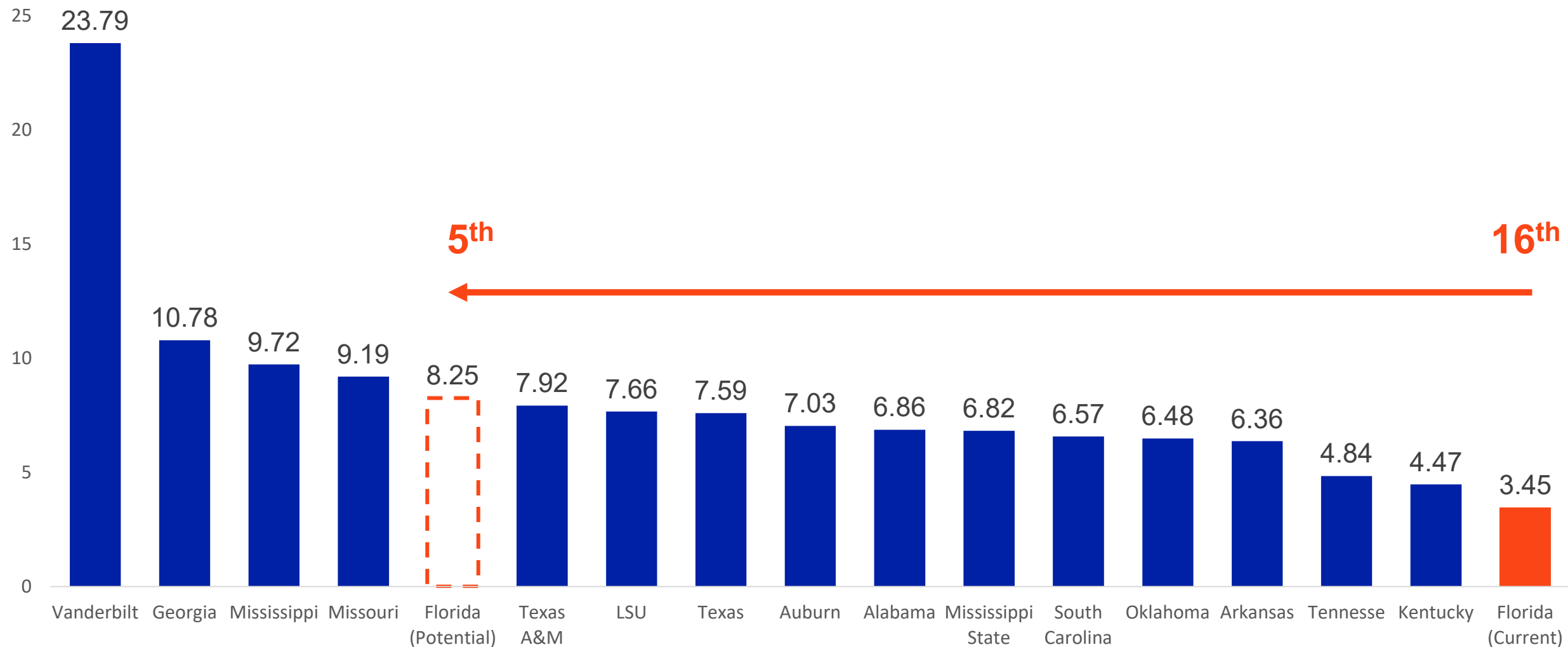
Highlights

- 200,000+ GSF of new recreation space
- Over 44,000 SF of new open fitness space
- Multi-purpose courts
- Outdoor fitness terraces
- Robust wellness experiences including active recovery, mind body studios, and wellness education spaces

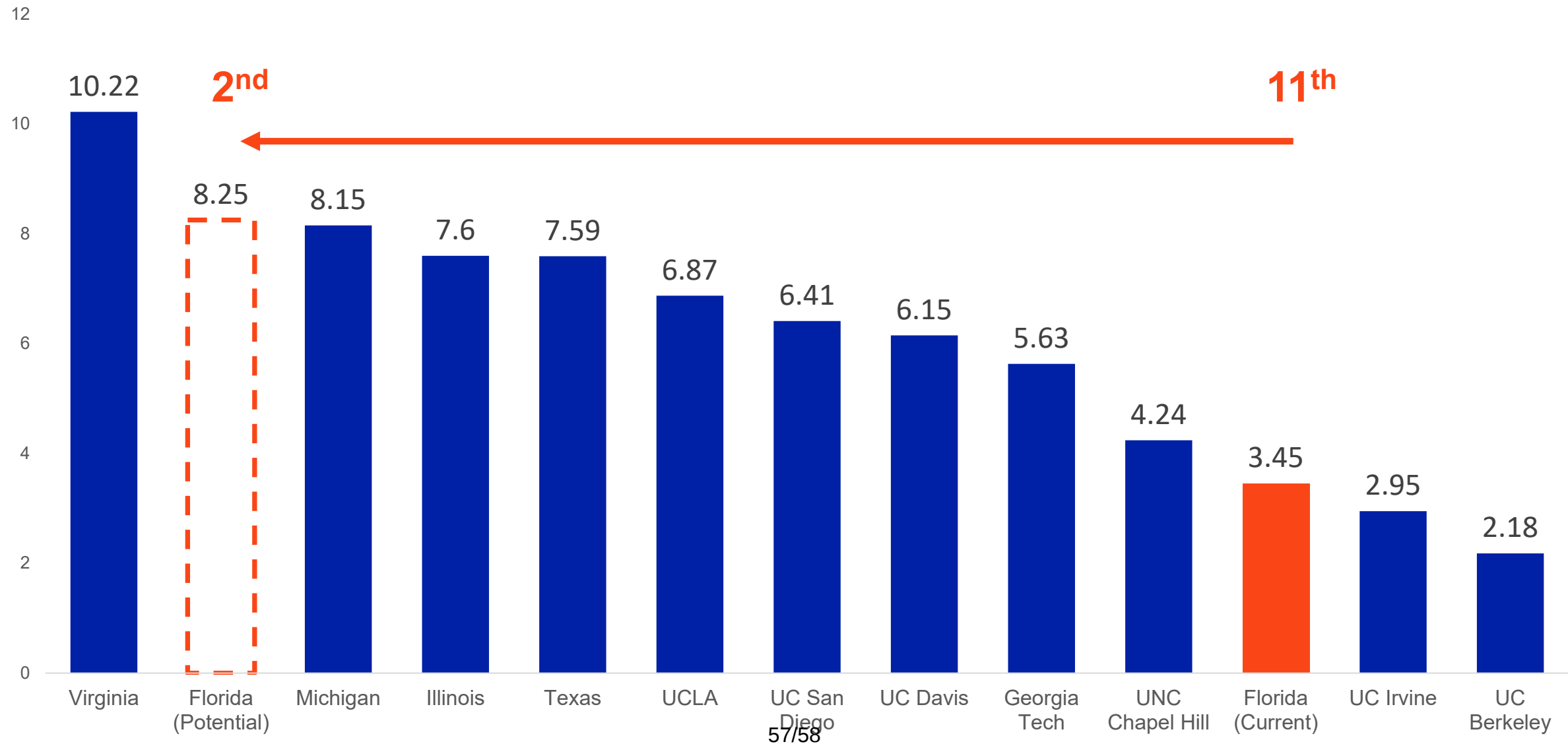
Estimated Costs

- \$220M in 2025
- Escalation to 2034 to \$330M

SEC: Gross Square Feet Per Student



Top 10: Gross Square Feet Per Student





DIVISION OF STUDENT LIFE

UNIVERSITY OF FLORIDA



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

AGENDA

Thursday, December 4, 2025

~2:15 p.m.

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

Committee Members:

Marsha D. Powers (Chair), David L. Brandon, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

- 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
[June 5, 2025](#)
[November 3, 2025](#)
- 4.0 Action Items..... Marsha D. Powers, Chair
[FSPPM1](#) FY 2025-2026 Carryforward Spending Plan..... Nick Kozlov, Chief Financial Officer
[FSPPM2](#) FY 2025-2026 Operating Budget..... Nick Kozlov
[FSPPM3](#) Auxiliary Facilities Report Nick Kozlov
[FSPPM4](#) Undergraduate Housing Bond Financing..... Nick Kozlov
[FSPPM5](#) Performance-Based Funding Metric 10 Joe Glover, Interim Provost
- 5.0 Discussion Items..... Marsha D. Powers, Chair
[5.1](#) CFO Update..... Nick Kozlov, Chief Financial Officer
[5.2](#) UF Health UpdateSteve Motew, System Chief Executive Officer UF Health
[5.3](#) UFICO Update..... Mark Baumgartner, Chief Investment Officer UFICO
- 6.0 New Business..... Marsha D. Powers, Chair
- 7.0 Adjourn..... Marsha D. Powers, Chair



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

Meeting Minutes

Thursday, June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:53 p.m.

Time Adjourned: 2:46 p.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Morteza "Mori" Hosseini, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Brandi Renton, 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 Powers welcomed everyone in attendance and called the meeting to order at 1:53 p.m.

2.0 Verification of Quorum

Interim Chief Financial Officer Nick Kozlov verified a quorum with all members present.

3.0 Review and Approval of Minutes

- **March 27, 2025**

Committee Chair Powers asked for a motion to approve the minutes from the March 27, 2025 Committee Meeting. A motion was made by Board Chair Hosseini and seconded by Vice Chair Patel. Committee Chair Powers asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Action Items

FSPPM1 Preliminary Operating Budget FY26

The University's Preliminary Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2026 is an annual item due to the Board of Governors. Given the extension to the state legislative process, the Board delegates to the board chair authority to approve the budget once state appropriations are finalized. Interim CFO Nick Kozlov advised we are taking conservatism in all of our projections given the broader uncertainty across the industry. We are committed to growth and excellence enterprise forecasting a budget greater than \$10.5B. Board Chair Hosseini asked how this budget compares to last year. CFO Kozlov responded the timing of the state budget and in Contracts and Grants we are seeing a slowdown in awards, approximately \$35M.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Board Chair Hosseini. 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.

FSPPM2 Estimated Direct Support Organization Use of University Resources

The Estimated Summary of the University Support for UF DSOs for the Fiscal Year ended June 30, 2026 is an annual item due to the Board of Governors.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by Vice Chair Patel. 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.

FSPPM3 Undergraduate Housing Reimbursement

The proposed Undergraduate Housing Reimbursement is for capital expenditures relates to the new student housing project not to exceed \$200M in connection with the incurrence of debt for the design, construction and equipment. This action recognizes that the timing of our first anticipated debt issuance may not precede activity on the project. The University would use legally available funds to pay for capital expenditure cost of design, engineering and other debt issuance costs ahead of an anticipated financing in early 2026. There will be a separate approval for that financing and as Interim VP Little advised in the FCI Committee Meeting, the developer agreement in place is going to front the design and engineering costs until the financing closes so we really do not anticipate any major expenses.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Vice Chair Patel, and second which was made by Trustee Brandon. 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.

FSPPM4 Cancer and Genetics ESCO Financing

Financing for the Cancer and Genetics ESCO Funding ties to action item FCI9 in the FCI Committee. This project is a \$93.1M budget with a borrowing amount not to exceed \$9M across the useful life of this project. We have nearly \$200M million in savings. This is a good opportunity not just to generate real value but also to address critical deferred maintenance in our portfolio.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O'Keefe, and second which was made by Trustee Brandon. 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.

FSPPM5 UFICO Investment Policy Update

Revisions to the UF Investment Corporation Investment Policy will update the strategy with respect to the investment of University operating funds implemented in 2021 to increase our intermediate capital pool to fund university priorities. The Policy applies to investable University operating funds held on the University's behalf, and the purpose of the Policy is to govern the investment of these UOF in accordance with sections 1011.42(5) and 218.415, Florida Statutes. The operational intent is for the university to have a separate and stable recurring income stream for ongoing initiatives that our current structure is less optimally suited for.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Vice Chair Patel, and second which was made by Trustee Brandon. 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.

FSPPM6 Bookstore Operations and Management Services

Request to approve finalizing negotiations and signing a contract for the bookstore operations and management services provider with Follett Higher Education. The contract is for 10 years July 1, 2025-June 30, 2035. Offices involved in the Invitation to Negotiate process included Business Affairs, Office of the Provost, University Athletic Association, Strategic Communications and Marketing, Division of Student Life, and the Office of the Senior Vice President and CFO.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Trustee Ridley. 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.

FSPPM7 Pouring Rights and Beverage Services

Approval of finalizing negotiations and signing a contract with Pouring Rights and Beverage Services to PepsiCo with the University of Florida including UF Health enterprises and the University Athletic Association. The contract is 10 years August 16, 2025-August 15, 2035 with

no first right of refusal. Chairman Hosseini advised this contract has board chair only approval, but he requested it be brought to the full Board. He asked Interim CFO Kozlov to verify the contract will not have first right of refusal language. He advised no University contracts should have that language. Kozlov confirmed it does not. Board Chair Hosseini, Committee Chair Powers and Trustee Corr thanked Interim CFO Kozlov and Vice President Renton for their hard work to get the contract where it is today. Interim CFO Kozlov thanked Board Chair Hosseini, Chief Procurement Officer Nicola Heredia and University Treasurer Bill Starkey.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM7 for recommendation to the Board for its approval on the Consent Agenda, which was made by Vice Chair Patel, and second which was made by Trustee Brandon. 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 Items

5.1 CFO Update

Interim CFO Kozlov advised quarterly financials through Quarter 3 of 2025 are seeing increases on the revenue side across state research and our health portfolios contributing to the \$324M favorable to budget. Expenses have grown but not as fast as our revenues. UAA and UFF net income declined compared to the previous fiscal year but still is positive. Chair Hosseini shared the work of this Board and UF leaders of the university has led to an increase. When he first came on the Board there was no consolidated financial statement available to the Board. Thanks to former Vice Chair Tom Kuntz and Committee Chair Powers, we have consolidated financials and a budget to understand where the University finances truly are. The OneUF approach is provided in all financial documents. The work done shows the care the Board has given to every item brought forward. We are the flagship University and must be the example to all. We still want more efficiencies. He noted we cannot get all money through the state. He requested Interim CFO Kozlov to have all deans and departments look for at a 5% net decline. Committee Chair Powers agreed and advised all colleges work closely with the CFO office to make sure everything we are doing is appropriate and dollars are spent effectively and efficiently. Interim CFO Kozlov added externally after ratings calls with S&P, Moody's and Fitch Ratings - there are no changes to our S&P and Fitch Ratings. S&P kept us at a positive outlook while the entire higher education industry was moved to negative from stable. Interim CFO Kozlov advised for FY26 (and beyond) planning, we are operating from a position of strength but monitoring headwinds from a macro perspective including federal research, tariffs, intercollegiate athletics. The largest known increase will be Florida's fringe benefit rate increases in healthcare costs which they are monitoring. He advised short, medium and long-term initiatives to enhance top-line revenue growth while also controlling the cost curve to reinvest in our mission are available.

5.2 UF Health Update

Committee Chair Powers advised the UF Health Corporation Board just met earlier in the week. From a strategic perspective, we have the right people in the right places. UF Health System Chief Executive Officer Steve Motew echoed Committee Chair Powers comments. We are now a more holistic system. Recruitment of new UF Health System leaders is almost complete. Financially, UF Health is ahead in Quarter 3 of 2025 with solid revenue growth. He reviewed Quarter 1 of 2025 the Key Performance Indicators scorecard for quality goals. UF Health Shands

is one of the safest hospitals in the country. Measures like Leapfrog, which has variability to it, show great progress attributed to our system approach. CEO Motew highlighted recent celebrations.

5.3 UFICO Update

Chief Investment Officer Mark Baumgartner advised portfolios are behaving as expected. He reminded the Board of the assets under management by client, portfolio and sub-portfolio. He summarized the Long-Term Pool investments objectives, targets and constraints. There are different objectives being pursued with the long-term pool including lasting in perpetuity that's solvency while watching liquidity. We are focused on stability as we don't want our payout to vary substantially year over year. The return target is 10% which changes a year to year. The risk budget is 12%. The goal of CPI is to keep up with inflation, pay out around 5% per year and grow. He reviewed a score card of long-term pool performance and risk vs. guidelines scorecard sharing important performance and risk measures relative to targets. He reviewed UF compared to similar sized peers' endowment asset allocations. We are actively considering ways of keeping UF competitive with top peer endowments. CIO Baumgartner shared a projection of payout growth noting in five years we expect to have \$4.2B. He summarized UF's operating liquidity assets and aligning UF Investment structure with the operating structure. As was mentioned in the action items, he detailed the UF Investment Policy update. Interim President Fuchs asked what the size of UF's endowment. CIO Baumgartner advised 6.5 which are assets managed in different pools. Trustee Zalupski asked about long term targets for top quartile performing fund? CIO Baumgartner advised it depends on what the spend rate is. Most Foundations use five as a target as it sets an appropriate risk budget. The objective would be to outperform that by choosing an objective and risk. Our goal as the investment team is 7.5-8% to provide that excess growth with a prudent amount of additional risk that comes from a lot of work on sourcing investments, sizing investments and managing investment risks especially liquidity to engineer the portfolio. Trustee Cole and Zalupski asked if each quarter the Board could be provided with information about specific peers, like Michigan and Texas, that includes their foundations and returns against UF's. CIO Baumgartner agreed to share at the next meeting.

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 2:46 p.m.



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

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:10 a.m.

Time Adjourned: 9:23 a.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Vice President for Business Affairs; Heather White, Vice President for Student Life; Mark Baumgartner, Chief Investment Officer; George Kolb, Assistant Vice President Budgets; Bill Starkey, Assistant Vice President and Treasurer, members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chair Powers welcomed everyone in attendance and called the meeting to order at 9:10 a.m.

2.0 Roll Call

Chief Financial Officer Nick Kozlov verified a quorum with all members present except Trustee Ridley, who had an excused absence.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

- **FSPPM1 FY2505-2026 Carryforward Spending Plan**

Senior Vice President and Chief Financial Officer Nick Kozlov reviewed the annual Carryforward Spending Plan. The plan maintains a required 7% Statutory Reserve and funds are directed toward several strategic priorities. New Regulation requires that 12% of the University's FY 2025-2026 state operating fund greater than the 7% must go towards PECO and maintenance projects. We are well above the 12% spend rate but this is a new requirement this year.

- **FSPPM2 FY2025-2026 Operating Budget**

CFO Nick Kozlov reviewed the University's Operating Budget of Revenues and Expenses for the fiscal year ending June 30, 2026. In June, the preliminary operating budget for the University was shared but did not have approval from the State at that time. The submission requires the Board of Governors approval.

- **FSPPM3 Auxiliary Facilities Report**

Senior Vice President and Chief Financial Officer Nick Kozlov advised per Regulation 9.008, the University is required to submit a template on any University auxiliary facilities with outstanding revenue bonds. It relates to one piece of finance in our Transportation and Parking services. This is an annual requirement that will be submitted to the Board of Governors for approval.

- **FSPPM4 Undergraduate Housing Bond Financing**

CFO Nick Kozlov advised we are launching a new undergraduate campus housing master plan. This action item is to secure the financing for the first phase, which will help us create 1100 beds. The maximum borrowing amount is set at \$245million. This is a conservative estimate to make sure we are able to complete this entire project with more phases to come. The UF Housing System proposes to finance through the issuance of fixed rate bonds, a portion of the cost of the following capital improvements relating to the University Housing system on the main campus. Phase 1 will replace housing on a site formerly occupied by Trusler, Simpson and Graham Halls. The Board is asked to approve the issuance of the bonds and adopt the authorizing resolution as required by the Board of Governors' Debt Management Guidelines. Chairman Hosseini shared that we have been working on this for years. Trustee Brandon and Vice President Colt have been working to get us the best deals.

3.3 Review Discussion Items

- **CFO Update**

CFO Kozlov provided a high-level summary of his updates to be given in December. There will be a detailed update on challenges and opportunities.

- **UF Health Update**

CFO Kozlov advised UF Health System CEO Steve Motew will provide a UF Health quarterly update in December. Dr. Motew advised there are additional conversations about the Gainesville Master Facility Plan.

- **UFICO Update**

CFO Kozlov advised Mark Baumgartner will provide a UF Investment Corporation update in December.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 9:23 a.m.

DRAFT



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM1
December 4, 2025**

SUBJECT: FY 2025-2026 Carryforward Spending Plan

BACKGROUND INFORMATION

The Board of Trustees is requested to approve the University's Fiscal Year 2025-2026 Carryforward Spending Plan. Pursuant to Board of Governors direction, a Carryforward Spending Plan is to be submitted annually by the University to the Board of Trustees for approval.

In addition to maintaining a 7% Statutory Reserve, Carryforward funds are directed towards several strategic priorities.

Once approved by the University Board of Trustees the Carryforward Spending Plan is to be submitted to the Board of Governors, along with a certification signed by the BOT Chair, the President and the CFO. The Board will consider each university plan based on its own merits and how it addresses the strategic priorities. Follow-up reporting will be required.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the University's Fiscal Year 2025-2026 Carryforward Spending Plan for recommendation to the Board of Trustees for approval on the Consent Agenda and for submission by the University of Florida to the BOG for final approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

Approved by the Board of Governors, November 6, 2025

Supporting Documentation Included: Carryforward Spending Plan

Submitted by: Nick Kozlov, Senior Vice President and Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 5, 2025.

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

FSPPM1 – Confirmation of FY26 Carryforward Spending Plan

We are asking for approval of the FY26 Carryforward Spending Plan for submission by the University to the BOG for approval.

- The full Carryforward Spending Plan is included in the pre-meeting materials.
- In addition to maintaining a 7% Statutory Reserve, Carryforward funds are directed towards several strategic priorities.
- For FY 2025–2026, Florida Statute 1011.45(3) adds that authorized expenditures must include a commitment of 12% of the university's FY 2025–2026 state operating fund carryforward balance toward:
 - A PECO project previously appropriated that requires additional funds for completion or
 - Deferred building maintenance projects
- This is the first year we are reporting required escrow carryforward for new construction/renovation (Whitney Lab).
- Reserves for emergencies/unplanned projects are set at \$20M for small projects and \$46M for large projects, consistent with last year; amendments to FCO budgets will be made as needed.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM2**

SUBJECT: FY 2025-2026 Operating Budget

BACKGROUND INFORMATION

The Board of Trustees is requested to approve the University's Operating Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2026. After discussion at the June 13th board meeting, based on trustee feedback, university leadership has worked with the Board of Trustees to confirm and validate that budgeted revenues and expenditures for FY25 are in alignment with university goals including budgeting for a 4% merit raise for UF Faculty.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the University's Operating Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2026 for recommendation to the Board of Trustees for approval on the Consent Agenda and for submission by the University of Florida to the BOG for final approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors final approval is required for the 2024-2025 operating budget of revenues and expenses.

Supporting Documentation Included: FY 2025-2026 Operating Budget

Submitted by: Nick Kozlov, Senior Vice President & Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 5, 2025.

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary



FSPPM2 – Confirmation of FY26 Budget

We are asking for confirmation of the FY26 operating budget – this is a recurring, annual action item that the Board of Trustees must approve.

University of Florida
2025-2026 Operating Budget - Enterprise Summary
(in thousands)

	FY 2025-2026 Operating Budget								
	University of Florida	Athletic Association	Faculty Practice	UF Foundation	Shands Gainesville	Shands Jacksonville	GatorCare	Other DSOs	Total
Revenues									
Tuition and Fees	505,476	-	-	-	-	-	-	-	505,476
State Appropriations	1,233,437	3,799	-	-	7,050	-	-	107,700	1,351,986
Contracts and Grants	1,040,414	-	-	-	-	-	-	159	1,040,573
Federal and State Financial Aid	267,466	-	-	-	-	-	-	-	267,466
Patient Service Revenue	-	-	1,135,023	-	3,899,646	1,279,893	-	-	6,314,562
Contributions/Donations	-	-	106	165,000	-	-	-	41,980	207,086
Investment Income	99,000	1,000	781	169,740	54,267	7,798	400	18,099	351,085
Licensing and Royalties	-	86,485	-	-	-	-	-	56,275	142,760
Sales of Goods & Services	253,538	75,601	287,955	-	-	-	327,808	17,859	962,761
Other Cash Receipts	22,508	-	106,315	8,858	104,263	98,785	310	14,520	355,559
Component Unit Transfers In/(Out)	1,236,033	34,554	(1,009,165)	(190,000)	(112,232)	(155,700)	-	(94,143)	(290,653)
Total Revenues	4,657,873	201,439	521,015	153,598	3,952,994	1,230,776	328,518	162,448	11,208,660
Expenses									
Salaries & Benefits	3,294,118	86,311	177,737	27,446	1,600,602	532,307	1,648	11,359	5,731,528
Other Operating Expenses	1,363,163	114,965	343,240	24,141	2,250,533	609,479	326,869	141,333	5,173,724
Total Expenses	4,657,281	201,276	520,977	51,587	3,851,135	1,141,786	328,517	152,692	10,905,252
Net Change	592	162	38	102,011	101,859	88,990	1	9,756	303,408



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM3
December 4, 2025**

SUBJECT: Auxiliary Facilities Report

BACKGROUND INFORMATION

Certain outstanding state university system bond Issues for auxiliary facilities have covenants which state the Board of Governors shall annually, or at any other time as requested by the State Board of Administration, prepare and adopt a detailed revenue and expense budget for bonded auxiliaries, which shall set forth the amount to be deposited in facility maintenance and repair reserve accounts.

To satisfy bond covenants, the Board of Governors adopted Regulation 9.008, requiring University Boards of Trustees to approve and submit operating budget detail for auxiliary facilities with such bond covenants and to report the anticipated amount to be deposited in an auxiliary maintenance and equipment reserve fund. Such reserve amounts are determined by the Board of Trustees in accordance with institutional policy and/or policy and/or bond covenant requirements.

The University of Florida's Series 2018A Parking Facility Revenue Bonds contain such covenants, although a funding level for the maintenance and equipment reserve is not specified. The attached revenue and expense budgets incorporate and comply with the university's Parking Operating Fund - Ending Reserve and Operating Cash Policies. To comply with the Board of Governors' regulation, a detailed fiscal year 2025-26 revenue and expense budget for the Transportation and Parking auxiliary is presented for approval.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning, and Performance Metrics is asked to approve the Transportation and Parking Auxiliary Budget for Fiscal Year 2025-26 for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: FY 2026-27 Auxiliary Facilities Financial Report

Submitted by: Brandi Renton, Vice President for Business Affairs

Approved by the University of Florida Board of Trustees, December 5, 2025.

Morteza "Mori" Hosseini, Chair

Donald W. Landry, President and Corporate Secretary



FSPPM3 – Auxiliary Facilities Report

We are asking for approval of the Transportation and Parking Auxiliary Budget for Fiscal Year 2025-2026.

Income and Expenditures UF Transportation and Parking Services

	2024-2025 Actual	2025-2026 Estimated	2026-2027 Projected
Total Revenue Carried Forward	\$29,047,075	\$32,734,656	\$34,571,175
Total Current Year Revenue	\$16,288,861	\$15,517,754	\$15,527,000
Summary of Available Revenues	\$45,335,936	\$48,252,410	\$50,098,175
Total Expenditures	\$12,601,280	\$13,681,234	\$13,492,880
Transfers to Replacement Reserves	\$3,908,640	\$1,529,178	\$2,328,215
Transfers from Replacement Reserves	0	0	\$190,350
Ending Replacement Reserves	\$31,015,987	\$32,545,165	\$25,466,594
Ending Operating Cash	\$1,718,669	\$2,026,010	\$1,922,265
Summary of Ending Revenues	\$32,734,656	\$34,571,175	\$36,605,295



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM4
December 4, 2025**

SUBJECT: Undergraduate Housing Bond Financing

BACKGROUND INFORMATION

The University of Florida Housing System (UF Housing) proposes to finance, through the issuance of fixed rate bonds, a portion of the cost (to include reimbursement to UF Housing for amounts expended prior to bond issuance) of the following capital improvements relating to the University Housing system on the main campus (collectively, the "Projects"): Two residence halls providing for student housing and associated student services consisting of approximately 1,100 beds.

The Project is Phase 1 of the University's 10-year housing strategy and will replace housing on a site formerly occupied by Trusler, Simpson, and Graham Halls. UF is concurrently designing additional residence halls on this site. The Project is reflected on the approved master plan for the University, as amended by the Board through the technical amendment process, and is consistent with the mission of the University because it will provide on-campus housing for students. Bond proceeds are expected to be used on Phase I of the Project, but are eligible to be spent on later phases of the project as well as other eligible uses of the housing system. When combined with other available funds of the housing system, bond proceeds are anticipated to be sufficient to complete Phase 1 of the Project. Future borrowings required to complete the project in its entirety will require future Board approvals.

The Bonds are to be secured by a lien on the net revenues of the housing system after deducting current expenses (the "Pledged Revenues"). The Bonds are payable on the same lien as existing housing system revenue bonds. The University is legally authorized to secure the Bonds with the Pledged Revenues pursuant to section 1010.62, Florida Statutes. The University is committed to ensuring that sufficient revenues will be generated to fulfill the University's obligations with respect to the Bonds.

Detailed information regarding the maximum proposed \$245 million bond issuance is provided in the accompanying supporting documentation.

The Board is asked to approve the issuance of the bonds and adopt the authorizing resolution as required by the Board of Governors' Debt Management Guidelines. The Board of Trustees' review and general endorsement of the Project is also sought.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to recommend to the Board of Trustees, on its Non-Consent Agenda, approval of the Project and adoption of the attached Resolution R25- 335 (i) authorizing the issuance of the bonds to fund a portion of the Project and pay costs associated with the bonds; (ii) requesting that the Board of Governors approve the issuance of the bonds; and (iii) authorizing the President of the University, the Chief Financial Officer, and other authorized representatives of the University, to take all necessary or desirable actions in connection with the execution, sale, and delivery of the bonds.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors' approval of the bond issuance, which is being requested at its January, 2026 meeting, is required.

Supporting Documentation Included: Resolution and Appendix A and Appendix B

Submitted by: Nicholas Kozlov, Senior Vice President, Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and
Corporate Secretary



RESOLUTION

Number: R-25-335

Subject: FSPPM4- Undergraduate Housing Bond Financing

Date: December 4, 2025

At a meeting duly held on the above date, the University of Florida Board of Trustees ("Board") hereby adopts the following resolution:

WHEREAS, On December 12, 2024, the Board approved both the housing master plan and rental rates to support master plan implementation. The Project is the first phase of the University's 10-year housing strategy and will replace student housing on a site formerly occupied by Trusler, Simpson, and Graham Halls. This Project will consist of two residence halls providing for student housing and associated student services and consisting of approximately 1,100 beds. The Project is reflected on the approved master plan for the University, as amended by the Board through the technical amendment process, and is consistent with the mission of the University because it will provide on-campus housing for students. Construction of the Project is expected to begin in summer 2026 and is expected to be completed by June 2028. When combined with other available funds of the housing system, bond proceeds are anticipated to be sufficient to complete the Project. Any future borrowings to support the 10-year plan will require future Board of Governors approval. No proceeds of the Bonds will be used to finance operating expenses of the University. Debt issued under this approval is governed by Section 1010.62, Florida Statutes.

WHEREAS, On June 5th, 2025, the Board of Trustees of the University of Florida ("the Board") approved a Declaration of Intent to reimburse bond expenditures for the project

WHEREAS, The Bonds are to be secured by a lien on the net revenues of the housing system after deducting current expenses (the "Pledged Revenues"). The University is legally authorized to secure the Bonds with the Pledged Revenues pursuant to section 1010.62, Florida Statutes.

WHEREAS, The Bonds will be sold through a competitive sale. The Bonds will have no more than 30 annual maturities. The final maturity of the Bonds will not exceed the estimated useful life of the Project. The Bonds will bear interest at a fixed interest rate.

WHEREAS, The Board of Trustees will comply, and will require the University to comply, with all requirements of federal and state law relating to the Bonds, including but not limited to laws relating to maintaining any exemption from taxation of interest payments on the Bonds and continuing secondary market disclosure of information regarding the Bonds. The University will promptly notify the Division of Bond Finance of any information required to be disclosed pursuant to the Continuing Disclosure Agreement for the Bonds and will respond to requests for information from the Division in a timely manner.

WHEREAS, The University will comply with the Board of Governors' Debt Management Guidelines and the debt management policy of the University.

NOW, THEREFORE, The University of Florida Board of Trustees hereby resolves that:

A. The Board of Trustees (the "Board of Trustees") of the University of Florida (the "University") hereby requests the Board of Governors of the State of Florida (the "Board of Governors") to authorize the issuance of debt in the form of tax-exempt revenue bonds, and to request the issuance of such debt by the Division of Bond Finance of the State Board of Administration of Florida (the "Division"), in an amount not exceeding \$245,000,000 (the "Bonds") for the purpose of financing (i) the construction of a student housing project (the "Project") on the main campus of the University, (ii) capitalized interest, (iii) a debt service reserve fund, if necessary, and (iv) certain costs associated with issuing the Bonds. In making the determination to finance the Project, the Board of Trustees has reviewed the information described in Appendix A.

B. The President, the Senior Vice President/Chief Financial Officer, and other authorized representatives of the University and the Board of Trustees are hereby authorized to take all actions and steps, to execute all instruments, documents, and contracts, and to take all other actions as they may deem necessary or desirable in connection with the execution, sale, and delivery of the Bonds.

C. The President, the Senior Vice President/Chief Financial Officer, and other authorized representatives of the University and the Board of Trustees are hereby authorized to take all actions and steps, to execute all instruments, documents, and contracts, and to take all other actions as they may deem necessary or desirable in connection with the execution, sale, and delivery of the Bonds.

D. This Resolution shall take effect immediately upon its adoption

Adopted this 5th day of December, 2025, by the University of Florida Board of Trustees.

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary

Appendix A

The following documents have been reviewed by the Board of Trustees prior to the execution of this Resolution:

- (a) The Project program, feasibility study, or consultant report.
- (b) A draw schedule for the Project.
- (c) Sources and uses of funds for the Project.
- (d) An estimated debt service schedule.
- (e) Debt service schedules for any outstanding debt with a lien on the Pledged Revenues.
- (f) A schedule showing estimated compliance with any additional bonds requirements set forth in the documents governing the outstanding debt.
- (g) A description of the security supporting repayment of the Bonds and the lien position the Bonds will have on that security.
- (h) A five year history, if available, and a five year projection, of the Pledged Revenues and the debt service coverage.



FSPPM4 – Undergraduate Housing Bond Financing

We are asking for approval of a maximum bond issuance of \$245 million of Housing System Revenue Bonds.

Use of Bond Proceeds @ 4.5% Interest Rate
(\$ in millions)

Phase I New Construction Costs	214.7
Capitalized Interest	25.2
Cost of Issuance	5.1
<u>Less: Expected Interest Earnings</u>	<u>(9.1)</u>
Total Financing Amount	235.9

Use of Bond Proceeds @ 5.5% Interest Rate
(\$ in millions)

Phase I New Construction Costs	214.7
Capitalized Interest	31.3
Cost of Issuance	5.2
<u>Less: Expected Interest Earnings</u>	<u>(9.3)</u>
Total Financing Amount	241.9

Project and Schedule

- The project focuses on redeveloping the Trusler, Simpson, and Graham area (622 beds) into a 2-phased, 2,200+ bed project focused on 1st-year students
- Phase 1, (~1,101 beds), and Phase II (~1,115 beds) will open in fall 2028 and 2029, respectively
- The Disability Resource Center, while funded separately, will be co-located within Phase 1
- Actual borrowing amount will depend on final project cost, interest rates, and issuance costs
- Bond approval will complete Phase I funding
- Board of Governor's approval targeted January 2026
- Competitive bond sale targeted Q2 2026



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM5
December 4, 2025**

SUBJECT: Performance Based Funding Metric 10

BACKGROUND INFORMATION

The Florida Board of Governors is revising the State University System based funding plan metrics. At the request of the Board of Governors, the University of Florida Board of Trustees has been asked to define a new metric, commonly known as the Board of Trustees choice metric. The University of Florida Board of Trustees will also recommend the benchmarks and scale associated with the metric.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asking for approval to delegate to the University of Florida Board Chair and President authority to submit the final metric recommendations to the Florida Board of Governors.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: The Board of Governors Model 2.0 Overview.

Submitted by: Joe Glover, Interim Provost and Executive Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 5, 2025.

Morteza "Mori" Hosseini, Chair

Donald W. Landry, President and Corporate
Secretary

Model 2.0 Overview



Differentiated goals by university

Benchmarks are **12 separate goals** based on each institution's 2025 performance & the improvement needed for the **System to meet the SUS 30 goal**

Excellence (max points)

- ✓ Meets university 2030 goal approved by the BOG
- ✓ Top 3 on a metric
- ✓ Hit a metric cap

Improvement

Model built on **improvement** based on 2025 performance & if the university is **above or below the SUS 30 goal**

Metrics for PBF 10



One SUS

- \$ of annual giving
- Shared initiatives savings

World-Class Talent

- % of faculty in the Top Quintile of their field
- National Academy Members

Student Success

- % of undergraduates participating in internships
- Licensure examination pass rates

Research & Economic Development

- Total research expenditures
- # of licenses & options executed annually

5.1 CFO REPORT & UPDATE
5.2 UF HEALTH UPDATE
5.3 UFICO UPDATE

5.1 CFO Report & Update

Nick Kozlov, Chief Financial Officer



Quarterly Financials Summary (Q4 FY25)



Key Results:

- **Total revenue increased \$501M**, or 11%, to \$4.9B through Q4 FY25 from \$4.4B in Q4 FY24
- **Total expenses increased \$186M**, or 4% to \$4.5B from \$4.3B in FY24
- **Net income for Q4 \$340M favorable to budget**

Key Drivers:

- Increased state appropriations (\$174M, or 16%)
- Growth in research portfolio (\$97M increase, or 10%)
- Increase in component unit contributions (\$76M, or 7%)
- Employee compensation (\$144M increase, or 5%)
- Services and supplies (\$40M increase, or 5%)



- **Total revenue increased \$22M**, or 11%, to \$222M through Q4 FY25 from \$200M Q4 FY24 driven by \$9.4M in ticket sales and \$9.6M in conference distributions. Capital contributions from Gator Boosters were also up \$2.7M.
 - **Net income decreased \$2M, or 14%, but remains positive and ahead of budget**, to \$13M through Q4 FY25 from \$15M Q4 FY24 driven by salaries, wages, and benefits, as well as nonoperating expenses.
-
- **Total revenue increased \$97M**, or 23%, to \$520M through Q4 FY25 from \$423M Q4 FY24 driven by higher investment performance with preliminary returns of 13% compared to 6.9% in the prior year.
 - **Net income increased \$90M, or 67%**, to \$224M through Q4 FY25 from \$134M Q4 FY24 driven by the net impact of increase in revenues from positive investment returns offset slight by an increase in expenses in support of the university.



FY25 University Operating Results

Revenues and Expenses	FY25A	FY25B	FY24	Actuals - Budget	FY25 - FY24
Revenues					
Tuition and Fees	\$ 476,435	\$ 458,350	\$ 456,185	\$ 18,085	\$ 20,250
State Appropriations	1,270,177	1,276,527	1,096,576	(6,350)	173,601
Contracts and Grants	1,037,921	952,217	940,439	85,704	97,482
Federal and State Financial Aid	270,497	241,617	247,266	28,880	23,231
Investment Income	225,724	44,100	172,628	181,624	53,096
Sales of Goods & Services	220,255	200,222	203,675	20,033	16,580
Other Revenue	285,333	18,650	242,916	266,683	42,417
Transfers From Component Units	1,165,504	1,152,647	1,089,619	12,857	75,885
Total Revenues	\$ 4,951,846	\$ 4,344,330	\$ 4,449,304	\$ 607,516	\$ 502,542
Expenses					
Employee Compensation	\$ 3,141,168	\$ 2,991,878	\$ 2,997,209	\$ 149,290	\$ 143,959
Other Operating Expenses					
Services and Supplies	849,932	889,659	810,017	(39,727)	39,915
Utilities	78,572	84,994	81,928	(6,422)	(3,356)
Scholarships and Fellowships	209,601	255,678	194,316	(46,077)	15,285
Total Other Operating Expenses	1,138,105	1,230,331	1,086,261	(92,226)	51,844
Depreciation	192,142	-	195,004	192,142	(2,862)
Other Non-Operating Expenses	18,839	-	23,572	18,839	(4,733)
Total Expenses	\$ 4,490,254	\$ 4,222,209	\$ 4,302,046	\$ 268,045	\$ 188,208
Net Income	\$ 461,592	\$ 122,121	\$ 147,258	\$ 339,471	\$ 314,334



Environmental Scan

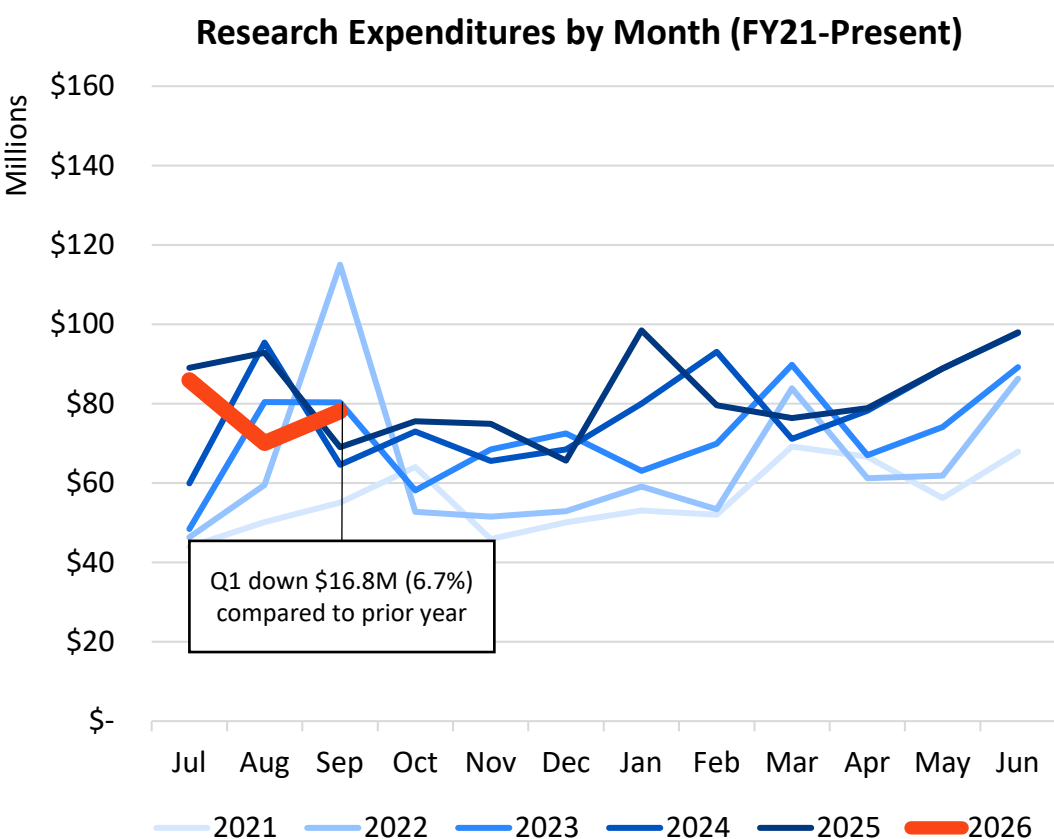
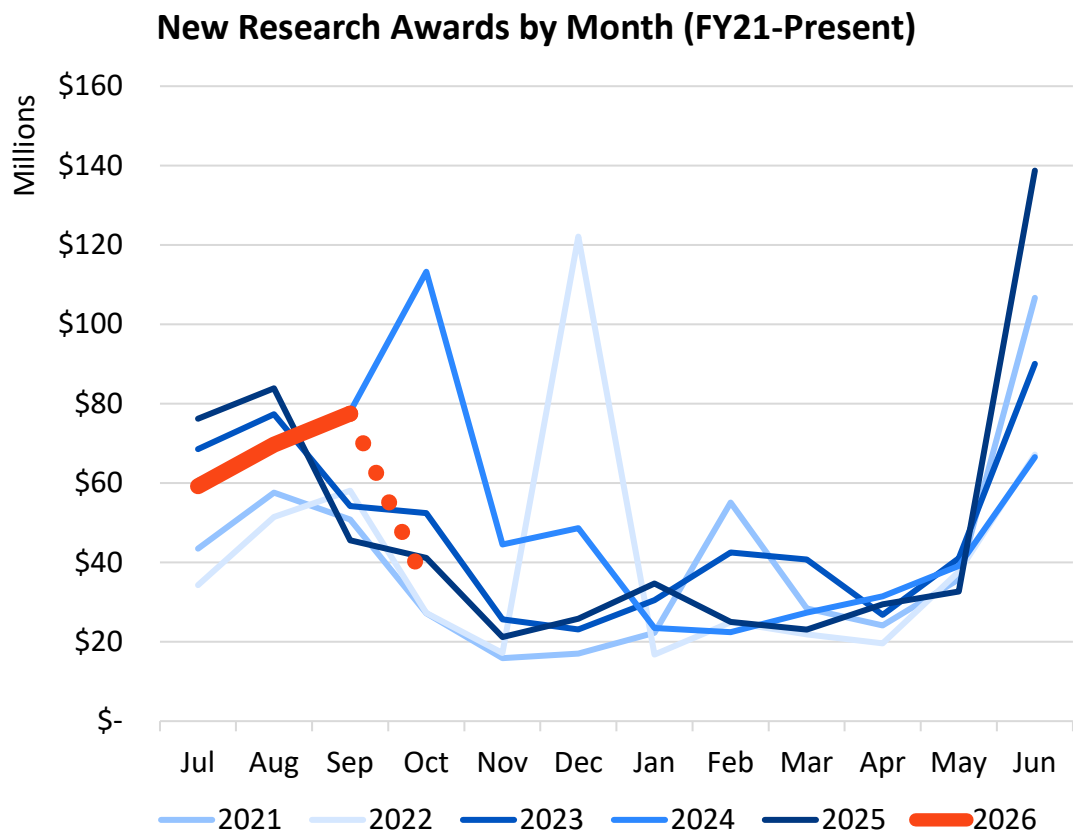
Federal

- Government Shutdown
- Research Enterprise
- College Athletics

State

- Performance Based Funding
- FL DOGE
- State Budget

Both new awards and research expenditures are trending below recent years for the first quarter; since the government shutdown on October 1st the decline has been more significant.

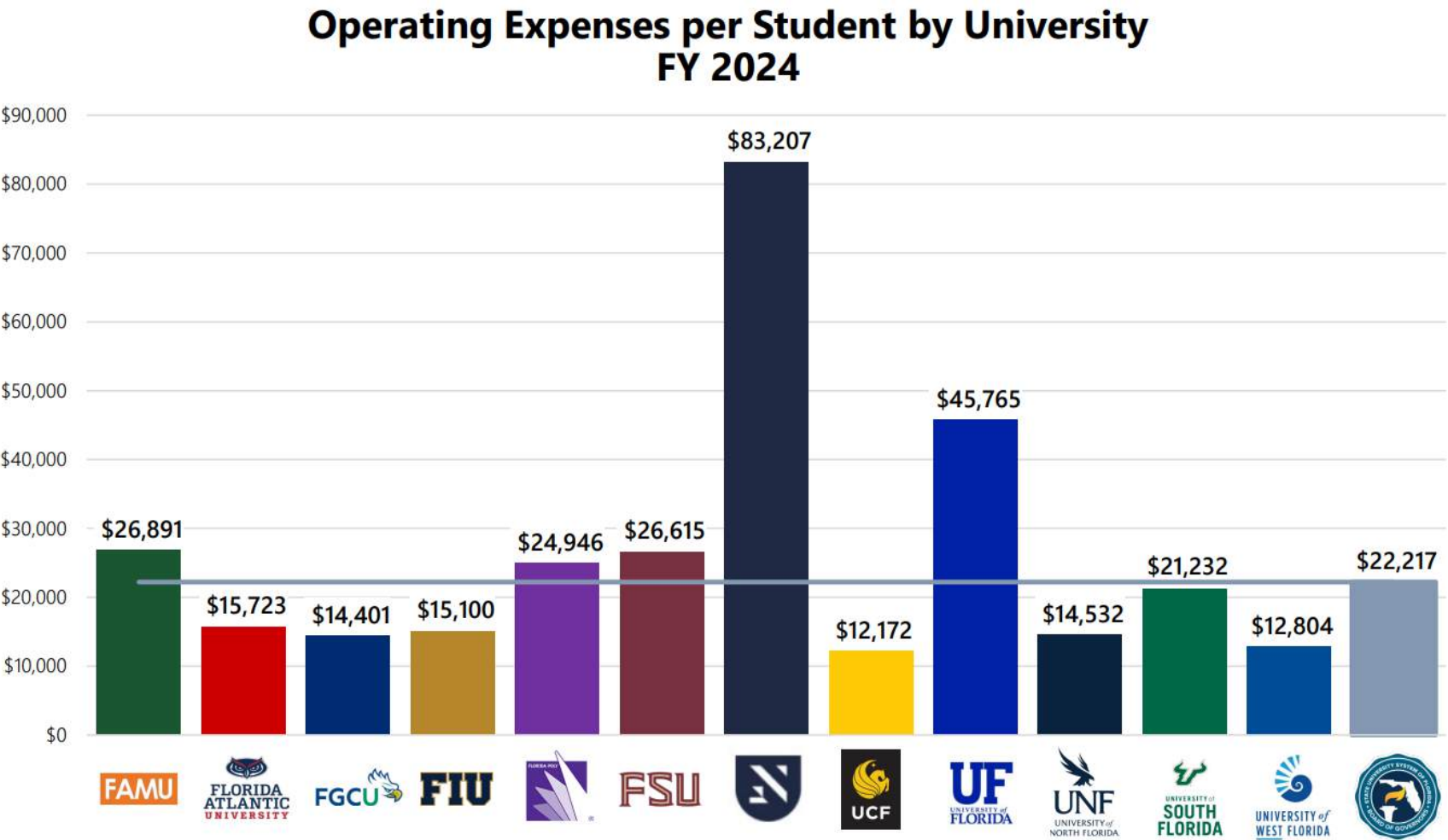


While we expect higher award and expenditure velocity when the government reopens, it is unlikely that either metric will exceed FY25's record levels.



Florida DOGE

The first FL DOGE report was presented to the BOG in November, which highlighted a few areas where UF appeared as an outlier relative to the rest of the SUS.

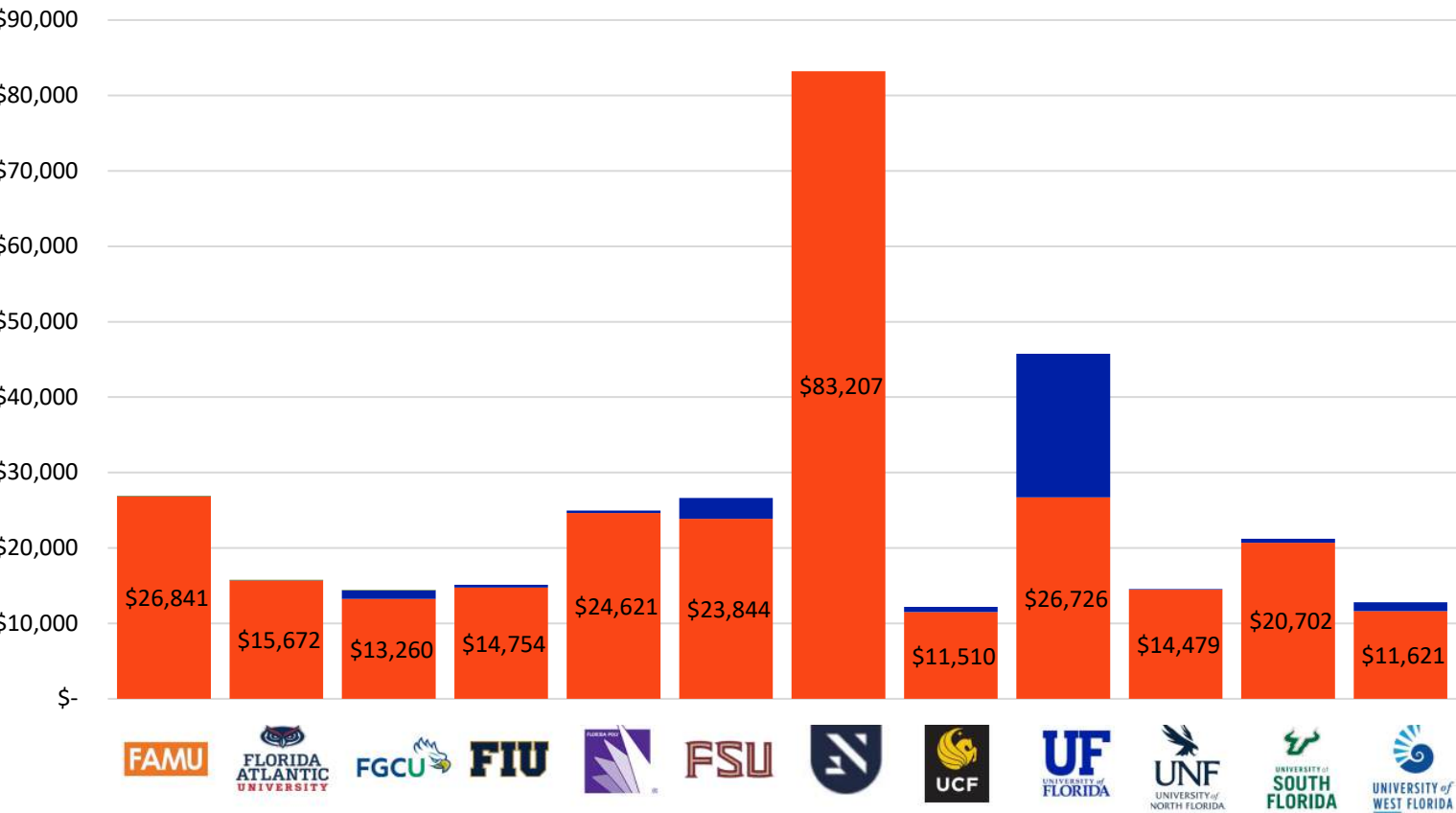




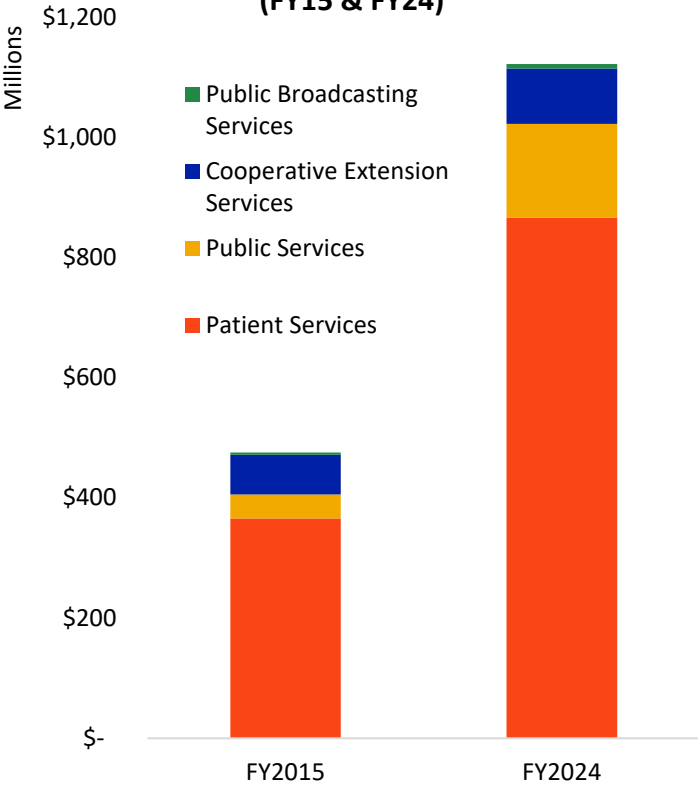
Florida DOGE

While the analysis excluded Research Expenses, it did not exclude Public Service expenses, which total over \$1.1B for the University of Florida and represent patient service, agricultural extension, and other state-mandated initiatives.

Operating Expenses per Student by University
(Less Public Service) FY 2024



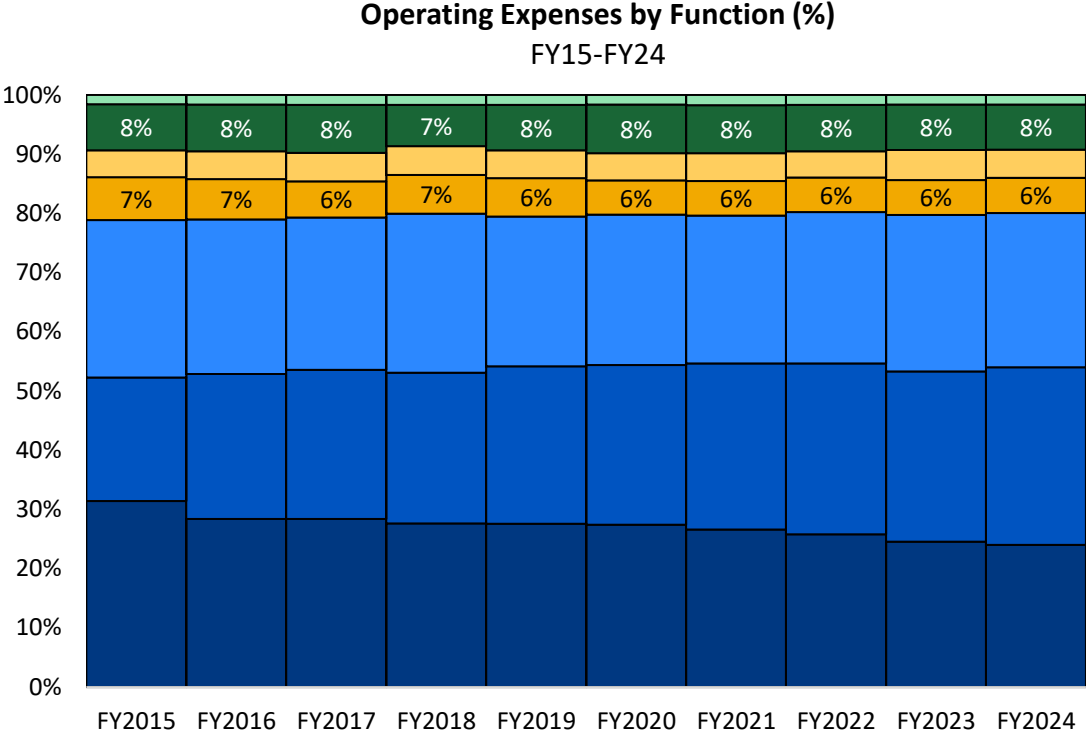
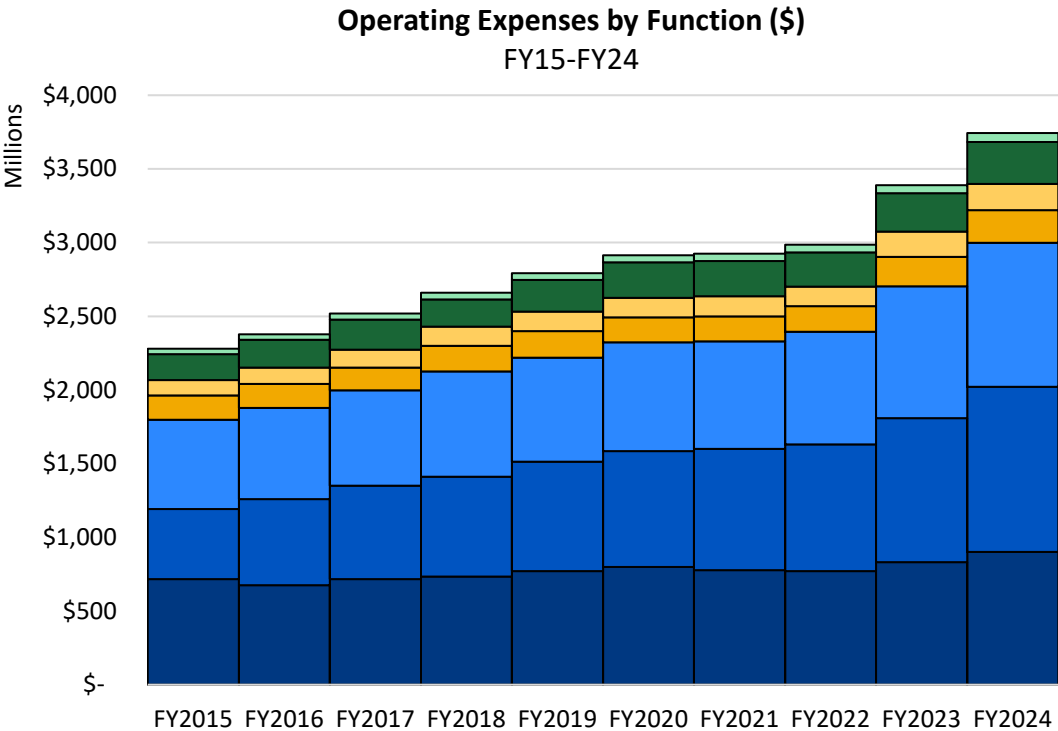
Public Services Expenses by Category
(FY15 & FY24)





University Cost Structure

Public Service represents a growing piece of the University’s mission, increasing our impact, reputation, and complexity; through this time the administrative cost structure has not changed.



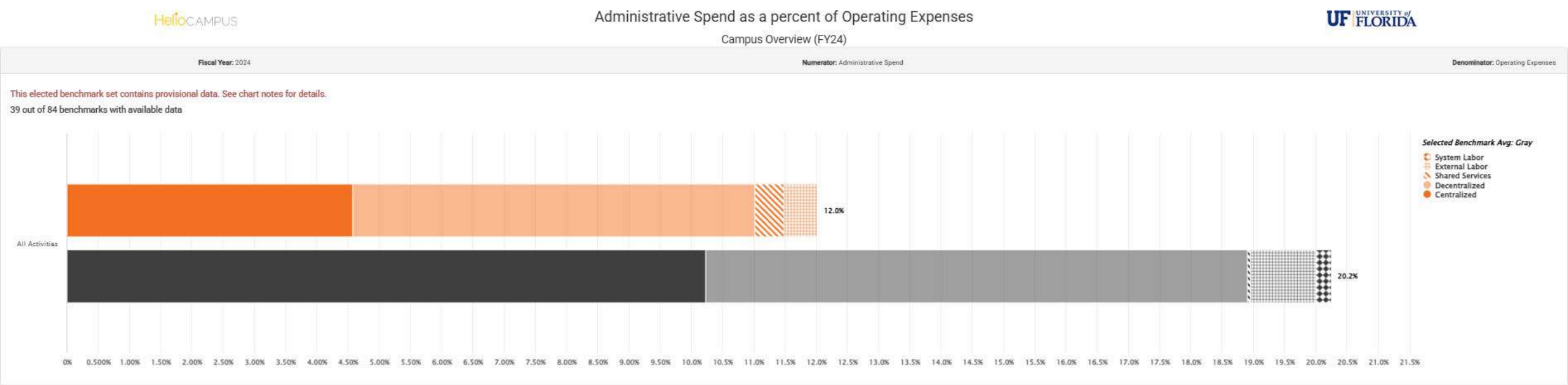
- Instruction
- Research
- Operation and Maintenance of Plant
- Student Services

- Public Service
- Institutional Support
- Academic Support



University Cost Structure

Of 39 R1 institutions within the HelioCampus database, UF ranked third lowest (12.0%) on the metric “Administrative Spend as a % of Operating Expenses” where the average was over 20%.



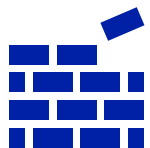


Radical Financial Transparency

The Radical Financial Transparency initiative, which was championed by this Board, continues to shape our work in the CFO's office and across campus.



Resource allocation decisions utilizing key dashboards to better inform budget approvals and monitor health in a rapidly changing environment.



The CFO Intelligence and Analytics team building new iterations of dashboards, metrics, and insights to keep UF leadership agile and informed.



The CFO office continues to partner with leaders and business officers across campus to ensure we are providing clear, consistent, and data-driven information.

Stewardship Initiatives

The CFO division is working collaboratively across campus to ensure the stewardship of University resources through greater position oversight and investment in enabling technologies.

Resource Alignment Task Force

Charge:

- Financial Stewardship
- Standardization & Governance
- Accountability
- Alignment with Mission

Responsibilities:

- Administrative Workforce Management
- Organizational Changes
- Remote Work Arrangements

Governance: Trustee, Provost, Chief Financial Officer, VP for Human Resources, Dean Representative

Supporting Technologies



Empowering UF

Streamlined human resources, finance, and planning operations, enhancing real-time data access, scalability, and organizational agility.
Target Go-Live: July 2027



Adaptive

Agile, collaborative, and continuous financial and operational planning with scenario modeling and accurate data.
Target Go-Live: August 2027



Kyriba

Enhanced treasury operations, debt & investment management, cash forecasting, and risk management through real-time data and automation.
Phase 1 Live

5.2 UF Health Update

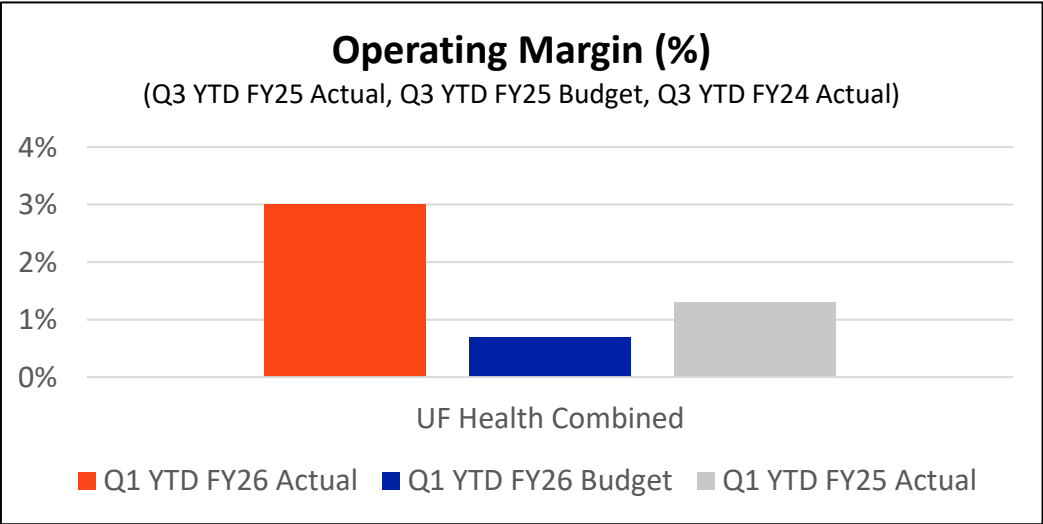
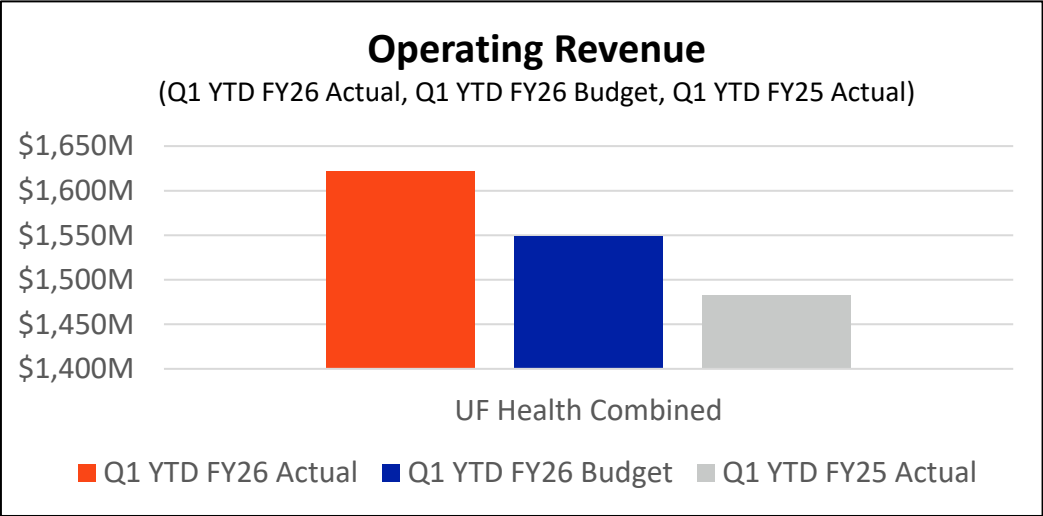
Steve Motew, System Chief Executive Officer, UF Health

To serve the UF Health mission we will ...



Be the **top choice in health care** for our communities, powered by our **united expertise** in **patient care, discovery and education.**

Q1 YTD FY26 Financials & Recent Accomplishments



Key Integration Activities YTD



Introduced UF Health Clinical Enterprise's Aspiration



Created UF Health System Office for Shared Corporate Services effective Jan. 1



Exceeding YTD system budget target



Activated Greater Gainesville Master Facility Planning Process



Established System Academic Goal across all markets

FY 26: UF Clinical Enterprise System Goals	
Market(s): Greater Gainesville, Central Florida, NE Florida	
Reporting Period: FYTD - July 1, 2025- Sept 30, 2025	
Goals	Q1 (FYTD)
Quality	
CAUTI SIR	
CLABSI SIR	
Mortality	
Readmission Rate	
Likelihood to Recommend*	
People	
Reduce turnover for all Full Time and Part Time associates	
Academics	
Establish framework for increased academic and research engagement in each market	Year End Metric
Finance	
EBIDA Margin %	

Leapfrog Hospital Safety Grade (Fall 2026)					
GNV	Spanish Plaines	Leesburg	JAX-Main	JAX-North	St. Johns
B ↓	A ↑	B ↔	B ↔	B ↔	B ↑

Key	Below	
	Threshold	
	Target	
	Stretch	

- UF Health Shands Children's Hospital recognized among the best in the nation in six specialties:
 - Cardiology & Heart Surgery (#15)
 - Pulmonology & Lung Surgery (#22)
 - Cancer (#36)
 - Neonatology (#38)
 - Diabetes & Endocrinology (#42)
 - Pediatric Behavioral Health (Top 50)
- U.S. Olympic & Paralympic Committee partnership extended through summer 2028 to care for Team USA athletes.
- Groundbreaking celebrates fourth emergency & urgent care center in Jacksonville.
- Ribbon-cutting marks opening of UF Health Heart & Vascular – Wildlight.
- Construction progresses at UF Health Durbin Park.
- The UF Health Cancer Center is now the UF Health Cancer Institute.
- Study finds COVID-19 mRNA vaccine supercharges immune response to fight cancer.



5.3 UFICO Update

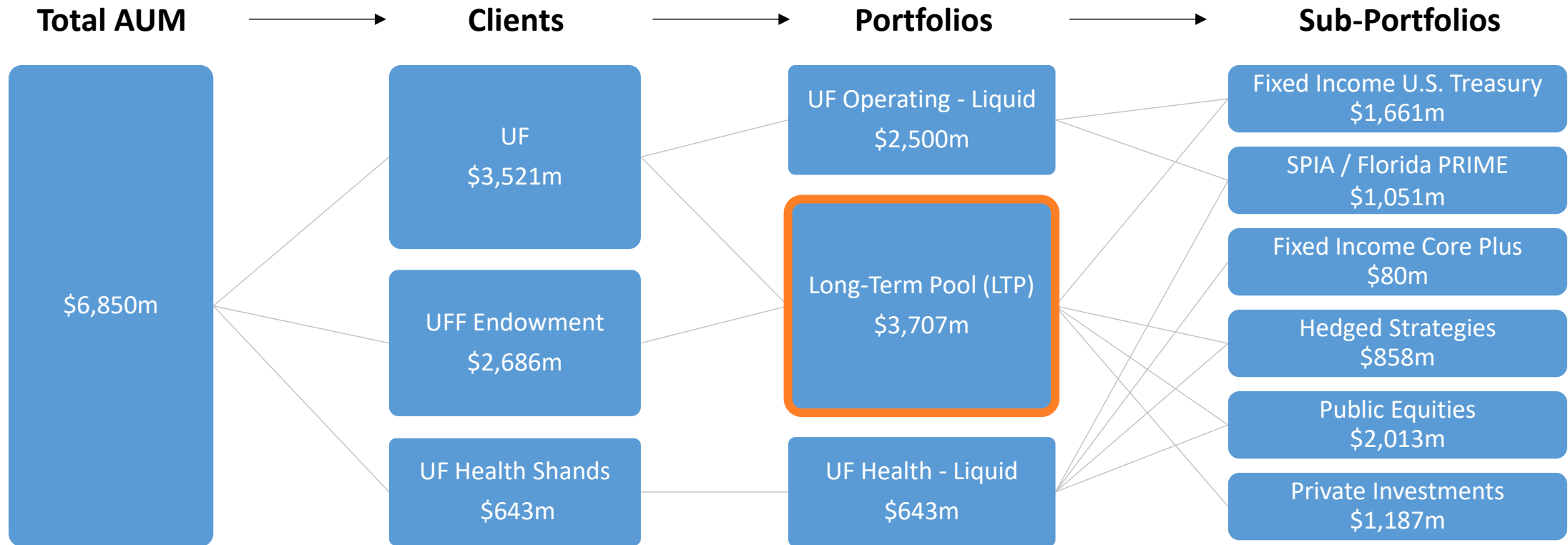
Mark Baumgartner, Chief Investment Officer, UFICO

University of Florida Investment Corporation

Finance, Strategic Planning & Performance Metrics Committee
University of Florida Board of Trustees
December 2025

Refresher: Mapping UFICO's Current AUM

Taxonomy of assets under management by client, portfolio, and sub-portfolio



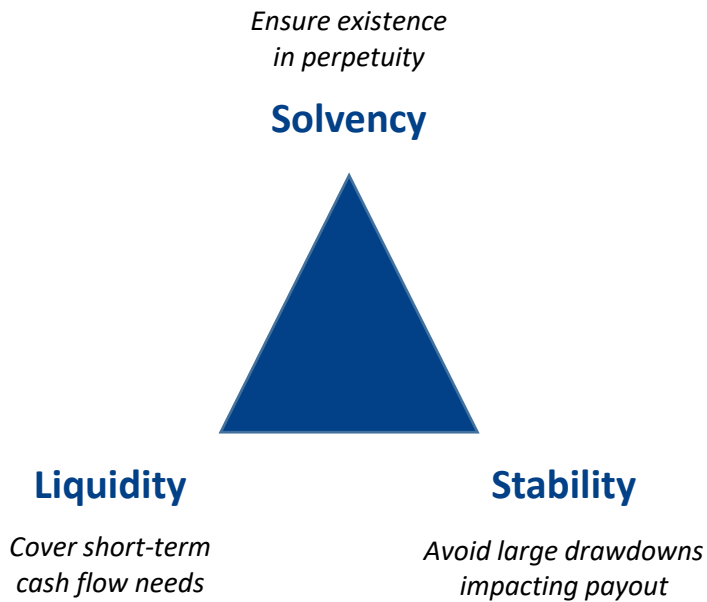
Assets of UFICO's three clients are invested in portfolios and sub-portfolios that commingle assets with common investment objectives

Note: Based on accounting values. Liquid portfolios may include de minimus private investments, or public investments with less liquid terms.

Refresher: Long-Term Pool (LTP) Investment Objectives, Targets, and Constraints

Multiple objectives and constraints require high target return with an aggressive but prudent risk budget

Three Key Considerations



Return Target - Nominal

What do we need to get from the Endowment?

10%

CPI + 5% spending + 2% growth

Risk Budget

How much risk are we willing and able to take?

12%

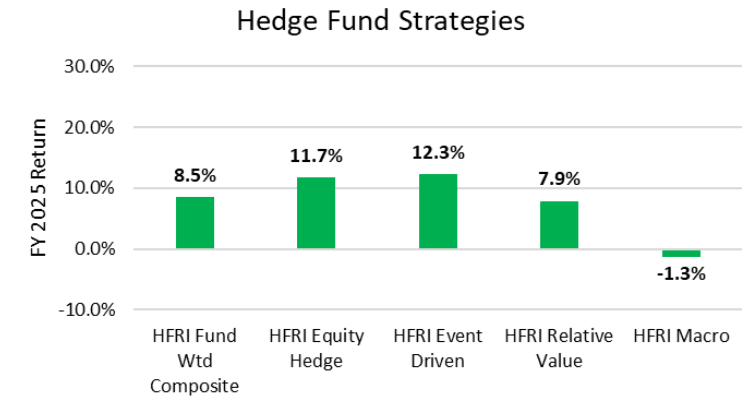
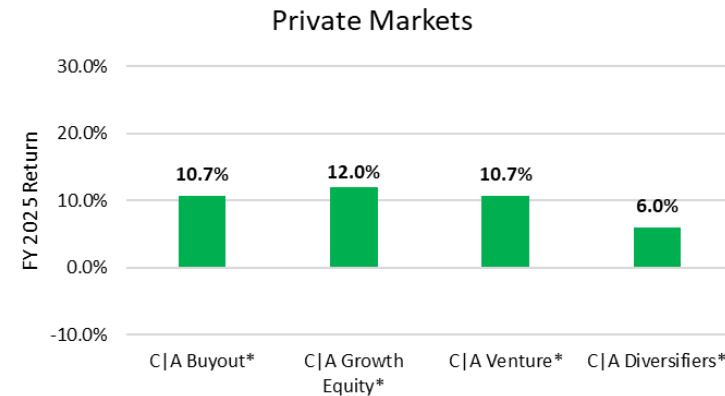
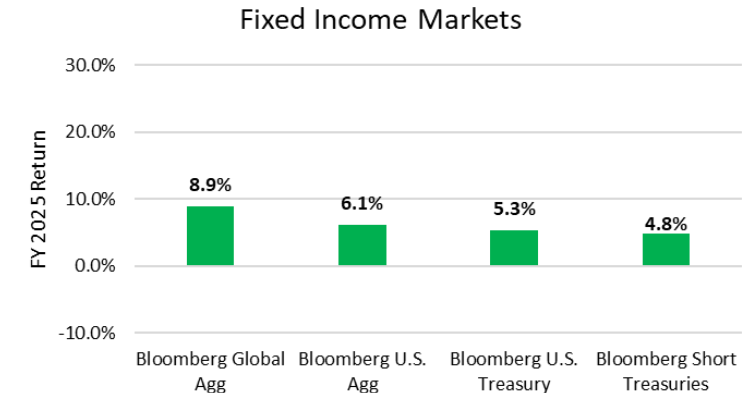
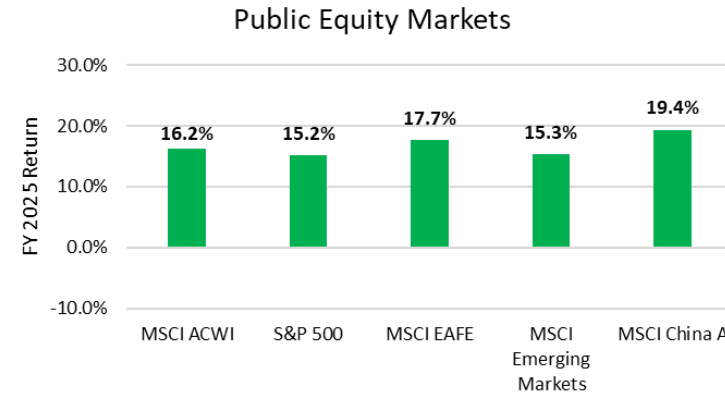
Global 70/30 risk, max drawdown -30%, private / illiquid assets

Support the University's strategic goals by providing a reliable and growing payout with prudent risk constraints

Markets Review – Fiscal Year 2025

Strong absolute returns driven by May and June market rebound

- Equity markets realized strong returns, but experienced significant volatility.
- As of April 8, MSCI ACWI was down -6.4% FYTD. In the following months, global equity markets rallied +24.1% to finish at +16.2% for the one-year period.
- Non-U.S. assets outperformed U.S. assets in part due to the declining U.S. dollar.
- Private markets lagged public markets.
- Hedge funds produced steady gains, but also lagged public markets.



Volatility in markets was significant, but overall FY 2025 returns were strong due to a very unusual rebound in Q2

* C|A private indices are estimated. Actual returns July 1 – March 31. Proxy returns April 1 – June 30. C|A Private Diversifiers Custom Index includes Control-Oriented Distressed, Credit Opportunities, Infrastructure, Private Equity Energy, Real Estate, Senior Debt, Subordinated Capital, Timber, Upstream Energy and Royalties strategies.

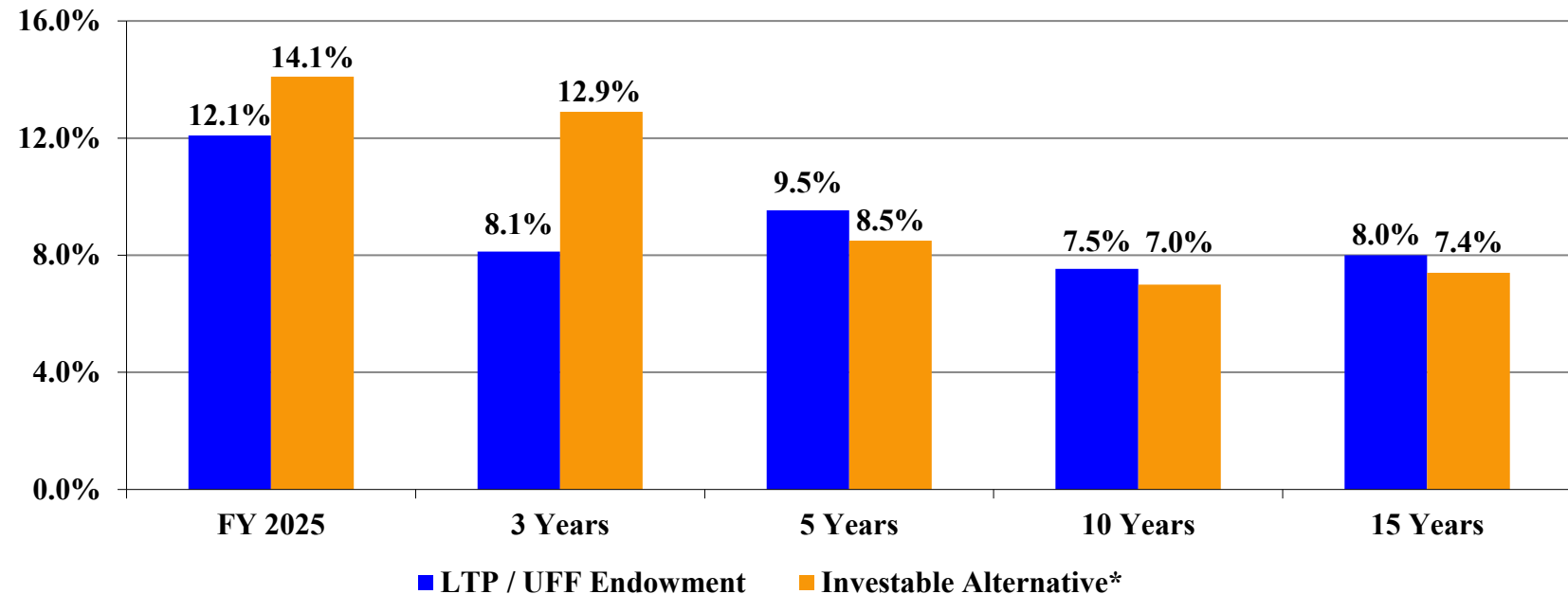
LTP / UFF Endowment Performance Summary

Trailing returns for Fiscal Year 2025 and longer-term timeframes

Periods Ending June 30, 2025

(annualized for periods greater than one year)

- Differential performance of private vs. public markets have been the primary driver of near-term relative underperformance.
- Over longer-term periods, privates have driven outperformance.



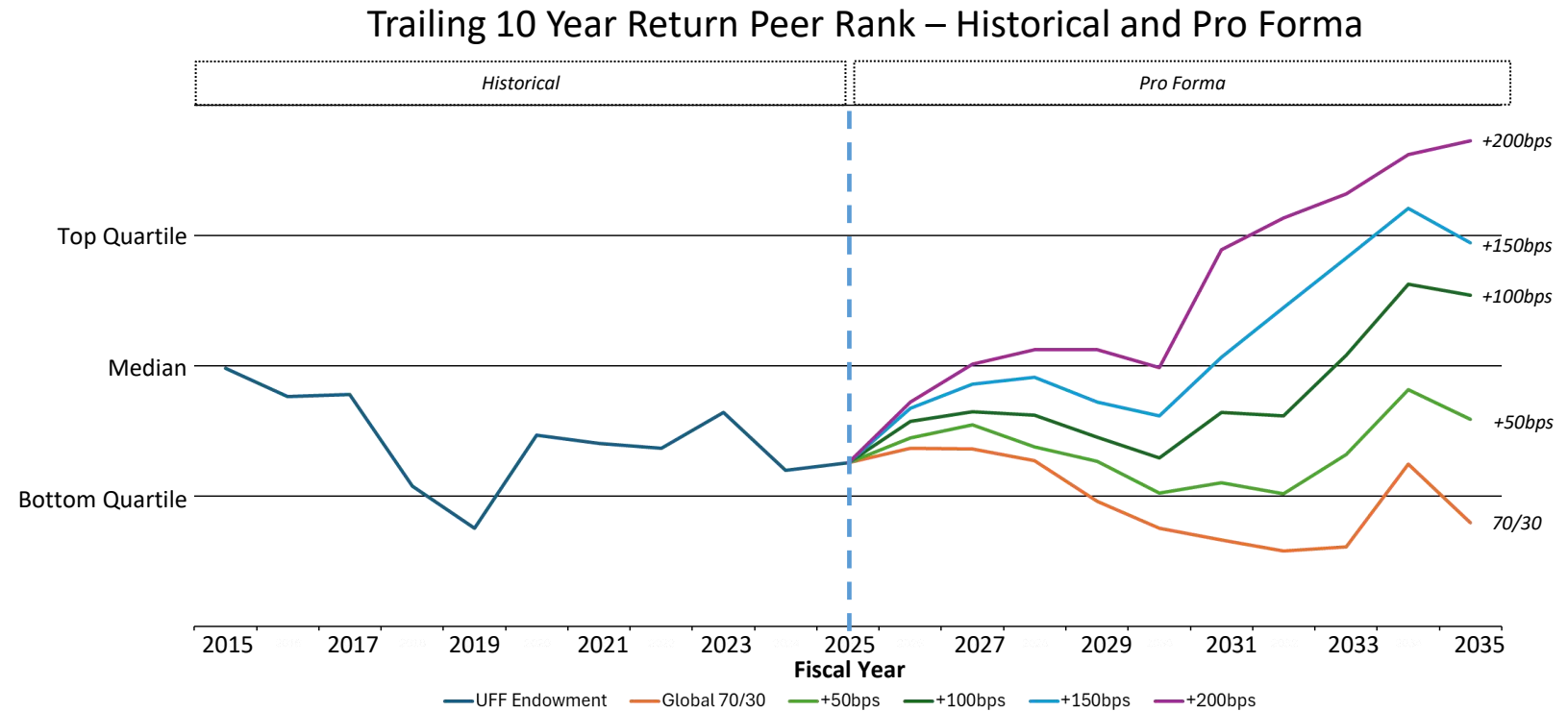
Short-term performance challenged by public/private divergence; longer-term performance has exceeded benchmark

* 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.

Going Forward: How Will We Achieve Top Performance for UF's Endowment?

What can we expect for the endowment over time?

- Consistent and reliable outperformance has the potential to improve UFF Endowment's relative ranking over time
- To accomplish this, UFICO is:
 - First, keeping tabs on what other institutions are doing
 - Second, taking deliberate, prudent risks that have the potential to add significant excess returns
 - Third, engineering the portfolio to have the most consistent and reliable outperformance possible



Consistent and reliable short-term performance will ultimately result in exceptional long-term relative outperformance

Source: Cambridge Associates Database of 159 College & University Endowments. Global 70/30 projections based on JPM 2026 LTCM (6.5% per year). Assume peers continue to generate similar excess returns based on decile rank. Top decile peers historically averaged +270bps excess, second decile +190bps, third decile +150bps, fourth decile +120bps, fifth decile +90bps, sixth decile +60bps, seventh decile +40bps, eighth decile +10bps, ninth decile -30bps, tenth decile -200bps.

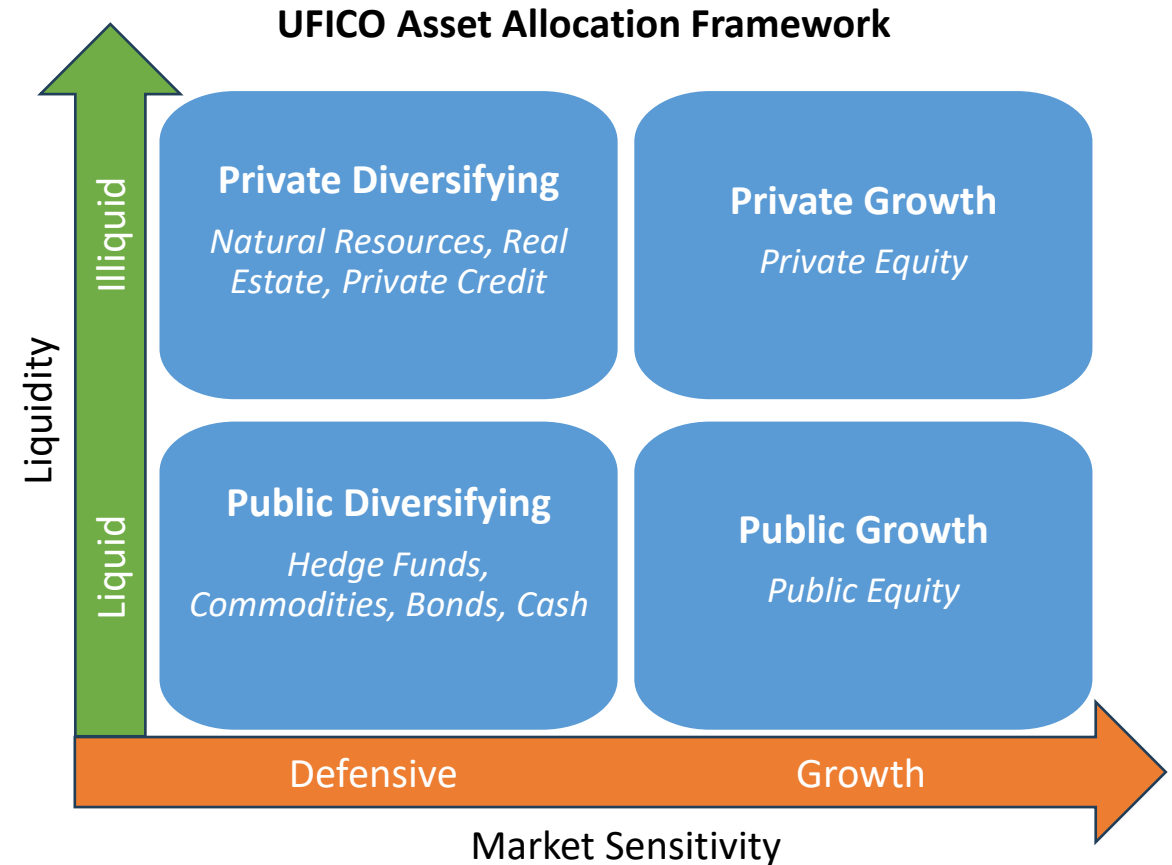
LTP Asset Allocation Framework

Peer institutions generally make two trade-offs when allocating capital: Liquid vs. Illiquid and Growth vs. Defensive

- UFICO separates “benchmark” returns from “excess” returns and seeks to understand both
- Initial work conducted to define a benchmark that represents the median peer’s risk exposures
- Currently in the process of engineering LTP to manage and optimize benchmark-relative risks

NACUBO \$1bn - \$5bn Peer Capital Allocations

<i>n=111</i>	Private Diversifiers	Private Growth	Public Diversifiers	Public Growth
Max	42%	49%	42%	100%
First Quartile	13%	32%	30%	47%
Median	10%	25%	25%	40%
Third Quartile	6%	19%	22%	30%
Minimum	0%	0%	0%	11%

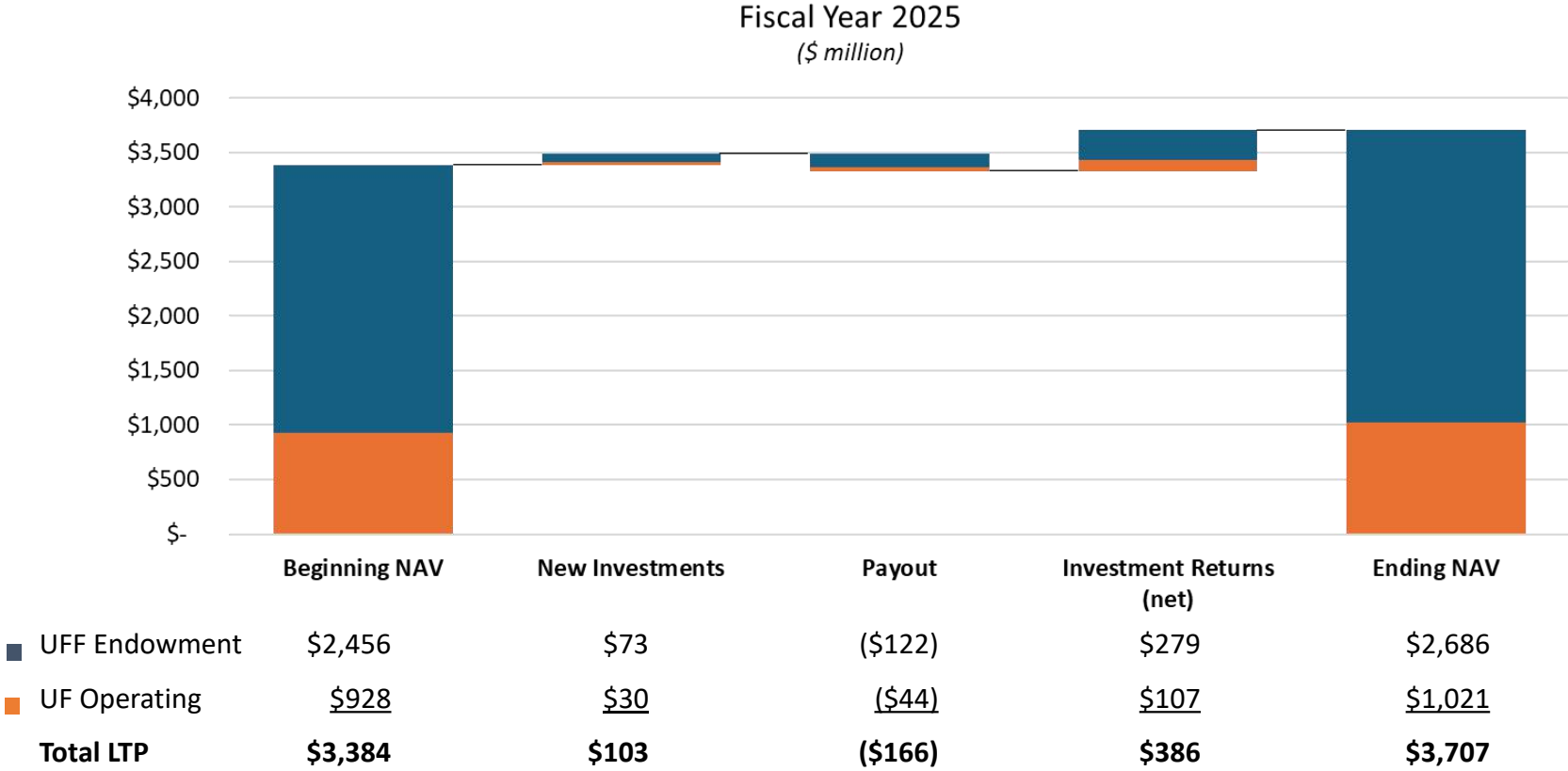


LTP’s relative performance will be driven by taking intentional, prudent risks relative to this “composite benchmark”

NACUBO data as of June 30, 2024 (latest available). NACUBO peer allocations are categorized as follows: Public Growth includes Public Equity, Sustainable Investments and Other. Public Diversifiers includes Marketable Alternatives, Public Real Assets, Public Fixed Income and Cash. Private Growth includes Venture Capital, Private Equity and Secondaries. Private Diversifiers includes Private Debt, Real Estate, Energy and Other Real Assets.

Long-Term Pool (LTP) Cash Flow Bridge

FY 2025 Financial Summary

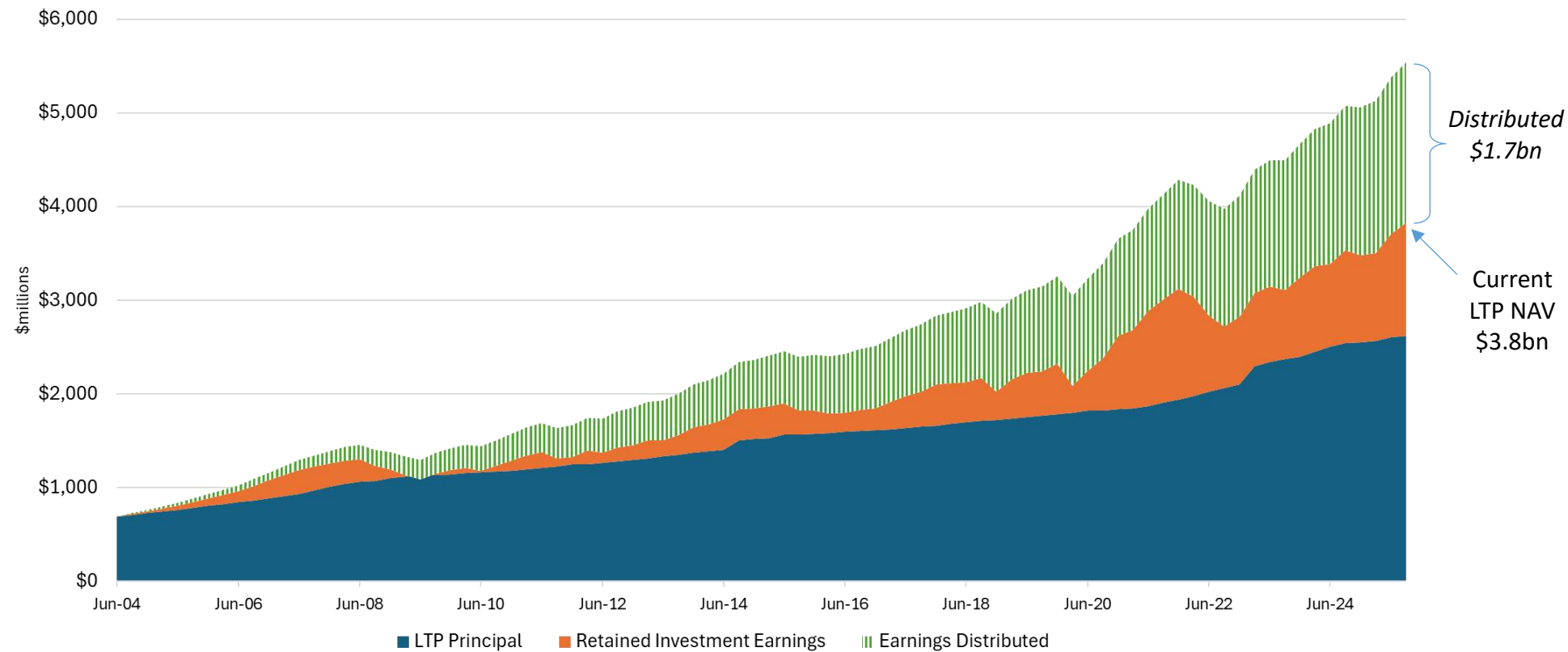


Going forward, net LTP growth expected to be driven primarily by investment returns

Note: Based on accounting values.

LTP has grown over time while distributing a significant portion of gains

Fund has generated over \$2.9bn of investment gains, of which over \$1.7bn has been distributed since UFICO inception



Objective: support University’s current needs while growing purchasing power over time

Note: Based on accounting values; Since UFICO inception 7/1/2004; Beginning Endowment principal was \$691m.





**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**

AGENDA

Friday, December 5, 2025

~10:15 a.m.

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

Committee Members:

Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

- 1.0 Call to Order and Welcome Morteza "Mori" Hosseini, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes..... Mori Hosseini, Chair
[June 5, 2025](#)
[November 3, 2025](#)
- 4.0 Action Items Mori Hosseini, Chair
[GGRIA1](#) UF Regulations..... Ryan Fuller, Vice President and General Counsel
[GGRIA2](#) Facility Security Clearance..... David Norton, Vice President for Research
[GGRIA3](#) Repurpose and Rename Shands Lake Shore Community Health, LLCSteve Motew, UF Health President and System Chief Executive Officer
GGRIA4 Board Self-Evaluation Ryan Fuller
GGRIA5 Policy..... Ryan Fuller
GGRIA6 Officer Elections Ryan Fuller
- 5.0 Discussion Items..... Mori Hosseini, Chair
5.1 UF Health Corporation Update Marsha Powers, Trustee
5.2 Jacksonville Update..... Kurt Dudas, Vice President for Strategic Initiatives
- 6.0 New Business Mori Hosseini, Chair
- 7.0 Adjourn Mori Hosseini, Chair



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**

Meeting Minutes

June 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:43 p.m.

Time Adjourned: 1:52 p.m.

Committee and Board members present:

Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Brandi Renton, 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

Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 1:43 p.m.

2.0 Verification of Quorum

Interim Vice President and General Counsel Ryan Fuller verified a quorum with all members present, except Trustee Heavener who had excused absences.

3.0 Review and Approval of Minutes

- **March 27, 2025**

Board and Committee Chair Hosseini asked for a motion to approve the minutes from the March 27, 2025 Committee Meeting. A motion was made by Trustee Cole and seconded by Trustee Brandon. Board and Committee Chair Hosseini asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Action Items

GGRIA1 UF Regulation

Interim Vice President and General Counsel Fuller advised UF Regulation 7.049 proposed amendment implements recent changes to BOG Regulation 8.003. It requires UF to work with vendors to implement innovative pricing techniques and payment options for textbooks and instructional materials and provide an opt in and opt out method for students. The BOG regulations also now requires that UF establish procedures that require faculty attest that course materials meet BOG requirements.

Board and 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 Brandon, and second which was made by Trustee Cole. Board and 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 Facility Security Clearance

Vice President for Research David Norton advised UF has a limited but effective classified research program. One of the requirements of the program is that institutional officials either have security clearance or assign their security role to designated institutional officials. Consistent with existing board members, VP Norton sought to have the security role of new board members assigned to the president and vice president for research.

Board and 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 second which was made by Trustee Patel. Board and 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 Operational Legislative Budget Request FY2026-27

Interim Vice President Ryan Fuller advised due to the state budget not yet finalized, transition in UF Government Relations and an upcoming deadline to submit UF's operational legislative budget request, the Committee is asked to delegate authority to the board chair and the president to develop an approve the operational legislative budget request for this year. Upon the request being finalized, it will be submitted to the Board of Governors by the July 31 deadline.

Board and 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 second which was made by Trustee Corr. Board and 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 Durbin Park Hospital, Inc.

UF Health President and System Chief Executive Officer Steve Motew requested approval of the creation of a new tax-exempt corporate entity to house the Durbin Park Hospital. This is required for licensing, regulatory and claim payment purposes. The corporation will be a wholly owned subsidiary of Shands Gainesville, and UF Health will be use a currently dormant 501(c)(3) entity. Trustee and UF Health Corporation Board Chair Powers added that UF Health is on time and under budget with Durbin Park. It is tremendous facility for patients and residents of St. Johns County.

Board and 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 Brandon, and second which was made by Trustee Cole. Board and 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 Items

5.1 Jacksonville Update

Vice President for Strategic Initiatives Kurt Dudas shared his Jacksonville Update in the FCI Committee due to the meeting schedule change. There is no additional information to add.

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 1:52 p.m.

**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS**

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:03 a.m.

Time Adjourned: 9:10 a.m.

Committee and Board members present:

Morteza “Mori” Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heaveney, Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, 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

Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 9:03 a.m.

2.0 Roll Call

Vice President and General Counsel Ryan Fuller verified a quorum with all member present, except Trustee Ridley who had an excused absence.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

- **GGRIA1 UF Regulations**

Vice President and General Counsel Ryan Fuller reviewed regulations 3.0372, 3.0375 and 4.036. He advised Student Life proposed amending UF Regulation 3.0372 Student Health, Athletic, Activity and Service and Transportation Access Fees, increasing student per credit hour on Health and Athletic fees. Trustee Cox stated the local Fee Committee composed of 4 students and 3 faculty members endorsed and approved the fee.

- **GGRIA2 Facility Security Clearance**

Vice President and General Counsel Ryan Fuller advised the facility security clearance is required to be updated when key management personal change. University Interim President Donald Landry will replace Interim President W. Kent Fuchs.

- **GGRIA3 Repurpose and Rename Shands Lake Shore Community Health, LLC**

UF Health CEO Steve Motew provided a summary of the action item to repurpose and rename Shands Lake Shore Community Health, LLC. He advised UF Health intends to develop a Clinically Integrated Network (CIN) at Flager in St. Johns County to improve care coordination, enhance patient outcomes, lower cost and improve physician satisfaction. The CIN will foster collaboration among providers implementing data driven strategies and optimizing care delivery. To comply with federal regulations, it needs to be under its own tax identification number and management identified Shands Lake Shore Community Health, LLC, a subsidiary of Shands Teaching Hospital and Clinics as an existing LLC without any operational needs or assets.

3.3 Review Discussion Items

There will be updates at the December Committee meeting regarding UF Health Corporation and Jacksonville.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Committee Chair Hosseini adjourned the meeting at 9:10 a.m.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA 1
December 5, 2025**

SUBJECT: University of Florida Regulations

BACKGROUND INFORMATION

UF Regulation 3.0372: The Office of Student Life proposes to amend Regulation 3.0372 "Student Health, Athletic, Activity and Service and Transportation Access Fees" to increase the student per credit hour Health and Athletic Fees.

UF Regulation 3.0375: The Office of the Provost and Academic Affairs proposes to amend UF Regulation 3.0375 "Tuition Cost" to better align the regulation with UF practice.

UF Regulation 4.036: The Office of Student Life proposes to amend Regulation 4.036 "Involuntary Medical Withdrawal" to clarify the student notice and appeal process and to better align with UF's threat assessment process.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve the amendments to UF Regulations 3.0372, 3.0375 and 4.036, as set forth in the attached, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Summary and Tracked Changes to Impacted Regulations.

Submitted by: Ryan Fuller, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and
Corporate Secretary

NOTICE OF PROPOSED REGULATION AMENDMENT

Date: November 3, 2025

REGULATION TITLE:

Student Health, Athletic, Activity and
Service and Transportation Access Fees

REGULATION NO.:

3.0372

SUMMARY: Proposed amendment to UF Reg. 3.0372 “Student Health, Athletic, Activity and Service and Transportation Access Fees” to increase the Health and Athletic Fees and remove obsolete language. The Health Fee increase of \$0.27 per credit hour will be used to support the Disability Resource Center in funding five Accessibility Specialists, reducing wait times, and more closely aligning UF’s staff-to-student ratio with peer institutions. The Athletic Fee increase of \$1.56 per credit hour will be used to enhance student engagement and support expanded student experiences at athletic events.

For the date and time of the December meeting visit: <https://trustees.ufl.edu/meetings/>

AUTHORITY: Board of Governors Regulations 1.001, 7.001 and 7.003; and s. 1009.24 Fla. Stat.

COMMENTS CONCERNING THE PROPOSED REGULATION AMENDMENT SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. The comments must identify the regulation on which you are commenting.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED REGULATION AMENDMENT IS: Kathy Gowan, Legal Assistant II, 123 Tigert Hall, Post Office Box 113125, University of Florida, Gainesville, Florida 32611, 352-392-1358 office, 352-392-4387 facsimile, regulations@ufl.edu.

NAME OF PERSON WHO APPROVED THE PROPOSED REGULATION

AMENDMENT: Dr. Heather White, Vice President for the Office of Student Life

THE FULL TEXT OF THE PROPOSED REGULATION AMENDMENT IS ATTACHED TO THIS NOTICE.

REGULATIONS OF THE
UNIVERSITY OF FLORIDA

3.0372 Student Health, Athletic, Activity and Service and Transportation Access Fees.

~~(1) — Effective for Summer term 2020, the student fees per credit hour for all students shall be as follows:~~

	Student Fees per credit hour
Fee	Summer Term 2020
CITF	\$ 6.76
Financial Aid	\$ 5.25
Technology	\$ 5.25
Activity & Service Fee	\$ 14.49
Athletic	\$—
Health	\$ 6.64
Transportation	\$ 5.00
Distance Learning Fee	\$ 20.00
Total	\$ 63.39

~~(2)~~(1) Effective Fall Semester, 2015, dental, medical and veterinary students must pay a semi-annual fee of \$735.40, Pharmacy students must pay a semi-annual fee of \$661.86, Physical Therapy students must pay a semi-annual fee of \$717.01, Public Health and Health Profession MPH two-year students must pay a semi-annual fee of \$441.24, Public Health and Health Profession MPH accelerated program students must pay a semi-annual fee of \$386.08, Law JD

students charged a block tuition rate must pay a semi-annual fee of \$539.29, and Law LL.M.

students charged a block tuition rate must pay a semi-annual fee of \$478.01, which includes the health, athletic, and activity and service fees. All other students must pay the health, athletic, and activity and service fees on a per credit hour basis as indicated below:

Health Fee:	\$15.81 <u>16.08</u>
Athletic Fee:	\$1.90 <u>3.46</u>
Activity and Service Fee:	\$19.06

~~(3)~~(2) Notwithstanding the foregoing, University of Florida students enrolled in a New World School of the Arts degree program in Miami shall pay the following fees per credit hour:

Health Fee:	\$8.32
Athletic Fee:	\$0.00
Activity and Service Fee:	\$11.26

~~(4)~~(3) Notwithstanding the foregoing, the Office of the Provost will set the above fees for University of Florida students enrolled in off-campus course degree programs. The fees, which shall be limited by the amounts set forth in subsection (1) above, will be determined using the following factors: the location of the course, the type of courses and degree program and the services provided to the student.

~~(5)~~(4) Effective Fall Semester 2015, dental, medical and veterinary students must pay a semi-annual transportation access fee of \$188.80, Pharmacy students must pay a semi-annual transportation access fee of \$169.92, Physical Therapy students must pay a semi-annual transportation access fee of \$184.08, Public Health and Health Professions MPH two-year students must pay a semi-annual transportation access fee of \$113.28, Public Health and Health

Professions MPH accelerated program students must pay a semi-annual transportation access fee of \$99.12, Law JD students must pay a semi-annual transportation access fee of \$138.45, and Law LL.M. students must pay a semi-annual transportation access fee of \$122.72. This fee is used to help support the on-campus shuttle bus system and the City of Gainesville Regional Transit System. All other students must pay the transportation access fee on a per credit hour basis as indicated below:

Transportation Access Fee: \$9.44

~~(6)~~(5) Students enrolled in a New World School of the Arts degree program in Miami are exempted from paying the transportation access fee. Students enrolled in an off-campus course shall be assessed all, part or none of the fee pursuant to the determination of the Office of the Provost based on the location and type of the course.

~~(7)~~(6) Half-time graduate research and teaching assistants enrolled for eight (8) or more credit hours during the Fall or Spring Semester and all other students enrolled for nine (9) or more credit hours (except students enrolled in a New World School of the Arts degree program and other students not required to pay the athletic fee) are eligible to purchase football tickets at the student rate.

Authority: BOG Regulations 1.001, 7.001 and 7.003; s. 1009.24 Fla. Stat. ~~Higher Education Conforming Bill (HB-5201)~~.

History: New 2-11-82, Amended 8-12-82, 9-15-83, 3-6-85, 10-14-85, Formerly 6C1-3.372, Amended 2-9-87, 12-28-87, 5-21-89, 4-17-90, 7-15-91, 5-18-92, 5-19-93, 4-30-95, 5-1-96, 7-15-97, 6-24-99, 6-21-00, 5-22-01, 5-20-02, 6-3-03, 11-25-03, 5-30-04, 7-19-05, 5-11-06, 4-20-07, 3-14-08 (BOT Approval), 4-23-08 (BOG Approval), 9-5-08 (Technical changes only), 3-

17-09 (BOT Approval), 3-24-09 (BOG Approval), Formerly 6C1-3.0372, Amended 3-16-2010 (BOT Approval), 3-29-2010 (BOG Approval), 10-8-10 (BOT Approval), 10-19-10 (BOG Approval), 3-17-11 (BOT Approval), 4-8-11 (BOG Approval), 6-8-12 (BOT Approval), 8-3-12 (BOG Approval), 3-22-13 (BOT Approval), 4-1-13 (BOG Approval), 6-6-14 (BOT Approval), 7-9-14 (BOG Approval), 12-5-14 (BOT Approval), 1-7-15 (BOG Approval), 6-7-18 (BOT Approval), 6-29-18 (BOG Approval), 3-24-20 (BOG Approval), 4-28-20 (BOT Approval), XX-XX (BOT Approval).

NOTICE OF PROPOSED REGULATION AMENDMENT

Date: November 3, 2025

REGULATION TITLE:

Tuition Cost

REGULATION NO.:

3.0375

SUMMARY: Proposed amendment to UF Reg. 3.0375 “Tuition Cost” to better align the regulation with UF practice.

For the date and time of the December meeting visit: <https://trustees.ufl.edu/meetings/>

AUTHORITY: Board of Governors Regulations 1.001, 7.001, & 7.003; Florida BOG Regulation Development Procedure for State University Boards of Trustees; Section 1009.24 Florida Statutes.

COMMENTS CONCERNING THE PROPOSED REGULATION AMENDMENT SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. The comments must identify the regulation on which you are commenting.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED REGULATION AMENDMENT IS: Kathy Gowan, Legal Assistant II, 123 Tigert Hall, Post Office Box 113125, University of Florida, Gainesville, Florida 32611, 352-392-1358 office, 352-392-4387 facsimile, regulations@ufl.edu.

NAME OF PERSON WHO APPROVED THE PROPOSED REGULATION

AMENDMENT: Dr. Joseph Glover, Interim Provost and Executive Vice President for Academic Affairs

THE FULL TEXT OF THE PROPOSED REGULATION AMENDMENT IS ATTACHED TO THIS NOTICE.

REGULATIONS OF THE
UNIVERSITY OF FLORIDA

3.0375 Tuition Cost.

(1) Tuition Cost shall be defined as tuition and fees assessed to students for enrollment in credit courses at the University of Florida. Tuition Cost consists of the following tuition and fees:

(a) Resident Tuition Cost, comprising the following, shall be defined as the tuition and fees charged an enrolled student who qualifies as a Florida resident as defined in BOG Regulation 7.005 and Section 1009.21 Fla. Stat.:

1. Resident Tuition;
2. Tuition Differential;
3. Student Financial Aid Fee;
4. Capital Improvement Trust Fund Fee;
5. Transportation Access Fee;
6. Health Fee;
7. Athletic Fee;
8. Activity and Service Fee; and
9. Technology Fee.

(b) Non-Resident Tuition Cost, comprising the following, shall be defined as the tuition and fees charged an enrolled student who does not qualify as a Florida resident as defined in BOG Regulation 7.005 and Section 1009.21 Fla. Stat.:

1. Resident Tuition;

2. Tuition Differential;
3. Non-Resident Fee;
4. Student Financial Aid Fee;
5. Non-Resident Student Financial Aid Fee;
6. Capital Improvement Trust Fund Fee;
7. Transportation Access Fee;
8. Health Fee;
9. Athletic Fee;
10. Activity and Service Fee; and
11. Technology Fee.

(2) Enrollment shall be defined as consisting of two components:

(a) Formal registration in one or more credit courses approved and scheduled by the University; and,

(b) Payment of Tuition Costs, or other appropriate arrangements for payment (deferment or third-party billing) for the courses in which the student is registered as of the end of the drop/add period.

(3) A student is liable for Tuition Costs associated with all courses for which the student is registered at the end of the drop/add period. The Tuition Cost payment deadline is 3:30 p.m. Friday of the second week of class.

(4) Except for those Tuition Costs set forth in sections (5) and (6) of this regulation, the following are the Tuition Costs, which, in addition to the student health, athletic, activity and service, and transportation access fees that are set forth in UF Regulation 3.0372, shall be levied and collected for the 2025-26 academic year:

(a) Undergraduate Courses Charged per Student Credit Hour 2025-26:

Resident Tuition	\$105.07
Tuition Differential	\$44.17
Capital Improvement Trust Fund	\$6.76
Student Financial Aid	\$5.25
Technology	\$5.25
Non-Resident Fee	
	\$777.93

(b) Non-Resident Student Financial Aid

\$38.89

Notwithstanding the foregoing paragraph (a), an undergraduate resident student may not be charged the Tuition Differential if the student was in attendance at the University before July 1, 2007 and has maintained continuous enrollment at the University, is a beneficiary of a prepaid tuition contract pursuant to Section 1009.98(2)(b), Fla. Stat., which was in effect on July 1, 2007 and which remains in effect, or if the student otherwise meets the criteria set forth for exemption from payment of the tuition differential in Section 1009.24(16)(b), Fla. Stat.

(c) Notwithstanding the foregoing paragraph (a), if an undergraduate student is a beneficiary of a prepaid tuition contract pursuant to Section 1009.98(2)(b), Fla. Stat., purchased prior to July 1, 2024, the undergraduate resident tuition, paid on behalf of the student effective the Fall 2009 semester, will increase above the preceding fiscal year's assessed amount based on the actuarial reserve determined by the Florida Prepaid by the maximum percent allowed. Effective Fall 2014, the actuarial reserve percent change means that the undergraduate resident tuition amount paid on behalf of such a student will be \$105.07 per credit hour. Florida Prepaid

will pay on behalf of any such student any other fees that are covered by that student's prepaid tuition contract.

(d) Graduate Courses Charged per Student Credit Hour 2025-26:

Resident Tuition	\$448.73
Capital Improvement Trust Fund	\$6.76
Student Financial Aid	\$22.43
Technology	\$6.56
Non-Resident Fee	
	\$759.23
Non-Resident Student Financial Aid	
	\$37.96

(e) College of Law (JD degrees) 2025-26:

Resident Tuition	\$19,139.12
Capital Improvement Trust Fund	\$198.30
Student Financial Aid	\$956.86
Technology	\$154.00
Non-Resident Fee	
	\$17,009.06
Non-Resident Student Financial Aid	
	\$850.44

(f) College of Law (US Law LL.M. degrees) 2025-26:

Resident Tuition	\$16,964.22
Capital Improvement Trust Fund	\$175.76
Student Financial Aid	\$848.12
Technology	\$136.50
Non-Resident Fee	
	\$15,076.20
Non-Resident Student Financial Aid	
	\$753.80

(g) College of Law (Tax and International Tax LL.M. degrees) 2025-26:

Resident Tuition	\$18,849.22
Capital Improvement Trust Fund	\$175.76
Student Financial Aid	\$848.12
Technology	\$136.50
Non-Resident Fee	
	\$17,582.14
Non-Resident Student Financial Aid	
	\$879.10

(h) College of Pharmacy (PharmD) Degree Annual Charge 2025-26:

Resident Tuition	\$19,844.74
Capital Improvement Trust Fund	\$243.36
Student Financial Aid	\$992.22

	Technology	\$157.50
	Non-Resident Fee	
		\$24,245.54
	Non-Resident Student Financial Aid	
		\$1,212.26
(i)	College of Medicine (MD) Degree Annual Charge 2025-26:	
	Resident Tuition	\$32,743.70
	Capital Improvement Trust Fund	\$270.40
	Student Financial Aid	\$1,637.18
	Technology	\$157.50
	Non-Resident Fee	
		\$30,632.64
	Non-Resident Student Financial Aid	
		\$1,531.62
(j)	College of Veterinary Medicine (DVM) Degree Annual Charge 2025-26:	
	Resident Tuition	\$25,248.16
	Capital Improvement Trust Fund	\$270.40
	Student Financial Aid	\$1,262.40
	Technology	\$157.50
	Non-Resident Fee	
		\$21,974.04
	Non-Resident Student Financial Aid	
		\$1,098.70
(k)	College of Dentistry (DMD) Degree Annual Charge 2025-26:	

Resident Tuition	\$37,563.52
Capital Improvement Trust Fund	\$270.40
Student Financial Aid	\$1,878.16
Technology	\$157.50
Non-Resident Fee	
Non-Resident Student Financial Aid	\$27,741.76
	\$1,387.08

(l) College of Public Health and Health Professions (DPT) Degree Annual Charge

2025-26:

Resident Tuition	\$19,522.30
Capital Improvement Trust Fund	\$263.64
Student Financial Aid	\$976.10
Technology	\$157.50
Non-Resident Fee	
Non-Resident Student Financial Aid	\$9,680.00
	\$484.00

(m) College of Public Health and Health Professions (MPH) Degree Annual Charge

2025-26:

Resident Tuition	\$13,201.82
Capital Improvement Trust Fund	\$162.24
Student Financial Aid	\$660.08
Technology	\$157.50
Non-Resident Fee	
Non-Resident Student Financial Aid	\$18,221.76
	\$911.08

(n) College of Public Health and Health Professions (MPH) 42-Hour Accelerated

Degree Annual Charge 2025-26:

Resident Tuition	\$11,551.56
Capital Improvement Trust Fund	\$141.96
Student Financial Aid	\$577.56
Technology	\$157.50
Non-Resident Fee	
Non-Resident Student Financial Aid	\$15,944.02
	\$797.20

(o) College of Medicine Physician Assistant Program Courses Charge Per Credit

Hour 2025-26:

Resident Tuition	\$590.87
Capital Improvement Trust Fund	\$6.76
Student Financial Aid	\$29.54
Technology	\$6.56
Non-Resident Fee	
Non-Resident Student Financial Aid	\$873.11
	\$43.65

(p) College of Design, Construction, and Planning Graduate Courses Charge Per

Credit Hour 2025-26:

Resident Tuition	\$539.49
Capital Improvement Trust Fund	\$6.76
Student Financial Aid	\$26.97

Technology	\$6.56
Non-Resident Fee	\$759.23
Non-Resident Student Financial Aid	\$37.96

(5) Pursuant to Section 1001.7065, Fla. Stat., the University of Florida has established the Preeminent State Research University Institute for Online Learning (“UF Online”). Tuition Costs levied and collected per credit hour for undergraduate students enrolled in this program for the 2025-26 academic year shall be as follows:

Resident Tuition	\$78.80
Tuition Differential	\$33.12
Capital Improvement Trust Fund	\$6.76
Resident Student Financial Aid	\$5.25
Technology	\$5.25
Resident Tuition and Fees per credit hour	\$129.18

Non-Resident Tuition and Fees	Non-resident tuition is set at market rates and is program specific. Tuition and fees may be found at https://ufonline.ufl.edu/tuition/
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(6) Tuition costs levied and collected for self-funded courses and programs are determined pursuant to BOG Regulation 8.002 and University of Florida Regulation 3.0376. Tuition costs for market rate programs other than UF Online are levied and collected at the rates set forth at <http://www.distance.ufl.edu/market-rate/>.

(7) Each student enrolled in the same undergraduate course more than twice, shall be assessed the Board of Governors or Florida Statute established surcharge of \$261.06 per credit hour in addition to the Tuition Costs outlined above in section (4) or (5), for each such course.

(8) An Excess Hour Surcharge shall be assessed to an undergraduate student for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. The University will calculate an excess hour threshold for each student based on the number of credit hours required for the degree. For any student who changes degree programs, the excess hour threshold must be adjusted only if the number of credit hours required to complete the new degree program exceeds that of the original degree program. The University will follow the definitions of required credit hours and other provisions governing the surcharge as set forth in BOG Regulation 7.003. The excess hour surcharge for students who enter a state university for the first time and maintain continuous enrollment is as follows:

(a) For the 2009-10 and 2010-11 academic years, an excess hour surcharge equal to 50 percent of the tuition rate as set forth in section (4) or (5), as applicable, for each credit hour in excess of 120 percent;

(b) For the 2011-12 academic year, an excess hour surcharge equal to 100 percent of the tuition rate as set forth in section (4) or (5), as applicable, for each credit hour in excess of 115 percent;

(c) For the 2012-13 academic year through the 2019 spring term, an excess hour surcharge equal to 100 percent of the tuition rate as set forth in section (4) or (5), as applicable, for each credit hour in excess of 110 percent; and

(d) For the 2019 summer term and thereafter, an excess hour surcharge equal to 100 percent of the tuition rate as set forth in section (4) or (5), as applicable, for each credit hour in excess of 120 percent.

(9) Any person classified as an out-of-state resident who has been appointed as a graduate assistant for at least 0.25 FTE shall be charged Non-Resident Tuition Costs. Upon completion of the appointment, such person shall be charged Non-Resident Tuition Costs for the remainder of his or her graduate career in any semester in which he or she receives a waiver of all tuition fees or all tuition fees are paid from University funds. If the student loses the waiver or tuition remission under this provision for any semester, he or she shall be liable for Tuition Costs for that semester based on his or her out-of-state residency classification. ~~Any graduate student classified as an out-of-state resident who is receiving a full fellowship may be charged resident Tuition Costs.~~

(10) The Provost has the authority to designate programs in which Non-Resident Tuition Cost, or any portion thereof, are waived when such waiver is in support of the mission of the University and is consistent with policies specifically approved by the Board of Trustees.

Authority: BOG Regulations 1.001, 7.001 and 7.003.

History: New 9-10-02, Amended 9-19-03, 1-11-05, 7-19-05, 11-22-05, 9-8-06, 7-24-07, 1-9-08, 9-5-08 (BOT Approval), 10-3-08 (BOG Approval), 7-9-09 (BOG Approval), 9-11-09 (BOT Approval), 10-27-09 (BOG Approval), 10-8-10 (BOT Approval), 10-19-10 (BOG Approval), 7-5-11 (BOG Approval), 9-6-11 (BOT Approval), 6-8-2012 (BOT Approval), 8-3-2012 (BOG Approval), 7-8-13 (BOG Approval), 9-3-13 (BOT Approval), 12-6-13 (BOT Approval), 1-28-14 (BOG Approval), 6-6-14 (BOT Approval), 7-9-14 (BOG Approval), 6-4-15

(BOT Approval), 6-22-15 (BOG Approval), 6-9-16 (BOT Approval), 7-8-16 (BOG Approval), 6-8-17 (BOT Approval), 6-30-17 (BOG Approval), 6-7-18 (BOT Approval), 6-29-18 (BOG Approval), 9-6-19 (BOT Approval), 9-20-19 (BOG Approval), 8-27-20 (BOT Approval), 9-2-20 (BOG Approval), 6-10-21 (BOT Approval), 06-21-21 (BOG Approval), 06-16-22 (BOT Approval), 06-22-22 (BOG Approval), 6-8-23 (BOT Approval), 6-15-23 (BOG Approval), Amended 5-23-24 (technical changes only), Amended 6-20-25 (technical changes only), 7-23-25 (BOT Amended), 8-6-25 (BOG Approval), 8-18-25 (BOT Approval), [Amended XX-XX-2025](#).

NOTICE OF PROPOSED REGULATION AMENDMENT

Date: November 3, 2025

REGULATION TITLE:
Involuntary Medical Withdrawal

REGULATION NO.:
4.036

SUMMARY:

The Office of Student Life proposes to amend UF Regulation 4.036 “Involuntary Medical Withdrawal” to clarify the student notice and appeal process and to better align with UF’s threat assessment process.

For the date and time of the December meeting visit: <https://trustees.ufl.edu/meetings/>

AUTHORITY: Board of Governors Regulation 1.001

COMMENTS CONCERNING THE PROPOSED REGULATION AMENDMENT SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. The comments must identify the regulation on which you are commenting.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED REGULATION AMENDMENT IS: Kathy Gowan, Legal Assistant II, 123 Tigert Hall, Post Office Box 113125, University of Florida, Gainesville, Florida 32611, 352-392-1358 office, 352-392-4387 facsimile, regulations@ufl.edu.

NAME OF PERSON WHO APPROVED THE PROPOSED REGULATION AMENDMENT: Heather White, Vice President, Student Life

THE FULL TEXT OF THE PROPOSED REGULATION AMENDMENT IS ATTACHED TO THIS NOTICE.

REGULATIONS OF THE
UNIVERSITY OF
FLORIDA

4.036 Involuntary Medical Withdrawal.

(1) ~~The University will make reasonable accommodations for students with disabilities as determined under applicable law. S~~However, students are considered adults when attending the University; and ~~students~~ have a responsibility to not cause harm to themselves or others, and to participate in University life safely. A student who poses a significant danger of serious harm to the health or safety of others at the University will be involuntarily withdrawn from the University by the Dean of Students or designee. Such action will be taken only after appropriate consultation with the University's threat assessment team. ~~Director of the Student Health Care Center or the Director of the University Counseling Center.~~

(2) A student subject to involuntary withdrawal shall be accorded:

(a) written notice of the University's decision to act under this Regulation stating the reasons for the immediate and temporary action;

(b) the opportunity to ~~respond~~ appeal to the Dean of Students or designee, in writing, within three (3) business days;

(c) a written decision either rescinding the temporary involuntary withdrawal or making said involuntary withdrawal final;

(d) the opportunity to appeal the final decision to the Vice President for Student ~~Affairs~~ Life or designee, in writing, within ~~threen (3+0)~~ business days.

~~(3) — Should circumstances warrant, a student may be subject to an immediate temporary withdrawal, pending a further determination. A student subject to an immediate temporary withdrawal shall be provided notice of such withdrawal stating the reasons and an opportunity to respond to the Dean of Students or designee as soon as reasonably possible after such withdrawal. After so responding, the temporary withdrawal will be rescinded or made final and notice shall be given to the student.~~

(34) Failure of a student to take the opportunity to respond at the time and in the manner provided by the University shall not affect the validity of or delay any decision made under this Regulation.

(45) A student subject to involuntary withdrawal shall receive a refund of fees as provided in University of Florida Regulation 3.0371.

(56) A student who is involuntarily withdrawn shall have a hold placed on ~~his or her~~their records, and the University may impose conditions for readmission, including but not limited to one or more of the following:

(a) requiring the student to provide the Dean of Students or designee a ~~complete~~ written risk of violence assessment ~~(using the form provided by the University) from student's treating physician or independent licensed psychiatrist or other licensed mental health provider that the student is ready and able to safely return to his or her educational pursuits~~ and recommendations from an independent provider approved by the University, with competency in the relevant area of psychological assessment for risk of violence, in accordance with the University's Written Assessment Requirements;

~~(b) — determination from an outside independent licensed psychiatrist or other licensed mental health provider retained by the University that the student is ready and able to safely return to the University;~~

~~(be)~~ a written agreement from the student to attend and participate in any treatment, assessment, or meetings to the extent recommended by the ~~/programs/meetings to the extent recommended by student's treating physician or licensed mental health provider and/or an independent licensed psychiatrist or other licensed mental health provider retained~~ approved by the University; ~~and/or~~

~~(cd)~~ a determination by ~~University officials~~the Dean of Students or designee after consultation with the University's threat assessment team and other University personnel, as needed, that student has met conditions for readmission and that the University has appropriate resources to support and meet ~~any~~the ongoing needs of the student.

Authority: BOG Regulations 1.001, 6.001.

History: New 2-11-82, Formerly 6C1-4.36, Amended 10-31-99, 9-5-08, Formerly 6C1-4.036, Amended 9-21-12, Amended (XX XX, 2025).



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA2
December 5, 2025**

SUBJECT: Facility Security Clearance

BACKGROUND INFORMATION

Certain contracts between the University and federal governmental agencies and certain research at the University require facility security clearance. Rather than obtaining security clearances for individual Trustees and other officers, the University can obtain a facility clearance by designating a Senior Management Official to oversee all Classified Information. When a new Trustee is appointed, that Trustee must be listed in the designation.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve Resolution R25-334 confirming Key Management Personnel, including the Board of Trustees members, who are excluded from oversight of the Classified Program at UF and will not require access to classified information but instead designate the Senior Management Official, University Interim President Donald W. Landry, for the continued oversight of all Classified Information and programs at the University of Florida, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governor's approval is not required.

Supporting Documentation Included: Resolution R25-334

Submitted by: David Norton, Vice President for Research

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3
December 4, 2025**

SUBJECT: Repurpose and Rename Shands Lake Shore Community Health, LLC

BACKGROUND INFORMATION

UF Health intends to develop a Clinically Integrated Network ("CIN") at Flagler in St. Johns County to improve care coordination, enhance patient outcomes, lower costs, and improve physician satisfaction. The proposed CIN will foster collaboration among providers, implementing data-driven strategies and optimizing care delivery. To comply with federal regulations, this CIN needs to be under its own Tax Identification Number, and in furtherance of this requirement, management identified Shands Lake Shore Community Health, LLC, a subsidiary of Shands Teaching Hospital and Clinics, Inc., as an existing LLC without any operational needs or assets as an appropriate entity to serve these purposes.

PROPOSED COMMITTEE ACTION

The Committee on Government Relations and Internal Affairs is asked to approve this action for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

The UF Health Board of Directors has approved this action subject to Board of Trustees approval.

Supporting Documentation Included: Exhibit A, Articles of Organization

Submitted by: Stephen Motew, M.D., M.H.A., FACS, UF Health President and CEO

Approved by the University of Florida Board of Trustees, December 5, 2025

Morteza "Mori" Hosseini, Chair

Donald W. Landry, Interim President and
Corporate Secretary

**Restated Articles of Organization For
Florida Limited Liability Company**

Article I

The name of the Limited Liability Company is:

ST. JOHNS CIN, LLC

Article II

The street address of the principal office of the Limited Liability Company is:

400 HEALTH PARK BLVD

ST. AUGUSTINE, FLORIDA 32086

The mailing address of the Limited Liability Company is:

400 HEALTH PARK BLVD

ST. AUGUSTINE, FLORIDA 32086

Article III

The purpose for which this Limited Liability Company is organized is:

ANY AND ALL LAWFUL BUSINESS.

Article IV

The name and Florida street address of the registered agent is:

CAROLYN SCOTT, VP, SENIOR COUNSEL

400 HEALTH PARK BLVD

ST. AUGUSTINE, FLORIDA 32086

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated

in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and

complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: CAROLYN SCOTT, VP, SENIOR COUNSEL

Article V

The name and address of managing members/managers are:

Title: MGRM

FLAGLER HOSPITAL, INC.

400 HEALTH PARK BLVD

ST. AUGUSTINE, FLORIDA 32086

Article VI

The effective date for this Limited Liability Company shall be:

Signature of member or an authorized representative of a member

Signature: RYAN R. FULLER, UNIVERSITY OF FLORIDA INTERIM VICE PRESIDENT
AND GENERAL COUNSEL



BOARD MEETING

AGENDA

Friday, December 5, 2025

Time 11:00 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 QuorumRyan Fuller, Vice President and General Counsel
- 3.0 Public Comment.....Ryan Fuller, Vice President and General Counsel
- 4.0 Action Items (Consent)Mori Hosseini, Chair

BOT Minutes

June 5-6, 2025 Minutes

Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications (AFSSPRSC)

AFSSPRSC1 Tenure Upon Hire

Committee on Audit and Compliance (AC)

AC1 Performance Based Funding Audit Report

AC2 UF Compliance and Ethics Program FY25 Annual Report

Committee on Facilities and Capital Investments (FCI)

FCI1 Construction Projects Budget Amendments

FCI2 New Capital Minor Projects

FCI3 Garage 14 Solar Project

FCI4 Acquisition of 3107 SW Williston Road

FCI5 Assignment of Hilton Hotel Sublease

FCI6 Major Projects Selections

FCI7 Campus Master Plan Amendments

Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)

FSPPM1 FY 2025-2026 Carryforward Spending Plan

FSPPM2 FY 2025-2026 Operating Budget

FSPPM3 Auxiliary Facilities Report

FSPPM4 Undergraduate Housing Bond Financing

Committee on Governance, Government Relations and Internal Affairs (GGRIA)

GGRIA1 UF Regulations

GGRIA2 Facility Security Clearance

GGRIA3 Repurpose and Rename Shands Lake Shore Community Health, LLC

GGRIA4 Board Self-Evaluation

GGRIA5 Policy

GGRIA6 Officer Elections

5.0 Action Items (Non-Consent)Mori Hosseini, Chair

Committee on Facilities and Capital Investments (FCI)

FCI8 Naming: Porter Department of Radiation Oncology

6.0 President's ReportDonald Landry, Interim President

7.0 New BusinessMori Hosseini, Chair

8.0 Comments by the Chair of the BoardMori Hosseini, Chair

9.0 AdjournMori Hosseini, Chair