

BOARD AND COMMITTEE MEETINGS SCHEDULE

June 5, 2025

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Virtual Viewing link on June 5, 2025:

<https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-june-2025/browse/null/title-az/null/0/null>

Thursday, June 5, 2025

7:30 a.m. to 8:25 a.m.	Breakfast
8:30 a.m. to 8:45 a.m.	Chairman Meeting Remarks
~8:45 a.m. to 10:00 a.m.	<u>Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications</u> (Patel (Chair), Cole, Cox, Davis, Heavener, Lynne, O'Keefe)
~10:00 a.m. to 10:20 a.m.	<u>Committee on Advancement</u> (Cole (Chair), Davis, Heavener, Lynne, Powers, Zalupski)
~10:20 a.m. to 10:30 a.m.	Break
~10:30 a.m. to 11:00 a.m.	<u>Committee on Audit and Compliance</u> (O'Keefe (Chair), Brandon, Cole, Cox, Hosseini, Patel, Powers)
~11:00 a.m. to 11:40 a.m.	<u>Committee on Governance, Government Relations and Internal Affairs</u> (Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zalupski)
~11:40 a.m. to 12:00 p.m.	International Center Update Dean Marta Wayne
~12:00 p.m. to 1:00 p.m.	Lunch
~1:00 p.m. to 2:30 p.m.	<u>Committee on Facilities and Capital Investments</u> (Brandon (Chair), Corr, Hosseini, O'Keefe, Ridley, Zalupski, Zucker)
~2:30 p.m. to 3:30 p.m.	<u>Committee on Finance, Strategic Planning and Performance Metrics</u> (Powers (Chair), Brandon, Corr, Hosseini, O'Keefe, Patel, Ridley, Zalupski)
~3:30 p.m. to 3:45 p.m.	College of Health and Human Performance Update Dean Michael Reid
~3:45 p.m. to 4:00 p.m.	Break
4:00 p.m. to 5:00 p.m.	Board of Trustees' Meeting (Full Board)
6:30 p.m. to 8:00 p.m.	Board Dinner and Tour IFAS Beef Teaching Unit South 3721 SW 23 Street, Gainesville FL 32608

BOARD RETREAT SCHEDULE

June 6, 2025

UF Austin Cary Forest

10625 NE Waldo Rd, Gainesville, FL 32609

Friday, June 6, 2025

8:00 a.m. to 8:55 a.m.	Breakfast
9:00 a.m. to 10:00 a.m.	Scripps Update Vice President David Norton and Chief Financial Officer Jim Lapple
10:00 a.m. to 10:20 a.m.	College of Medicine Update Interim Dean Jennifer Hunt
10:20 a.m. to 10:50 a.m.	Athletics Update Director Scott Stricklin
10:50 a.m. to 11:00 a.m.	Break
11:00 a.m. to 12:00 p.m.	Executive Session: UF Security Update Chief Bart Knowles
12:00 p.m. to 1:00 p.m.	Chairman Update Working Lunch Chairman Mori Hosseini



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

AGENDA

Thursday, June 5, 2025

~8:45 a.m.

**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, James W. Heavener, Sarah D. Lynne, 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
[March 27, 2025](#)
- 4.0 Action Items..... Rahul Patel, Chair
 - [AFSSPRSC1](#) Tenure Upon Hire Joe Glover, Interim Provost
 - [AFSSPRSC2](#) Annual Tenure Awards Joe Glover
 - [AFSSPRSC3](#) New Degrees Joe Glover
 - [AFSSPRSC4](#) Degree Changes..... Joe Glover
 - [AFSSPRSC5](#) General Education Courses Annual Review Joe Glover
 - [AFSSPRSC6](#) Self-Supporting Program Joe Glover
- 5.0 Discussion Items
 - 5.1 Admissions Update..... Mary Parker, Vice President for Enrollment Management
 - 5.2 Faculty Senate Update Sarah Lynne, Faculty Senate Chair
 - 5.3 Student Body President Update..... Blake Cox, Student Body President
 - 5.4 Student Life Update..... Heather White, Vice President for Student Life
 - [5.5](#) Annual Academic Degree Programs List Joe Glover
 - 5.6 Program ROI Joe Glover/ Nicole Stedman, Dean, Graduate School
 - [5.7](#) Department Changes..... Joe Glover
 - [5.8](#) Centers/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

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:17 a.m. Time Adjourned: 11:50 a.m.

Time Convened: 1:30 p.m. Time Adjourned: 1:46 p.m.

Committee and Board members present:

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, 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 11:17 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

- **December 12, 2024 and February 25, 2025**

Committee Chair Patel asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee O'Keefe and seconded by Trustee Cole. 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 summarized the two 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. Jeremy Bailey Professor, Hamilton Center for Classical and Civic Education
- Dr. Susmita Pati - College of Medicine-Jacksonville Professor, Department of Pediatrics

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 Cole, and second which was made by Trustee Brinkman. 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 New Degree

Interim Provost Glover requested approval of the proposed Master of Studies in Law (MSL). The MSL degree will provide greater access to the high-quality legal education available through the Levin College of Law to the broader professional community. This will provide another path by which to engage Florida's business community. The MSL's focus on professionals who must regularly interact with legal rules and undertake compliance obligations will increase the educational levels of Florida's citizens and enable them to gain new perspectives that will expand entrepreneurship.

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 Cole, and second which was made by Trustee Brinkman. 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 Honorary Degree

Interim Provost Glover advised the Committee on Honorary Degrees and Distinguished Awards has reviewed the nomination for, and has recommended, Sachio Semmoto to receive the UF Honorary Degree, Doctor of Technology. This has been approved by the Faculty Senate.

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 Brinkman. 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 New Institutional Accreditor

Interim Provost Glover advised during the 2022 legislative session, S) 1008.47, Florida Statutes (F.S.), establishing a public postsecondary institution may not be accredited by the same

accrediting agency for consecutive accreditation cycles. To begin the process of seeking accreditation from another agency, the university must request approval from the university's BOT to pursue another accrediting agency.

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 Brinkman, and second which was made by Trustee Davis. 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 Special Purpose Center

Interim Provost Glover summarized the Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology is proposing to establish the Jupiter site as a new off campus instructional site. The primary purposes are to grow the campus's ability to provide graduate training opportunities while also fully preparing to fully transition to UF programs.

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 Brinkman, and second which was made by Trustee Lynne. 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 Degree Program Change

Interim Provost Glover reviewed request from the College of Design, Construction and Planning to reduce the amount of credit for the Bachelor of Science (B.S.) in Construction Management from 125 total credits to 120 total credits. This will meet the general education and accreditation requirements with ACCE- American Council for Construction Education.

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 Brinkman, 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.

5.0 Discussion Items

5.1 Admissions Update

Vice President Mary Parker advised this was the first year for early action admissions, in addition to regular decision, which had a significant positive impact. Early Action moved our decisions up about 6 weeks. Early action made a difference in the admit profile and quality of the class. There were over 91,000 applications, a 23% increase from last year. In Honors applications, there was a 26% increase in applications. UF has been expanding their footprint and brand domestically and internationally which are reflected in the numbers. First generation numbers up 19% and low-income student applications increased 20%. She thanked Enrollment Management for their hard work as they had the same number of staff processing more applications in less time. She also thanked campus partners for recruiting efforts and participation in decision release and shared a video. She reviewed the admit profile and noted a high-level yield strategy. A thematic approach was amplified through an integrated marketing

strategy. The Strategic Enrollment Management Working Group short term goals and long-term planning were reviewed. Additionally, VP Parker provided an update on Scholarship Universe which is a one-stop shop for institutional and well-vetted external scholarships that included key benefits and an implementation timeline. VP Parker shared objectives for Streamlining Academic Management including empowering student success, improving administrative operations, fostering innovation and modernizing systems. She thanked the Board and Chairman for the resources given to Enrollment Management to help get them to where they are today. Committee Chair Patel thanked VP Parker and team for smoothly executing two decision releases with the same resources as last year, the same team but 20,000 more applications with six weeks shorter time. Trustee Brinkman added his thanks for the Academic Management piece which will allow more students to seek double majors and graduate timely. Trustee Brandon added his thanks and asked if the GPA change was due to early admissions. VP Parker advised that has a direct impact.

5.2 Faculty Senate Update

Trustee and Faculty Senate Chair Sarah Lynne reflected on Faculty and Student Success noting they are inextricably linked. She advised that last month 190 faculty were honored in the first ever Faculty service recognition ceremony which recognizes faculty in 5-year increments. This follows on the heels of the faculty and staff raises implemented last fall and the investments in the digital and built environments in which our faculty work and our students learn, work, and live. She expressed her gratitude to administrative leaders at UF, the Board, and especially Board Chair Hosseini for everything done to elevate UF and make this the best place to work and learn in all higher education. She advised since the December meeting, there has been extensive media coverage of executive orders and related actions that impact higher education. She has had conversations with leaders at every level and feels confident people in Florida and Washington are working hard to ensure a positive outcome for UF, our state system and the nation. She added faculty are not slowing down. Since January of 2025, faculty at UF have submitted 1,457 new proposals which is in line with proposal submission totals for the prior 3 years over the same time frame. We have also received 1,249 new grant awards since January of this year, 651 of which are federal awards. The total number of new awards equates to more than \$163 million dollars. A reduction in the indirect cost rate to 15% for federal awards would be devastating to the research mission of this University as well as the educational mission. These grant awards are the seeds of the next big invention, the next life-saving medical innovation, and they are the foundation for experiential learning for our students. Faculty continue to do excellent work and are motivated to continue to work with administrative leaders and this Board as we collectively weather any challenges that come our way.

The Committee convened for lunch at 11:50am and resumed the meeting at 1:30pm.

5.3 Student Body President Update

Trustee and Student Body President John Brinkman advised this was his last meeting. He shared his appreciation for a great experience and being able to see so many projects during the year come to the Board that benefit the UF students. He thanked the Board on behalf of himself and the student body. He then introduced his successor, Blake Cox. Committee Chair Patel thanked Trustee Brinkman and advised he will be formally recognized at the June meeting.

5.4 Student Life Update

Vice President Heather White provided an update on the breadth and depth of student life. She shared an update on creating community including the move-in campus-wide experience, student organization, First Year Florida growth as well as Family Weekend. There has been a focus in feedback across constituencies including parent and families, student council and boards. Surveys have been deployed to obtain feedback to stay informed of student needs. VP White highlighted recently completed projects, projects in the planning phase and current construction. Finally, VP White commented on the need to make sure human capital is in alignment with our foundational and aspirational goals. We must be a good steward with our resources which in turn enhance the student experience to be the best it can possibly be. She shared cultivating opportunities including the Work + Collective-Grant, the Pantry - First Endowed Gift and Student Life Development.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 1:46 p.m.



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC1
June 5, 2025**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Executive Vice President for Academic Affairs that 10 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, June 5, 2025

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



Tenure Upon Hire Summary

June 5, 2025

Dr. Uttara Samarakoon – College of Agricultural and Life Sciences **Associate Professor, Department of Environmental Horticulture**

Dr. Samarakoon earned a Ph.D. from Massey University in 2012, a M.A. from University of Peradeniya in 2006, and a B.S. from University of Peradeniya in 1999. Her prior institution is Ohio State University. Dr. Samarakoon has been successful at garnering a diversified portfolio of federal, state and industry grants of more than \$1.2 million to date and published 34 refereed journal articles.

Dr. Matthew Barnidge — College of Journalism and Communications **Associate Professor, Department of Journalism**

Dr. Barnidge earned a Ph.D. in Mass Communication in 2015 from the University of Wisconsin Madison. His prior institution was the University of Alabama. He is a quantitative social scientist who studies the use of artificial intelligence in disseminating news and political information. His research, including 42 peer-reviewed journal articles in top-tier outlets, is frequently cited by other scholars — and supported by prestigious funding agencies including the National Science Foundation.

Dr. Bobi Ivanov - College of Journalism and Communications **Professor, Department of Advertising**

Dr. Ivanov earned his Ph.D. from the University of Oklahoma in 2006, his M.B.A in 1999 and B.B.A. in 1997 from the University of Central Oklahoma. His prior institution is the University of Kentucky. His main research interests focus on strategic communication, social influence (persuasion and resistance), and message design, processing, and retention. He has more than 60 refereed journal publications and a google scholar h-index of 21. Dr. Ivanov has published in high-impact journals such as Journal of Communication, Communication Research, and Human Communication Research and has internal and extramural funding of over \$1 million.

Dr. Javier Rodriguez – College of Liberal Arts and Sciences **Associate Professor, Department of Political Science**

Dr. Javier Rodriguez earned his PhD in 2012 and an M.A. in 2009 from UCLA. His prior institution is Claremont Graduate University. He is a leading scholar, prolific researcher and in-demand speaker at the cutting edge of research on the political causes of health disparities — and the role of public policy in shaping health outcomes.

Dr. Sumit Kumar Jha – Herbert Wertheim College of Engineering **Professor, Department of Computer and Information Science and Engineering**

Dr. Sumit Jha earned a Ph.D. in 2010 and M.S. in 2009 from Carnegie Mellon University. His prior institution is the University of Central Florida. He is a leading expert in AI and machine learning with over 100 peer-reviewed publications and more than \$17M in grants from NSF, DOE and other federal agencies.

Ms. Perry Collins — George A. Smathers Libraries

Copyright and Scholar Communications Librarian

Ms. Collins earned an M.S. in Library & Information Science and Graduate Certificate in Special Collections in 2012 from the University of Illinois at Urbana-Champaign. Her prior institution was the U.S. National Endowment for the Humanities. Her research focuses on the interplay of technology, copyright, and open access. Her work has garnered more than \$2 million in support from private foundations, and she frequently publishes in journals, books, and conference presentations.

Dr. Samuel Goldman

Associate Professor, Hamilton School of Classical and Civic Education

Dr. Samuel Goldman earned his Ph.D. from Harvard University in 2010 and his B.A. from Rutgers University in 2002. His prior institution is George Washington University. He has won widespread acclaim for his books and scholarship on American political traditions, political theory, Zionism and religion in public life.

Dr. James Hankins

Professor, Hamilton School of Classical and Civic Education

Dr. Hankins earned a Ph.D. in History in 1984 from Columbia University. His prior institution was Harvard University. He is one of the world's foremost scholars of the Renaissance; the author, editor, or translator of 31 books; and has served as a visiting fellow at Oxford, Princeton, Notre Dame, and several European research institutions.

Dr. Andrew Michta

Professor, Hamilton School of Classical and Civic Education

Dr. Andrew Michta earned his Ph.D. in 1987 from John Hopkins University in 1987, his M.A. in 1982 from Michigan State University and his B.A. in 1980 from St. Mary's College. He previously served for 27 years on the faculty of Rhodes College and comes to us from The Atlantic Council of the United States. He is a renowned scholar of international security with a distinguished academic career — as well as significant experience working in national security policy and professional military education.

Dr. Brandon Warmke

Associate Professor, Hamilton School of Classical and Civic Education

Dr. Brandon Warmke earned his Ph.D. in 2014 from University of Arizona, his M.A. in 2006 from Northern Illinois University, and his B.A. in 2002 from Moody Bible Institute. His previous institution is Bowling Green State University. Dr. Warmke has held visiting professorships and research fellowships at Notre Dame, Wake Forest, and the University of Colorado-Boulder. He has co-authored three monographs and has published 31 refereed journal articles and book chapters.



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC2
June 5, 2025**

SUBJECT: Annual Tenure Awards

BACKGROUND INFORMATION

The Board of Trustees has the authority to award tenure and permanent status. Interim Provost Glover has recommended the award of tenure and permanent status to certain faculty meeting the requirements of the University's tenure and permanent status policy. A summary of highlights on each Faculty member recommended for tenure and permanent status is attached.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Annual Tenure Awards to faculty recommended by the Provost as reflected in the attached summary for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: 2024-2025 Annual Tenure Awards

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

2024-2025 Annual Tenure Awards

CaseNum	Name	College/Department	Current Title	Proposed Title	Prez Tenure A	Prez Promotion A
240028	Easterly,Ralph G	AG-AG ED AND COMMUNICATION	AST PROF	ASO PROF	R	R
240079	Watson,Jonathan A	AG-AGRICUL / BIOLOGICAL ENG	AST PROF	ASO PROF	R	R
240268	Wilson,Chris H	AG-AGRONOMY	AST PROF	ASO PROF	R	R
240124	Beckford,Marguerite	AG-CITRUS	EXT AGENT	EXT AGENT	R	N
240118	Corbitt,Halie Nicole	AG-COLUMBIA	EXT AGENT	EXT AGENT	R	R
240043	Diepenbrock,Lauren Marie	AG-CREC-ENTOMOLOGY	AST PROF	ASO PROF	R	R
240051	Mulinix,Katelyn M	AG-DESOTO	EXT AGENT	EXT AGENT	R	R
240117	Capasso,Jay	AG-DISTRICT II	EXT AGENT	EXT AGENT	R	R
240042	Mallinger,Rachel	AG-ENTOMOLOGY AND NEMATOLOGY	AST PROF	ASO PROF	R	R
240102	Martens-Habbena,Willm Abben	AG-FLREC-FT LAUDERDALE	AST PROF	ASO PROF	R	R
240045	Kassas,Bachir	AG-FOOD / RESOURCES ECONOMICS	AST PROF	ASO PROF	R	R
240025	Andrade,Jeanette Mary	AG-FOOD SCIENCE / HUMAN NUTR	AST PROF	ASO PROF	R	R
240119	Kerr,Mary Elizabeth	AG-HAMILTON	EXT AGENT	EXT AGENT	R	R
240053	Vinson,Alyssa A	AG-HILLSBOROUGH	EXT AGENT	EXT AGENT	R	R
240013	Liu,Tie	AG-HORTICULTURAL SCIENCES	AST PROF	ASO PROF	R	R
240121	Moore,Elizabeth Buchanan	AG-MADISON	EXT AGENT	EXT AGENT	R	R
240101	Czyz,Daniel M	AG-MICROBIOLOGY / CELL SCI	AST PROF	ASO PROF	R	R
240103	Jones,Melissa Kolsch	AG-MICROBIOLOGY / CELL SCI	AST PROF	ASO PROF	R	R
240120	Clem,Taylor Benjamin	AG-NASSAU	EXT AGENT	EXT AGENT	R	R
240050	Tillett,Shayla Marie	AG-PASCO	EXT AGENT	EXT AGENT	R	R
240052	Ghosh,Shreemoyee	AG-POLK	EXT AGENT	EXT AGENT	R	R
240110	Taylor,Nicholas W	AG-RESOURCE EFFICIENT COMMUNIT	EXT AGENT	EXT AGENT	R	R
240331	Silva,Carlos Alberto	AG-SCHL FOR, FISH, & GEOMATICS	AST PROF	ASO PROF	R	R
240058	Pinkerton,Morgan G	AG-SEMINOLE	EXT AGENT	EXT AGENT	R	R
240073	Meyer,Julie	AG-SOIL AND WATER SCIENCE	AST PROF	ASO PROF	R	R
240072	Judy,Jonathan	AG-SOIL AND WATER SCIENCE	AST PROF	ASO PROF	R	R
240048	Wade,Tara Renee	AG-SWFREC-IMMOKALEE	AST PROF	ASO PROF	R	R
240041	Smyth,Ashley R	AG-TREC-HOMESTEAD	AST PROF	ASO PROF	R	R
240026	Acevedo Torres,Miguel A	AG-WILDLIFE ECOLOGY / CONSERV	AST PROF	ASO PROF	R	R
240036	Romagosa,Christina M	AG-WILDLIFE ECOLOGY / CONSERV	ASO PROF		R	
240002	Hinson,Lisa	BA-FSOA-BUSINESS OFFICE	AST PROF	ASO PROF	R	R
240009	He,Shu	BA-ISOM BUSINESS OFFICE	AST PROF	ASO PROF	R	R
240003	Li,Yixuan	BA-MANAGEMENT BUS OFFICE	AST PROF	ASO PROF	R	R
240161	Fernandes,Juliana D	CJC-ADVERTISING	AST PROF	ASO PROF	R	R
240159	Grant,Rachel L	CJC-JOURNALISM	AST PROF	ASO PROF	R	R
240158	Shin,Jieun	CJC-MEDIA PROD, MGMT, TECH	AST PROF	ASO PROF	R	R
240404	Hartz,Barry Chris	COTA-MUSIC-DIRECTOR	AST PROF	ASO PROF	R	R
240403	Duron-VanTuinen,Danielle	COTA-MUSIC-DIRECTOR	AST PROF	ASO PROF	R	R
240386	Wang,Yan	DCP-URBAN REGIONAL / PLANNING	AST PROF	ASO PROF	R	R
240363	Bartley,Emily Jo	DN-COMMUNITY DENTISTRY	AST PROF	ASO PROF	R	R
240366	Papp,Bernadett	DN-ORAL BIOLOGY	AST PROF	ASO PROF	R	R
240287	Pacheco,Mark B	ED-STL SCHL-TEACH / LEARN	AST PROF	ASO PROF	R	R
240264	Stoppel,Whitney Leigh	EG-CHEMICAL ENGINEERING	AST PROF	ASO PROF	R	R
240033	Bindschaedler,Vincent Christophe	EG-COMPUTER / INFO SCI & ENG	AST PROF	ASO PROF	R	R
240032	Huang,Kejun	EG-COMPUTER / INFO SCI & ENG	AST PROF	ASO PROF	R	R
240084	Fu,Jie	EG-ELECTRICAL / COMPUTER ENG	AST PROF	ASO PROF	R	R
240083	Farahmandi,Farimah	EG-ELECTRICAL / COMPUTER ENG	AST PROF	ASO PROF	R	R

2024-2025 Annual Tenure Awards

CaseNum	Name	College/Department	Current Title	Proposed Title	Prez Tenure A	Prez Promotion A
240091	Canestrelli,Alberto	EG-ENG SCH SUSTAIN INFRST ENV	AST PROF	ASO PROF	R	R
240092	Altieri,Andrew H	EG-ENG SCH SUSTAIN INFRST ENV	AST PROF	ASO PROF	R	R
240090	Zhao,Xilei	EG-ENG SCH SUSTAIN INFRST ENV	AST PROF	ASO PROF	R	R
240109	Reisi Gahrooei,Mostafa	EG-INDUSTRIAL / SYSTEMS ENG	AST PROF	ASO PROF	R	R
240265	Miller,Victoria Mayne	EG-MATERIALS SCI ENGINEERING	AST PROF	ASO PROF	R	R
240088	Tang,Xin	EG-MECHANICAL / AEROSPACE ENG	AST PROF	ASO PROF	R	R
240399	Wang,Zheng	HH-APK-ADMINISTRATION	AST PROF	ASO PROF	R	R
240277	Jake-Schoffman,Danielle Erin	HH-HEB-ADMINISTRATION	AST PROF	ASO PROF	R	R
240276	Berry,Meredith S	HH-HEB-ADMINISTRATION	AST PROF	ASO PROF	R	R
240311	McLeod,Christopher M	HH-SPM ADMIN/INSTRUCTION	AST PROF	ASO PROF	R	R
240310	Chang,Yonghwan	HH-SPM ADMIN/INSTRUCTION	AST PROF	ASO PROF	R	R
240337	Walker,Ashby Farmer	HP-HEALTH SERVICES ADMIN	AST PROF	ASO PROF	R	R
240338	Strekalova,Yulia Aleksandrovna	HP-HEALTH SERVICES ADMIN	AST PROF	ASO PROF	R	R
240232	Pozzi,Federico	HP-PHYSICAL THERAPY	AST PROF	ASO PROF	R	R
240413	Skjonsberg,Max Simon	HS-HAMILTON SCHOOL ADMIN	AST PROF	ASO PROF	R	R
240291	Selfe,Terry Kit	LB-ACADEMIC RESEARCH CONS/SERV	ASO UNIV L	UNIV LIBRA	R	R
240289	Kester,Brittany N	LB-EDUCATION	AST UNIV L	ASO UNIV L	R	R
240290	Campbell,Lisa Bouffard	LB-HUM / SOC SCI-CHAIR	AST UNIV L	ASO UNIV L	R	R
240292	Nolan,Michelle Marie	LB-MARSTON SCI LIB CHAIR	AST UNIV L	ASO UNIV L	R	R
240236	Vander Zanden,Hannah B	LS-BIOLOGY	AST PROF	ASO PROF	R	R
240383	Eddy,Matthew T	LS-CHEMISTRY-GENERAL	AST PROF	ASO PROF	R	R
240381	Perez,Alberto	LS-CHEMISTRY-GENERAL	AST PROF	ASO PROF	R	R
240380	Prentice,Boone Monroe	LS-CHEMISTRY-GENERAL	AST PROF	ASO PROF	R	R
240382	Rudolf,Jeffrey D	LS-CHEMISTRY-GENERAL	AST PROF	ASO PROF	R	R
240367	Galvan,Margaret	LS-ENGLISH	AST PROF	ASO PROF	R	R
240141	Ash,Kevin D	LS-GEOGRAPHY	AST PROF	ASO PROF	R	R
240142	Keellings,David James	LS-GEOGRAPHY	AST PROF	ASO PROF	R	R
240015	Deardorff,Max Thomas	LS-HISTORY	AST PROF	ASO PROF	R	R
240020	Gordan,Rachel	LS-JEWISH STUDIES	AST PROF	ASO PROF	R	R
240226	Smith,Christopher	LS-LANG LIT & CULT -GENERAL	AST PROF	ASO PROF	R	R
240226	Smith,Christopher	LS-LANGUAGE LITERATURE&CULTURE	AST PROF	ASO PROF	R	R
240225	Felt,Matthieu A	LS-LANGUAGE LITERATURE&CULTURE	AST PROF	ASO PROF	R	R
240175	Rossi,Eleonora	LS-LINGUISTICS	AST PROF	ASO PROF	R	R
240328	Jiang,Nan	LS-MATHEMATICS	AST PROF	ASO PROF	R	R
240344	Wang,Chunmei	LS-MATHEMATICS	AST PROF	ASO PROF	R	R
240224	Wheeler,Tracy Stepien	LS-MATHEMATICS	AST PROF	ASO PROF	R	R
240112	Xue,BingKan	LS-PHYSICS-GENERAL	AST PROF	ASO PROF	R	R
240020	Gordan,Rachel	LS-RELIGION	AST PROF	ASO PROF	R	R
240075	Hanson,Rebecca Annice	LS-SOCIOLOGY/CRIMINOLOGY&LAW	AST PROF	ASO PROF	R	R
240066	Antonelli,Joseph L	LS-STATISTICS	AST PROF	ASO PROF	R	R
240067	Duan,Li	LS-STATISTICS	AST PROF	ASO PROF	R	R
240075	Hanson,Rebecca Annice	LT-CTR-LT AMER STUDIES-ADMIN	AST PROF	ASO PROF	R	R
240299	Brett,Annie E	LW-ASSOC DEAN-ACADEMIC	ASO PROF	PROF	R	R
240302	Johnson, Benjamin Bryant	LW-ASSOC DEAN-ACADEMIC	ASO PROF	PROF	R	R
240261	Vittor,Amy Yomiko	MD-INFECTIOUS DISEASES	AST PROF	ASO PROF	R	R
240307	Busl,Katharina Maria	MD-NEURO-NEUROCRITICAL CARE	CHIEF & PR	PROF	R	
240387	Dinculescu,Astra	MD-OPHTHALMOLOGY	AST PROF	ASO PROF	R	R

2024-2025 Annual Tenure Awards

CaseNum	Name	College/Department	Current Title	Proposed Title	Prez Tenure A	Prez Promotion A
240220	Prokop,Stefan	MD-PATHOLOGY-GENERAL	AST PROF	ASO PROF	R	R
240166	Jacobsen,Laura	MD-PEDS-ENDOCRINOLOGY	AST PROF	ASO PROF	R	R
240306	Han,Sung Min	MD-PHYSIOLOGY AND AGING	AST PROF	ASO PROF	R	R
240281	Jones,Helen Nichola	MD-PHYSIOLOGY AND AGING	ASO PROF	PROF	R	R
240258	Scindia,Yogesh M	MD-PULMONARY MEDICINE	AST PROF	ASO PROF	R	R
240006	Ennes,Megan E	NH-MUSEUM EDUCATION	AST CURATO	ASO CURATO	R	R
240005	Lefebvre,Michelle J	NH-SW FLORIDA ARCHAEOLOGY	AST CURATO	ASO CURATO	R	R
240132	Terry,Ellen Louise	NR-BNS-BIOBEHAVIORIAL NUR SCI	AST PROF	ASO PROF	R	R
240095	Brooker, Staja	NR-BNS-BIOBEHAVIORIAL NUR SCI	AST PROF	ASO PROF	R	R
240094	Ingibjargardottir,Ragnhildur	NR-FCH-FAMLY COMM HLTH SYS SCI	AST PROF	ASO PROF	R	R
240195	Cristofolletti,Rodrigo	PH-PHARMACEUTICS	ASO DIR &	ASO PROF	R	R
240411	Rodrigues Hoffmann, Aline	VM-COMP, DIAG & POP MEDICINE	ASO PROF	PROF	R	R
240390	Bertran,Judit	VM-SACS	AST PROF	ASO PROF	R	R
240237	Duffy,David John	WH-ADMINISTRATION	AST PROF	ASO PROF	R	R



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC3
June 5, 2025**

SUBJECT: New Degrees

BACKGROUND INFORMATION

The Herbert Wertheim College of Engineering is proposing a Bachelor of Science in Industrialized Construction Engineering. This will provide students with education in cutting edge technologies while still providing the foundational knowledge needed to become licensed professional engineers. This interdisciplinary curriculum is designed to meet the requirements for accreditation by the Accreditation Board for Engineering and Technology (ABET) that is necessary to enable graduates to obtain licensure as a professional engineer, while providing fundamental skills needed for tomorrow's industrialized construction projects. These technologies are expected to decrease construction and housing costs, construction time, and improve quality and safety. This program will graduate students with the expertise needed to move these technologies forward in Florida to reap these benefits.

The Herbert Wertheim College of Engineering is proposing an M.S. in Engineering Management. This will be the first program at UF in this CIP code and therefore will fill a gap in UF's teaching portfolio and provide training in a critical area of need. The demand for this degree and the skills that it develops has been growing at the state and the national levels. This program will be a part of the UF Jacksonville campus, expanding UF's reach into North Florida and increasing its footprint. This degree program is designed to educate professionals to strategically analyze data and make decisions using available information, thus providing the tools necessary to steer organizations towards transformational goals. A key element of the program is experiential learning - working with companies in the Jacksonville area on Engineering Management and Data Analytics related projects. This supports UF's research mission by giving UF faculty an opportunity to interact with and establish relationships with various institutions and industries in the area, which will generate research opportunities in many application areas.

The Hamilton School of Classical and Civic Education is proposing a B.A. in American Government, History, Literature and Law. This multidisciplinary degree program will provide students with a comprehensive understanding of the history, society, politics, culture and economics of the United States and its Pre-Columbian and colonial predecessors, and including the flow of immigrants from other societies. The curriculum emphasizes five key American themes: (1) American Law; (2) American Ideas; (3) American Cultural Movements; (4) American Conflicts; and (5) American Characters. Students will complete 42 credit hours in the major, including core courses on the origins of American thought, complemented by electives that

foster critical thinking and analytical skills. The degree culminates in a senior thesis for every student.

The Hamilton School of Classical and Civic Education is proposing a new multidisciplinary B.A. in War, Statecraft and Strategy (WSS). It will benefit the university, local community and the state of Florida by offering a multidisciplinary degree which will produce critically minded, civically attuned and vocationally prepared graduates who will thrive in a competitive economy and who will contribute meaningfully to the civic life of their community and state. The Hamilton Center's multidisciplinary War, Statecraft and Strategy (WSS) program will prepare students to enter some of the fastest growing occupations in the USA and Florida. Coursework rooted in reading and analyzing difficult texts with upper-level writing requirements in articulating logical, clear arguments will produce graduates valuable in a workforce needing excellent writing, communication and analytical skills.

The Hamilton School of Classical and Civic Education is proposing a multidisciplinary graduate degree in War, Statecraft and Strategy (WSS), an interdisciplinary graduate degree that equips students to address the biggest international challenges facing governments around the world today. These problems are not only diplomatic, military, strategic, political, economic, technological or social; they are multi-faceted, with intersecting considerations. WSS offers graduate students interdisciplinary training so that they can gain a practical and theoretical understanding of intelligence, diplomacy, international relations, military strategy, defense policy, homeland security, conflict resolution and the related tools of statecraft to national defense policy formulation and power projection. The WSS curriculum focuses especially on four areas: (1) War; (2) Statecraft & Strategy; (3) Contemporary Challenges; and (4) Theories & Structures.

The Hamilton School of Classical and Civic Education is proposing a Ph.D./M.A. in History of Ideas. This will equip graduates to be instructors in public and private universities, as well as in secondary schools (classical, private and public schools which offer classical curriculum). Ph.D. graduates would be qualified to seek academic jobs at the university level in the major disciplines that are covered by this proposed multidisciplinary program (history, politics, philosophy, literature, for instance). Ph.D. graduates would be particularly well equipped to seek positions in centers of civic and classical education being established at many of UF's peer institutions, or in core Western Civilization programs. Graduates might also seek to enter careers in law, business, library science and museums, government, and non-governmental organizations.

The College of Liberal Arts and Sciences is proposing an M.S. degree in Archeology that directly supports the SUS goal of increased production of graduates in STEM fields. It further supports the following SUS priorities (p. 9): (1) students' development of knowledge, skills, and aptitudes for success in society and the marketplace; (2) revitalizing of Florida's economy through research into its cultural heritage; (3) mobilizing resources to address challenges facing Florida's communities regarding threats to cultural heritage; and (4) advancing the cultural enrichment and economy through community and business engagement and service.

The College of Design, Construction, and Planning is proposing a Bachelor of Urban Sciences and Planning program at the University of Florida (UF) which aligns with the university's mission

to pursue excellence in education, research, and public service. UF's strategic plan emphasizes addressing the pressing challenges of a rapidly growing state, promoting sustainable development, and fostering innovation. This program will equip students with the necessary skills to design and implement effective urban planning strategies, directly contributing to the university's goals of enhancing the quality of life in Florida and beyond. The program also aligns with the Florida State University System's commitment to providing high-quality education that meets the workforce needs of the state and supports economic development.

PROPOSED COMMITTEE ACTION

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

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: SUS FL BOG Request to Offer New Degree Program Forms

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC4
June 5, 2025**

SUBJECT: Degree Changes

BACKGROUND INFORMATION

The 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, for 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. 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 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.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above degree program changes for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: Degree Change Requests

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

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

Degree|Change_Credits for request 19867

Info

Request: Master of Health Administration (M.H.A.) degree Major Credit Reduction

Description of request: The College of Public Health and Health Professions seeks to reduce major credit from 57 to 50 for the Master of Health Administration (M.H.A.) degree.

Submitter: April Oneal apriloneal3@ufl.edu

Created: 5/1/2024 1:16:06 PM

Form version: 2

Responses

Degree Name

Enter the name of the degree program.

Master of Health Administration

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the Office of Institutional Planning and Research (OIPR) to verify the CIP code for the existing degree program.

51.0701

Current Total Credits

Enter the current number of credits needed to complete the majors in the degree program.

57

Proposed Total Credits

Enter the proposed number of credits needed to complete the majors in the degree program.

50

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

No

Effective Term

Enter the term (semester and year) that the requested change in total credits would be effective.

Earliest Available

Effective Year

Earliest Available

Pedagogical Rationale/Justification

Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:

- *Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
- *Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
- *The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.*

Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared.

Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).

The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.

HSC 5536 is no longer required by our accreditation body, The Commission on Accreditation of Healthcare Management Education (CAHME). This course is not linked to any of the MHA Program Competencies. HSA 6855, at 5 credits, is significantly higher in credits than other Florida program's internships with the same number of required hours.

Impact on Initial Enrollment/Retention/Graduation

Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.

The change in credits from 57 to 50 does not impact the length of completing the MHA program. Having fewer credits should increase enrollment.

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

HSC 5536 student learning outcomes were mapped to MHA Program Competencies. There are no student learning outcomes linked to program competencies. The accreditation body used to require a medical terminology course but no longer requires this course. Additionally, since HSC 5536 is the only course not taught by the College of PHHP in the MHA Program, there are no assessment activities in the course.

The MHA Advisory Council supported the request to drop HSC 5536 from the MHA Curriculum. This council is comprised of program alumni and practicing healthcare managers.

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.

These changes do not require changes to the Academic Learning Compact or Academic Assessment Plan.

UF Master of Health Administration (MHA) Curriculum - Current

YEAR 1			
SEMESTER	COURSE NUMBER	TITLE	CREDIT HOURS
Fall	HSA 6114	U.S. Health Care System	3
	HSA 6115	Introduction to Management of Health Services Organizations	3
	HSA 6105	Professional Skills Seminar	1
	HSA 6395	Healthcare Data Analytics I	3
	HSA 5536	Medical Terminology	3
Spring	HSA 5174	Fundamentals of Health Care Finance	3
	HSA 6126	US Health Insurance System	3
	HSA 6196	Healthcare Data Analytics II	3
	HSA 6436	Health Economics	3
	HSA 6105	Professional Skills Seminar	1
Summer	HSA 6855	Internship in Health Administration	5.35
YEAR 2			
SEMESTER	COURSE NUMBER	TITLE	CREDIT HOURS
Fall	HSA 6177	Health Care Finance	3
	HSA 6188	Strategic Management in Health Administration	3
	HSA 6198	Information Management in Health Administration	3
	HSA 6427	Legal and Ethical Issues in Health Administration	3
	HSA 6105	Professional Skills Seminar	1
Spring	HSA 6342	Human Resource Management for Health Services Managers	3
	HSA 6385	Performance Management for Health Care Managers	3
	PHC 6937 PHC 6937 PHC 6937	Introduction to Public Health Foundations in Public Health Introduction to Public Health	3
	HSA 6105	Professional Skills Seminar	1
	HSA 6939	Capstone Seminar in Health Administration	3

Commented [CB1]: This course name change was completed by the College for Spring 2024.

Curriculum - Proposed

YEAR 1			
SEMESTER	COURSE NUMBER	TITLE	CREDIT HOURS
Fall	HSA 6114	U.S. Health Care System	3
	HSA 6115	Introduction to Management of Health Services Organizations	3
	HSA 6105	Professional Skills Seminar	1
	HSA 6395	Healthcare Data Analytics I	3
Spring	HSA 5174	Fundamentals of Health Care Finance	3
	HSA 6126	US Health Insurance System	3
	HSA 6196	Healthcare Data Analytics II	3
	HSA 6436	Health Economics	3
	HSA 6105	Professional Skills Seminar	1
Summer	HSA 6855	Internship in Health Administration	1
YEAR 2			
SEMESTER	COURSE NUMBER	TITLE	CREDIT HOURS
Fall	HSA 6177	Health Care Finance	3
	HSA 6188	Strategic Management in Health Administration	3
	HSA 6198	Information Management in Health Administration	3
	HSA 6427	Legal and Ethical Issues in Health Administration	3
	HSA 6105	Professional Skills Seminar	1
Spring	HSA 6342	Human Resource Management for Health Services Managers	3
	HSA 6385	Performance Management for Health Care Managers	3
	PHC 6600	Foundations in Public Health	3
	HSA 6105	Professional Skills Seminar	1
	HSA 6939	Capstone Seminar in Health Administration	3

Commented [CB2]: This course name change was completed by the College for Spring 2024.

Degree|Change_Credits for request 19926

Info

Request: Change of total credit hours for Anatomical Science Education M.S. program

Description of request: 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.

Submitter: Yehia Daaka ydaaka@ufl.edu

Created: 7/1/2024 6:58:10 AM

Form version: 2

Responses

Degree Name

Enter the name of the degree program.

Response:

Master of Science (M.S.) with a major in Anatomical Sciences Education

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the <http://www.ir.ufl.edu/> Office of Institutional Planning and Research (OIPR) to verify the CIP code for the existing degree program.

Response:

26.0403

Current Total Credits

Enter the current number of credits needed to complete the majors in the degree program.

Response:

32

Proposed Total Credits

Enter the proposed number of credits needed to complete the majors in the degree program.

Response:

31

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:

No

Effective Term

Enter the term (semester and year) that the requested change in total credits would be effective.

Response:

Fall

Effective Year

Response:
2024

Pedagogical Rationale/Justification

Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:

<ol style="list-style-type:lower-alpha;">

- Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
- Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
- The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.*

Response:

We ask to change the number of credit hours 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, for which we have already received approval from the Graduate Curriculum Committee.

Impact on Initial Enrollment/Retention/Graduation

Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.

Response:

No change in enrollment is anticipated.

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

Response:

We changed the previously required review sessions to optional. As a result, no change in student learning is anticipated.

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.

Response:

There is no change in the academic compact. The previous mandatory review sessions are now optional.

Degree|Change_Credits for request 19926

Info

Request: Change of total credit hours for Anatomical Science Education M.S. program

Description of request: 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.

Submitter: Yehia Daaka ydaaka@ufl.edu

Created: 7/1/2024 6:58:10 AM

Form version: 2

Responses

Degree Name Master of Science (M.S.) with a major in Anatomical Sciences Education

CIP Code 26.0403

Current Total Credits 32

Proposed Total Credits 31

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term No

Effective Term Fall

Effective Year 2024

Pedagogical Rationale/Justification We ask to change the number of credit hours 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, for which we have already received approval from the Graduate Curriculum Committee.

Impact on Initial Enrollment/Retention/Graduation No change in enrollment is anticipated.

Assessment Data Review We changed the previously required review sessions to optional. As a result, no change in student learning is anticipated.

Academic Learning Compact and Academic Assessment Plan There is no change in the academic compact. The previous mandatory review sessions are now optional.

Degree|Change_Credits for request 21070

Info

Request: BS -- Chemical Engineering (Reduction of Credit Hours)

Description of request: Reduce the total number of credit hours in the program from 130 to 128 by reducing the technical electives requirement by 2 credit hours

Submitter: Dmitry Kopelevich dkopelev@ufl.edu

Created: 2/6/2025 11:25:08 PM

Form version: 1

Responses

Degree Name

Enter the name of the degree program.

Response:

Chemical Engineering

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the Office of Institutional Planning and Research (OIPR) to verify the CIP code for the existing degree program.

Response:

14.0701

Current Total Credits

Enter the current number of credits needed to complete the majors in the degree program.

Response:

130

Proposed Total Credits

Enter the proposed number of credits needed to complete the majors in the degree program.

Response:

128

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:

No

Effective Term

Enter the term (semester and year) that the requested change in total credits would be effective.

Response:

Earliest Available

Effective Year

Response:
Earliest Available

Pedagogical Rationale/Justification

Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:

<ol style="list-style-type:lower-alpha;">

- Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
- Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
- The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.*

Response:
The number of technical elective credits is reduced by 2 in order to reduce the total number of credits in the program from 130 to 128.

Impact on Initial Enrollment/Retention/Graduation

Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.

Response:
No impact on enrollment and retention is expected.
Time to graduation is expected to reduce due to the reduced number of credits.

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

Response:
N/A

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.

Response:
N/A

Degree|Change_Credits for request 21107

Info

Request: BS - Biomedical Engineering - (Credit Reduction)

Description of request: UF BME requests to reduce the curriculum from 131 to 128 credits. The reduction of 3 credits is a result of specifying that the Quest 2 course in semester 3 also satisfies the Gen Ed Social and Behavioral Science. This specification is consistent with similar specifications made in the curricula of other UF engineering departments. The specification allows one course in semester 6 to be removed (Gen Ed Social and Behavioral Sciences).

Submitter: Walter Murfee wmurfee@bme.ufl.edu

Created: 3/19/2025 1:23:06 PM

Form version: 3

Responses

Degree Name

Enter the name of the degree program.

Response:
Biomedical Engineering

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the [Office of Institutional Planning and Research \(OIPR\)](#) to verify the CIP code for the existing degree program.

Response:
14.0501

Current Total Credits

Enter the current number of credits needed to complete the majors in the degree program.

Response:
131

Proposed Total Credits

Enter the proposed number of credits needed to complete the majors in the degree program.

Response:
128

Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:
No

Effective Term

Enter the term (semester and year) that the requested change in total credits would be effective.

Response:
Fall

Effective Year

Response:
2025

Pedagogical Rationale/Justification

Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:

<ol style="list-style-type:lower-alpha;">

- Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
- Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
- The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education. *

Response:
We request 1 change to reduce UF BME undergraduate degree requirements from 131 to 128.

A 3-credit curriculum reduction is in line with college's suggestion related to the BOG's plan to reduce the required credits for engineering degrees in the state. The suggestion was to reduce the curriculum from 131 to 128 credits to be more in line with other programs (see the attached email correspondence).

Currently, the curriculum satisfies the coverage of Quest 2 and the 2 General Elective Social and Behavioral Science requirements with 9 credits. We request to change the curriculum so that these requirements are met by 6 credits by specifying the designation of Quest 2 to also cover 1 of the 2 General Elective Social and Behavioral Science courses. This specification is already done by other UF engineering departments.

Impact on Initial Enrollment/Retention/Graduation

Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.

Response:
Not applicable. The change does not impact enrollment, retention or graduation.

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

Response:
Per the college and BOG requirements, the UF BME Undergraduate Programming Committee reevaluated our curriculum and reduced the total number of required credits by 3. Currently, the curriculum satisfies the coverage of Quest 2 and the 2 General Elective Social and Behavioral Science requirements with 9 credits. We request to change the curriculum so that these requirements are met by 6 credits by specifying the designation of Quest 2 to also cover 1 of the 2

General Elective Social and Behavioral Science courses. This specification is already done by other UF engineering departments.

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.

Response:

Not applicable. No modifications result from the change.



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC5
June 5, 2025**

SUBJECT: General Education Courses Annual Review

BACKGROUND INFORMATION

Pursuant to Board of Governors Regulation 8.005, the Board of Trustees and President must annually review and approve the courses offered by the institution that meet general education course requirements and submit the approved list to the Articulation Coordinating Committee by September 1 of each year.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the attached General Education Courses Annual Review for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required after being submitted by the Articulation Coordinating Committee.

Supporting Documentation Included: General Education Courses Annual Review Summary and Institution Certification Form

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Certification Form Fall 2026 General Education Courses

Please email signed form to Articulation@fldoe.org no later than September 1, 2025.

Dear Commissioner Diaz,

I certify that my institution has reviewed our general education course options for compliance with Sections 1007.24, 1007.25, and 1007.55, Florida Statutes.

X Reviewed Excel spreadsheet provided by the Office of K-20 Articulation.

X Submitted new courses or changes to the Statewide Course Numbering System (SCNS).

University of Florida

Institution

W. Keith Dunn
FCS/SUS President Signature

Board of Trustee Signature

May 15, 2025
Date

Date

Date Approved by the Board of Trustees

Prefix	Level	Course Number	Lab	Course Title	Credit	General Ed Core Discipline Area	General Ed Discipline Area	Course Review Status	General Education Updates	Total # Institutions Offering Course
AMS	2	813		CLASSICS OF AMERICAN THOUGHT I: ENGLISH SETTLEMENT TO THE CIVIL WAR	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
AMS	2	814		CLASSICS OF AMERICAN THOUGHT II: RECONSTRUCTION THROUGH THE TWENTIETH CENTURY	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
CHM	2	095	L	APPLIED GENERAL CHEMISTRY LAB 1	1		Natural Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
CHM	2	096	L	APPLIED GENERAL CHEMISTRY LAB 2	1		Natural Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
CLT	2	374		CLASSICAL MYTHOLOGY	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	2
DIG	1	814		A LIFE WELL-PLAYED	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
IDS	2	XXX		AUTHENTIC LEADERSHIP: HOW TO LEAD WITHOUT SELLING YOUR SOUL	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		MIND, BRAIN, OR SOUL?	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		TYRANNY AND RESISTANCE	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		PLAGUE, WAR, APOCALYPSE: THE END OF CIVILIZATION	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		WHAT IS VIRTUE?	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		LOVE CONQUERS ALL	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	1	XXX		THE FAMILY IN MODERN POLITICAL THOUGHT	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	105		THE ORIGINS OF THE CONTEMPORARY WEST: I (ANCIENTS TO THE SCIENTIFIC REVOLUTION)	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	106		THE ORIGINS OF THE CONTEMPORARY WEST: II (ENLIGHTENMENT TO MODERNITY)	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	290		GREAT BOOKS OF THE ANCIENT WORLD	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	291		GREAT BOOKS OF THE MEDIEVAL WORLD	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	292		GREAT BOOKS OF EARLY MODERN WORLD: RENAISSANCE TO ENLIGHTENMENT	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	293		GREAT BOOKS OF MODERN WORLD	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	294		THEORIES AND STRUCTURES	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	440		INTRODUCTION TO PHILOSOPHY, POLITICS, ECONOMICS AND LAW	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	445		LEGAL REASONING: HOW TO THINK LIKE A LAWYER	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	710		GRAND STRATEGY I: ATHENS TO AMERICAN REVOLUTION	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	XXX		GRAND STRATEGY II: EARLY AMERICAN REPUBLIC TO CONTEMPORARY ERA	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	XXX		WHY EXPLORE?	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
ISS	2	XXX		WHY IS THE WEST RICH?	3		Social Science	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
THE	1	431		AUTOBIOGRAPHICAL LITERATURE & PERFORMANCE	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
THE	2	001		AMERICAN MUSICAL THEATRE HISTORY	3		Humanities	Addition to GE for 26-27 Academic Year	General Education Discipline Area	1
AEB	2	014		CURRENT ECONOMIC ISSUES, FOOD AND YOU	3		Social Science	No Updates		1
AEB	2	451		ECONOMICS OF RESOURCE USE	3		Social Science	No Updates		1
AFA	2	000		INTRODUCTION TO AFRICAN AMERICAN STUDIES	3		Humanities	No Updates		5
AMH	2	010		UNITED STATES TO 1877	3	Social Sciences	Social Science	No Updates		46
AMH	2	020		UNITED STATES SINCE 1877	3	Social Sciences	Social Science	No Updates		46
AML	2	070		SURVEY OF AMERICAN LITERATURE	3		Humanities	No Updates		1
AMS	2	010		CIVIL DISCOURSE AND THE AMERICAN POLITICAL ORDER	3		Humanities	No Updates		1
ANS	2	002		THE MEAT WE EAT	3		Natural Science	No Updates		1
ANS	2	005		THE ROLE OF ANIMALS IN HUMAN HISTORY	3		Humanities	No Updates		1
ANT	2	000		GENERAL ANTHROPOLOGY	3	Social Sciences	Social Science	No Updates		29
ANT	2	140		INTRODUCTION TO WORLD ARCHAEOLOGY	3		Humanities	No Updates		8
APK	2	100	C	APPLIED HUMAN ANATOMY WITH LAB	4		Natural Science	No Updates		1
APK	2	105	C	APPLIED HUMAN PHYSIOLOGY WITH LABORATORY	4		Natural Science	No Updates		1
ARC	1	000		ARCHITECTURE + HUMANITY	3		Humanities	No Updates		1
ARC	1	101		PLACES AND SPACES	3		Humanities	No Updates		1
ARC	1	701		SURVEY OF ARCHITECTURAL HISTORY 1	3		Humanities	No Updates		6
ARC	1	702		SURVEY OF ARCHITECTURAL HISTORY 2	3		Humanities	No Updates		3
ARC	1	720		SURVEY OF ARCHITECTURE HISTORY	3		Humanities	No Updates		1
ARC	2	201		THE THEORY OF ARCHITECTURE	2		Humanities	No Updates		8
ARH	2	000		ART APPRECIATION: AMERICAN DIVERSITY AND GLOBAL ARTS	3	Humanities	Humanities	No Updates		21
ARH	2	050		INTROD. TO PRINCIPLES & HISTORY OF ART 1	3		Humanities	No Updates		32
ARH	2	613		INTRODUCTION TO LATIN AMERICAN ART	3		Humanities	No Updates		1
AST	1	002		DISCOVERING THE UNIVERSE	3	Natural Sciences	Natural Science	No Updates		33
AST	1	022	L	ASTRONOMY LABORATORY	1		Natural Science	No Updates		3
AST	2	003		INTRODUCTION TO THE SOLAR SYSTEM	3		Natural Science	No Updates		3
AST	2	037		LIFE IN THE UNIVERSE	3		Natural Science	No Updates		3
BCN	1	010		HISTORY OF CONSTRUCTION	3		Humanities	No Updates		1
BCN	1	582		INTERNATIONAL SUSTAINABLE DEVELOPMENT	3		Social Science	No Updates		1
BOT	2	010	C	INTRODUCTORY BOTANY	3		Natural Science	No Updates		4
BOT	2	011	C	PLANT DIVERSITY	4		Natural Science	No Updates		2
BOT	2	800	C	PLANTS IN HUMAN AFFAIRS	3		Natural Science	No Updates		1
BSC	2	005	L	LABORATORY IN BIOLOGICAL SCIENCE	1		Natural Science	No Updates		2
BSC	2	005		BIOLOGICAL SCIENCES	3	Natural Sciences	Natural Science	No Updates		2
BSC	2	010	L	INTEGRATED PRINCIPLES OF BIOLOGY LAB	1		Natural Science	No Updates		21
BSC	2	010		INTEGRATED PRINCIPLES OF BIOLOGY I	3	Natural Sciences	Natural Science	No Updates		21
BSC	2	011		INTEGRATED PRINCIPLES OF BIOLOGY II	3		Natural Science	No Updates		21
BSC	2	011	L	INTEGRATED PRINCIPLES OF BIOLOGY II LAB	1		Natural Science	No Updates		20
BSC	2	862		GLOBAL CHANGE ECOLOGY AND SUSTAINABILITY	3		Natural Science	No Updates		2
CGS	2	531		PROBLEM SOLVING USING COMPUTER SOFTWARE	3		Mathematics	No Updates		1
CHM	1	020		CHEMISTRY FOR THE LIBERAL ARTS	3	Natural Sciences	Natural Science	No Updates		27
CHM	1	025		INTRODUCTION TO CHEMISTRY	3		Natural Science	No Updates		20
CHM	1	030		BASIC CHEMISTRY CONCEPTS AND APPLICATIONS 1	3		Natural Science	No Updates		4
CHM	1	031		BASIC CHEMISTRY CONCEPTS AND APPLICATIONS 2	3		Natural Science	No Updates		3
CHM	2	045	L	GENERAL CHEMISTRY LABORATORY	1		Natural Science	No Updates		17
CHM	2	045		GENERAL CHEMISTRY 1	3	Natural Sciences	Natural Science	No Updates		17
CHM	2	046		GENERAL CHEMISTRY II	3		Natural Science	No Updates		18
CHM	2	046	L	GENERAL CHEMISTRY LABORATORY II	1		Natural Science	No Updates		18
CHM	2	051		HONORS GENERAL CHEMISTRY 2	3		Natural Science	No Updates		1
CHM	2	095		CHEMISTRY 1	3		Natural Science	No Updates		1
CHM	2	096		CHEMISTRY 2	3		Natural Science	No Updates		1
CJL	2	000		LAW AND THE LEGAL PROCESS	3		Social Science	No Updates		2
CLA	1	011		DEMOCRACY IN THEORY AND ACTION	3		Humanities	No Updates		1
CLA	1	530		GARDENS TO READ AND VISIT	3		Humanities	No Updates		1
CLA	1	812		MEDICINE, SCIENCE AND THE DAWN OF REASON	3		Humanities	No Updates		1
CLA	2	100		THE GLORY THAT WAS GREECE	3		Humanities	No Updates		1
CLA	2	120		THE GRANDEUR THAT WAS ROME	3		Humanities	No Updates		1
COM	1	000		INTRODUCTION TO COMMUNICATION STUDIES	3		Social Science	No Updates		5
CPO	2	001		COMPARATIVE POLITICS INTRODUCTION	3		Social Science	No Updates		8

CRW	1	101		BEGINNING FICTION WRITING	3		Communications	No Updates		1
CRW	1	301		BEGINNING POETRY WRITING	3		Communications	No Updates		1
CRW	2	100		FICTION WRITING	3		Communications	No Updates		11
CRW	2	300		POETRY WRITING	3		Communications	No Updates		9
DAA	1	000		FUNDAMENTALS OF DANCE TECHNIQUE	3		Humanities	No Updates		6
DAA	2	381		WORLD DANCE AND INTERCULTURAL PERFORMANCE	3		Humanities	No Updates		1
DAN	1	401	C	BODY, SELF, WORLD: MOVEMENT THROUGH LIVED EXPERIENCE	3		Humanities	No Updates		1
DAN	2	100		DANCE APPRECIATION	3		Humanities	No Updates		12
ECO	2	013		PRINCIPLES OF MACROECONOMICS	4	Social Sciences	Social Science	No Updates		51
ECO	2	023		PRINCIPLES OF MICROECONOMICS	4		Social Science	No Updates		51
ENC	1	101		EXPOSITORY AND ARGUMENTATIVE WRITING	3	Communication	Communications	No Updates		71
ENC	1	102		ARGUMENT AND PERSUASION	3		Communications	No Updates		59
ENC	2	210		TECHNICAL WRITING	3		Communications	No Updates		25
ENC	2	305		ANALYTICAL WRITING AND THINKING	3		Communications	No Updates		2
ENG	1	131		WRITING THROUGH MEDIA	4		Communications	No Updates		1
ENL	2	012		SURVEY OF ENGLISH LIT:MEDIEVAL TO 1750	3		Humanities	No Updates		29
ENL	2	022		SURVEY OF ENGLISH LIT.: 1750 TO PRESENT	3		Humanities	No Updates		31
ENY	1	001		BUGS AND PEOPLE	3		Natural Science	No Updates		2
ENY	2	040		THE INSECTS	3		Natural Science	No Updates		1
ESC	1	000		INTRODUCTION TO EARTH SCIENCES	3	Natural Sciences	Natural Science	No Updates		24
EUS	2	150		EUROPE'S FOOD ENVIRONMENT	3		Social Science	No Updates		1
EVR	2	001		INTRODUCTION TO ENVIRONMENTAL SCIENCE	3	Natural Sciences	Natural Science	No Updates		8
FAS	2	024		SUSTAINABLE FISHERIES	3		Natural Science	No Updates		1
FOS	2	001		MAN'S FOOD	3		Natural Science	No Updates		1
GEO	2	006		NATURAL HAZARDS GEOGRAPHY	3		Social Science	No Updates		1
GEO	2	200		DYNAMIC PLANET EARTH	3		Natural Science	No Updates		4
GEO	2	200	L	DYNAMIC PLANET EARTH LABORATORY	1		Natural Science	No Updates		2
GEO	2	230		LIVING WITH RISING SEAS	3		Natural Science	No Updates		1
GEO	2	242		EXTREME WEATHER	3		Natural Science	No Updates		1
GEO	2	426		POP MUSIC AND CULTURE: A GEOGRAPHIC PERSPECTIVE	3		Social Science	No Updates		1
GEO	2	500		GLOBAL & REGIONAL ECONOMICS	3		Social Science	No Updates		1
GLY	1	102		AGE OF DINOSAURS	3		Natural Science	No Updates		4
GLY	1	150	L	FLORIDA GEOLOGY LABORATORY	1		Natural Science	No Updates		1
GLY	1	880		EARTHQUAKES, VOLCANOES, AND OTHER HAZARDS	3		Natural Science	No Updates		1
GLY	2	010	C	PHYSICAL GEOLOGY	4	Natural Sciences	Natural Science	No Updates		9
GLY	2	038		SUSTAINABILITY AND THE CHANGING EARTH	3		Natural Science	No Updates		2
HOS	2	333		FIGHTING FOOD WASTE AND LOSS	3		Natural Science	No Updates		1
HUN	2	192		FEEDING THE PLANET	3		Social Science	No Updates		1
HUN	2	201		FUNDAMENTALS OF HUMAN NUTRITION	3		Natural Science	No Updates		14
IDS	1	161		WHAT IS THE GOOD LIFE	3		Humanities	No Updates		1
IDS	1	469		THE POSTHUMAN CONDITION	3		Humanities	No Updates		1
IDS	2	338		DEMOCRATIC ENGAGEMENT AND PUBLIC LEADERSHIP	3		Social Science	No Updates		1
IND	1	020		DESIGN INNOVATION	3		Humanities	No Updates		3
IND	2	100		HISTORY OF INTERIOR DESIGN 1	3		Humanities	No Updates		3
IND	2	130		HISTORY OF INTERIOR DESIGN 2	3		Humanities	No Updates		3
INR	2	001		INTRODUCTION TO INTERNATIONAL RELATIONS	3		Social Science	No Updates		4
ISC	1	010	C	SECRETS OF ALCHEMY	3		Humanities	No Updates		1
LAA	2	710		HISTORY OF LANDSCAPE ARCHITECTURE	3		Humanities	No Updates		2
LAH	2	020		INTRODUCTION TO LATIN-AMERICAN HISTORY	3		Humanities	No Updates		10
LEI	2	181		LEISURE IN CONTEMPORARY SOCIETY	3		Social Science	No Updates		1
LIN	2	704		LANGUAGE, THOUGHT AND ACTION: LANGUAGE AS A COGNITIVE SYSTEM	3		Social Science	No Updates		1
LIT	2	000		INTRODUCTION TO LITERATURE	3	Humanities	Humanities	No Updates		27
LIT	2	110		SURVEY OF WORLD LIT.:ANCIENT TO RENAISS.	3		Humanities	No Updates		22
LIT	2	120		SURVEY OF WORLD LIT.: 17TH CENT.-MODERN	3		Humanities	No Updates		26
MAC	1	105		BASIC COLLEGE ALGEBRA	3	Mathematics	Mathematics	No Updates		52
MAC	1	114		TRIGONOMETRY	2		Mathematics	No Updates		40
MAC	1	140		PRECALCULUS ALGEBRA	3		Mathematics	No Updates		35
MAC	1	147		ALGEBRA AND TRIGONOMETRY	4		Mathematics	No Updates		32
MAC	2	233		SURVEY OF CALCULUS I	3		Mathematics	No Updates		42
MAC	2	234		SURVEY OF CALCULUS II	3		Mathematics	No Updates		5
MAC	2	311		ANALYTIC GEOMETRY AND CALCULUS 1	4	Mathematics	Mathematics	No Updates		50
MAC	2	312		ANALYTIC GEOMETRY AND CALCULUS 2	4		Mathematics	No Updates		47
MAC	2	313		ANALYTIC GEOMETRY AND CALCULUS 3	4		Mathematics	No Updates		46
MAN	3	025		PRINCIPLES OF MANAGEMENT	4		Social Science	No Updates		21
MAP	2	302		ELEMENTARY DIFFERENTIAL EQUATIONS	3		Mathematics	No Updates		45
MAR	3	023		PRINCIPLES OF MARKETING	4		Social Science	No Updates		25
MCB	2	000		MICROBIOLOGY	3		Natural Science	No Updates		6
MEM	2	500		THE TALES OF KING ARTHUR	3		Humanities	No Updates		1
MET	1	010		INTRODUCTION TO WEATHER AND CLIMATE	3		Natural Science	No Updates		11
MGF	1	130		MATHEMATICAL THINKING	3	Mathematics	Mathematics	No Updates		38
MUL	2	010		EXPERIENCING MUSIC	3	Humanities	Humanities	No Updates		25
MUN	1	120		CONCERT BAND	1		Humanities	No Updates		17
MUN	1	130		SYMPHONIC BAND	1		Humanities	No Updates		4
MUN	1	140		WIND SYMPHONY	1		Humanities	No Updates		5
MUN	1	210		UNIVERSITY ORCHESTRA	1		Humanities	No Updates		10
MUN	1	310		UNIVERSITY CHOIR	1		Humanities	No Updates		22
MUN	1	320		WOMEN'S GLEE CLUB	1		Humanities	No Updates		4
MUN	1	330		MEN'S GLEE CLUB	1		Humanities	No Updates		3
MUN	1	440		PERCUSSION ENSEMBLE	1		Humanities	No Updates		14
MUN	1	710		JAZZ BANDS	1		Humanities	No Updates		22
MUS	1	610		AN ECHO OF THE INVISIBLE WORLD: EXPLORING THE RELATIONSHIP BETWEEN MUSIC & SPIRITUALITY	3		Humanities	No Updates		1
OCE	1	001		INTRODUCTION TO OCEANOGRAPHY	3	Natural Sciences	Natural Science	No Updates		20
PCB	2	441		BIOLOGICAL INVADERS	3		Natural Science	No Updates		1
PHC	2	100		INTRODUCTION TO PUBLIC HEALTH	3		Social Science	No Updates		5
PHI	1	643		CULTURAL ANIMALS	3		Humanities	No Updates		1
PHI	2	010		INTRODUCTION TO PHILOSOPHY	3	Humanities	Humanities	No Updates		39
PHI	2	100		LOGIC	3		Mathematics	No Updates		16
PHY	1	033	C	DISCOVERING PHYSICS	3		Natural Science	No Updates		1
PHY	2	004	L	LAB FOR PHYSICS 2004 AND 2005	1		Natural Science	No Updates		3
PHY	2	004		APPLIED PHYSICS 1	3		Natural Science	No Updates		3

PHY	2	005	L	APPLIED PHYSICS 2 LAB	1		Natural Science	No Updates		3
PHY	2	005		APPLIED PHYSICS 2	3		Natural Science	No Updates		2
PHY	2	020		INTRODUCTION TO PRINCIPLES OF PHYSICS	3	Natural Sciences	Natural Science	No Updates		5
PHY	2	032		ENERGY AND SOCIETY	3		Natural Science	No Updates		1
PHY	2	048	L	LABORATORY FOR PHY 2048	1		Natural Science	No Updates		28
PHY	2	048		PHYSICS WITH CALCULUS 1	3	Natural Sciences	Natural Science	No Updates		28
PHY	2	049	L	LABORATORY FOR PHY 2049	1		Natural Science	No Updates		29
PHY	2	049		PHYSICS WITH CALCULUS 2	3		Natural Science	No Updates		29
PHY	2	053	L	LABORATORY FOR PHY 2053	1		Natural Science	No Updates		18
PHY	2	053		PHYSICS 1	4	Natural Sciences	Natural Science	No Updates		21
PHY	2	054	L	LABORATORY FOR PHY 2054	1		Natural Science	No Updates		18
PHY	2	054		PHYSICS 2	4		Natural Science	No Updates		20
PHY	2	060		ENRICHED PHYSICS WITH CALCULUS 1	3		Natural Science	No Updates		2
PHY	2	061		ENRICHED PHYSICS WITH CALCULUS 2	3		Natural Science	No Updates		2
PLP	2	000		PLANTS, PLAGUES, & PEOPLE	3		Natural Science	No Updates		1
PLP	2	060		FUNGUS AMONG US: MUSHROOMS, MOLDS AND CIVILIZATION	3		Natural Science	No Updates		1
PLP	2	311		WHAT ARE PLANTS TALKING ABOUT?	3		Natural Science	No Updates		1
PLS	2	003	C	PLANTS THAT FEED THE WORLD	3		Natural Science	No Updates		1
POS	2	041		AMERICAN FEDERAL GOVERNMENT	3	Social Sciences	Social Science	No Updates		36
POT	2	002		INTRODUCTION TO POLITICAL THEORY	3		Humanities	No Updates		8
PSY	2	012		GENERAL PSYCHOLOGY	3	Social Sciences	Social Science	No Updates		50
REL	1	163		GOD, HUMANITY, AND EVOLUTION	3		Humanities	No Updates		1
REL	2	240		INTRODUCTION TO THE NEW TESTAMENT	3		Humanities	No Updates		9
REL	2	300		INTRODUCTION TO WORLD RELIGIONS	3		Humanities	No Updates		34
REL	2	341		INTRODUCTION TO BUDDHISM	3		Humanities	No Updates		1
REL	2	388		INDIGENOUS RELIGIONS OF THE AMERICAS	3		Humanities	No Updates		1
STA	2	023		INTRODUCTION TO STATISTICS 1	3	Mathematics	Mathematics	No Updates		51
SWS	2	007		THE WORLD OF WATER	3		Natural Science	No Updates		3
SWS	2	008		LAND AND LIFE	3		Natural Science	No Updates		1
SYG	2	000		INTRODUCTION TO SOCIOLOGY	3		Social Science	No Updates		37
THE	2	000		THEATRE APPRECIATION	3	Humanities	Humanities	No Updates		26
TPP	2	100		ACTING FOR NONMAJORS	3		Humanities	No Updates		10
WIS	2	040		WILDLIFE ISSUES IN A CHANGING WORLD:	3		Natural Science	No Updates		1
WIS	2	552		BIODIVERSITY CONSERVATION: GLOBAL PERSPECTIVES	3		Natural Science	No Updates		1
AGR	2	XXX		LIVING AND EATING ON EARTH	3		Natural Science	Removed from General Education		
ENG	1	XXX		Digital Literacy and the Humanities	3		Humanities	Removed from General Education		
MAT	2	XXX		ALGORITHMS: USES AND ABUSES	3		Social Science	Removed from General Education		
AEB	2	280		WORLD AGRICULTURAL POLICY	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
AEB	2	294		VALUING CIRCULAR FOOD ECONOMIES	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
AEB	2	372		THE ECONOMICS OF EATING	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
AEB	2	452		AGRITOURSIM AND FOOD SYSTEMS	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
AEB	2	810		PEOPLE & BIG DATA	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
AMS	1	314		WHAT IS AMERICA FOR?	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
AMS	2	330		AMERICA GREAT DEBATES	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
APK	2	322		EXERCISE AS MEDICINE	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
ARC	1	104		WHAT IS A CITY?	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
ARH	1	030		ART CRIME	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
AST	2	023		ASTROPHOTOGRAPHY: ART & SCIENCE	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
AST	2	031		KNOWLEDGE AND THE UNIVERSE	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
AST	2	032		NATURE OF TIME	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
AST	2	034		STARS AND THE NUCLEAR ARMS RACE	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
BCN	2	598		FOUNDATIONS, PRINCIPLES AND APPLICATIONS OF SUSTAINABLE DEVELOPMENT	3		Social Science	Updated	Course Number or Prefix update from SCNS	2
BSC	2	500		WATER FOR PEOPLE AND NATURE	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
BSC	2	520		OUR OCEANS: HUMAN IMPACTS	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
BSC	2	820		IS ANIMAL MIGRATION DISAPPEARING?	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
CHM	2	095		APPLIED GENERAL CHEMISTRY 1	3		Natural Science	Updated	Course Title	1
CHM	2	096		APPLIED GENERAL CHEMISTRY 2	3		Natural Science	Updated	Course Title	1
CJL	2	105		HOW DOES US LAW AFFECT WILDLIFE?	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
COM	2	380		COLLABORATION WITH AI FOR BETTER COMMUNICATION	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
DIE	2	002		PERSONALIZED NUTRITION	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
DIG	1	627		AI & ART/SCIENCE/FICTION	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
ECO	2	432		DATA IS EVERYWHERE	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
EDF	2	110		HUMAN GROWTH AND DEVELOPMENT	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
EME	2	020		MAKING SENSE: UNDERSTANDING THE WORLD WITH DATA AND AI	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
ENC	1	602		RHETORIC OF AI	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
ENC	3	254		PROFESSIONAL AND PUBLIC WRITING	3		Communications	Updated	Course Title	1
ENY	2	211		BITE ME?	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
ENY	2	250		BIODIVERSE IN A CHANGING WORLD	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
EUS	2	216		LAW & SOCIETY: US AND EUROPEAN PERSPECTIVES	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
FNR	2	071		FORESTS FOR THE ENVIRONMENT	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
FNR	2	610		CAN BIG DATA SAVE THE EARTH?	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
FOS	2	040		INTRODUCTORY FOOD SCIENCE	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
FYC	2	331		AN OUNCE OF PREVENTION	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
GEA	2	601		GEOGRAPHY OF AFRICA	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
GBE	2	216		PROFESSIONAL WRITING IN BUSINESS	3		Communications	Updated	Course Number or Prefix update from SCNS	1
GBE	2	219		WRITING AND SPEAKING IN BUSINESS	4		Communications	Updated	Course Number or Prefix update from SCNS	1
GEO	2	301		THE NEXT PANDEMIC	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
GEO	2	315		HUNGRY PLANET: GLOBAL GEOGRAPHIES OF FOOD	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
GEO	2	530		THE FUTURE OF ENERGY	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
GLY	2	040		IS THE PLANET DYING?	3		Natural Science	Updated	Course Number or Prefix update from SCNS	1
HFT	2	491		ROBOTS: THREAT OR OPPORTUNITY	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
HSC	2	103		PERSONAL AND FAMILY HEALTH	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
HSC	2	621		TRENDS IN INTERNATIONAL HEALTH	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
IDS	1	480		MATHEMATICS AND THE HUMANITIES	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
IDS	2	438		WHY MAPS MATTER	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
IDS	2	688		THE STORY OF FRENCH THROUGH INTERNET, AI, AND MACHINE TRANSLATION	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
IDS	2	751		PRIVACY IN THE DIGITAL AGE	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
IDS	2	760		HISTORICAL LINGUISTICS AND ARTIFICIAL INTELLIGENCE	3		Social Science	Updated	Course Number or Prefix update from SCNS	1
IND	1	010		DESIGN FOR HUMANITY: INTENTION, CONSEQUENCE AND CHANGE	3		Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	020		WHO AM I? THE SELF FROM ANTIQUITY TO 1700	3		Humanities	Updated	Course Number or Prefix update from SCNS	1

ISS	1	104	WISDOM AND HEROISM	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	110	THE AMERICAN IDEA	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	123	THE END OF EMPIRES: IMPERIALISM TO DECOLONIZATION	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	163	COMEDY AND CITIZENSHIP	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	165	THE POLITICS OF NATURE	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	202	FREEDOM AND EQUALITY: GREAT BOOKS FROM THE RENAISSANCE TO THE ENLIGHTENMENT	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	203	CONFLICT AND CHARACTER: GREAT BOOKS IN THE ANCIENT WORLD	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	260	FAITH AND REASON IN JEWISH THOUGHT	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	262	GOD AND SCIENCE IN THE WESTERN WORLD	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	295	RELIGIOUS FREEDOM IN HISTORICAL PERSPECTIVE	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	296	ROMANTICISM: THE STORM OF FEEL	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	297	ANCIENTS AND MODERNS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	340	RHETORIC AND LEADERSHIP	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	443	LIFE, LIBERTY, AND HAPPINESS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	681	WHAT IS THE COMMON GOOD?	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	684	WHAT IS DEMOCRACY?	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	691	IMMORTALITY	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	700	WHY SPY?	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	711	WHY FIGHT?	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	712	JUST WAR	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	715	THE ART OF WAR	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	716	WAR AND THE HUMAN CONDITION	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	810	THE SEARCH FOR MEANING IN A SECULAR AGE	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	811	RELIGION, REVOLUTION AND THE PERSON	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	812	THE CRISIS OF LIBERALISM	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	884	CAPITALISM AND ITS CRITICS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	1	885	UTOPIAS AND DYSTOPIAS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
ISS	2	242	POLITICAL VIOLENCE AND POWER	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
ISS	2	400	THE RULE OF LAW	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
ISS	2	683	WHAT IS STATECRAFT?	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
JOU	2	380	FUTURE FOOD	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
LAA	1	600	URBAN NATURE AND SOCIETY	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
LAA	1	700	CULTURES OF LANDSCAPES IN THE AMERICAN SOUTH	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
LIN	2	008	LANGUAGE AND COMPUTERS	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
LIN	2	011	INTRODUCTION TO LINGUISTICS	3	Humanities	Updated	Course Number or Prefix update from SCNS	2
MAT	1	090	THE NARRATIVES OF NUMBERS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MCB	2	321	EXPLORING OUR GENOME	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
MCB	2	650	MICROBES WITHOUT BORDERS	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
MHF	1	420	MATHEMATICS IN THE ARTS AND ARCHITECTURE OF REN. ITALY	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MUH	1	005	ARTISTIC REVELATION	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MUH	1	006	MUSIC AS A TIME CAPSULE	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MUH	1	007	MUSIC AND SOCIAL ENGAGEMENT WITH THE ENVIRONMENT	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MUM	1	054	SOCIAL IMPACT OF MUSIC ENTREPRENEURS	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
MUS	1	307	MUSIC, ROBOTS, LAWYERS, AND YOU!	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
NSC	2	222	EVOLUTION OF WARFARE	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
NSC	2	226	C FUNDAMENTALS OF MANEUVER WARFARE	3	Social Science	Updated	Course Number or Prefix update from SCNS	1
ORI	2	000	ORAL PERFORMANCE OF LITERATURE I	3	Humanities	Updated	General Education Discipline Area	5
PHI	1	680	AI, PHILOSOPHY & SOCIETY	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
PHI	2	630	CONTEMPORARY MORAL ISSUES	3	Humanities	Updated	Course Number or Prefix update from SCNS	8
PHI	2	631	ETHICS AND INNOVATION	3	Humanities	Updated	Course Number or Prefix update from SCNS	5
PHY	2	030	HUMANS, SCIENCE, THE UNIVERSE	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
PLS	2	030	THE EVOLUTION OF EATING	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
PLS	2	830	WORLD HERB AND VEGETABLES	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
REL	1	411	WHY IS THERE EVIL IN THE WORLD?	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
REL	2	085	RELIGION AND VIOLENCE	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
REL	2	334	RELIGIONS OF INDIA	3	Humanities	Updated	Course Number or Prefix update from SCNS	1
STA	2	090	THE DATA ANALYTICS REVOLUTION IN SPORTS	3	Social Science	Updated	Couse Description	1
STA	2	170	STATS IN THE PHYSICAL WORLD	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
SWS	2	003	WATER FOR THE FUTURE	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
SWS	2	801	UNINTENDED CONSEQUENCES IN THE ENVIRONMENT	3	Natural Science	Updated	Course Number or Prefix update from SCNS	1
URP	2	001	COMPARATIVE URBANIZATION	3	Social Science	Updated	Course Number or Prefix update from SCNS	1



**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC6
June 5, 2025**

SUBJECT: Self-Supporting Program

BACKGROUND INFORMATION

Pursuant to Board of Governors Regulation 8.011, the following Colleges are requesting approval of Self-Supporting Programs:

The proposed self-supporting program is the 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 (CISE) in the Herbert Wertheim College of Engineering (HWCOE). The MS in Computer Science is an existing in-person E&G degree program offered at the UP-Gainesville campus. This proposal seeks to establish a separate self-supporting MS program in Computer Science at the new OF-Jacksonville campus. The courses offered under this program are UF courses. Thus, courses offered in either Gainesville or Jacksonville follow the same curriculum and requirements. The key difference is that the degree program in Jacksonville is intended to provide MS students with an integrated educational and professional experience.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above Self-Supporting Programs for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: State University System of Florida Board of Governors Request Short Form

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



State University System of Florida Board of Governors
**REQUEST TO OFFER A COLLEGE-CREDIT SELF-SUPPORTING OR MARKET TUITION RATE
 EDUCATION COURSE OR PROGRAM WHEN OFFERED AS PART OF AN EXISTING
 APPROVED PROGRAM (SHORT FORM)**

In accordance with Board of Governors Regulations 8.011 & 8.002
 (Please do not revise this proposal format without prior approval from Board staff)

University of Florida
Institution Submitting Proposal

Herbert Wertheim College of
 Engineering
Name of College(s) or School(s)

Computer Science
Academic Specialty or Field

11.0101
Proposed CIP Code (2020 CIP)

Fall 2026
Proposed Implementation Term

Computer and Information Science and
 Engineering (CISE)
Name of Department(s)/Division(s)

Master of Science in Computer Science
Complete Name of Degree

Proposed Program Type
☐ Market Tuition Rate Program
☐ Online
☐ Continuing Education
☒ Self-Supporting Program

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

**Date Approved by the University
 Board of Trustees**

 5/5/25

President's Signature Date

**Board of Trustees Chair's Date
 Signature**

Joseph Glover 5/2/2025 | 2:01 PM EDT

Provost's Signature Date

Projected Enrollments

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1.

Implementation Timeframe	HC	FTE
Year 1	100	83.5
Year 2	120	100
Year 3	140	112.5
Year 4	170	141.5
Year 5	205	171

.825 FTE anticipated, US students will be more likely to be part-time, international students in this program are anticipated to be predominantly F1 students and are required to be full-time.

Introduction

I. Program Description and Relationship to System-Level Goals

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

The proposed self-supporting program is the 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 (CISE) in the Herbert Wertheim College of Engineering (HWCOE). 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 UF-Jacksonville campus. The courses offered under this program are UF courses. Thus, courses offered in either Gainesville or Jacksonville follow the same curriculum and requirements. The key difference is that the degree program in Jacksonville is intended to provide MS students with an integrated educational and professional experience. One of the primary activities for the director and associate director of the program in Jacksonville will be to identify and foster opportunities and agreements for internship and co-op programs. Such relationships will provide the following benefits:

- Unlike the city of Gainesville, Jacksonville has numerous Fortune 500 companies with a significant presence. This gives students an opportunity to engage in internships and co-ops of many different kinds without relocating.
- AI and data analytics opportunities abound with corporations providing insurance, financial technology, transportation, and healthcare solutions among others.
- Cybersecurity opportunities with financial technology, transportation, healthcare, utility companies, and the like can also be initiated.
- Engaging local industrial professionals to help shape the classroom experience through interviews, lectures, and in-class scenario-based assignments and problems can provide students with better motivation and also give them access to career paths that would otherwise go undiscovered.
- By linking graduate education in AI and Cybersecurity to Jacksonville business, both UF and Jacksonville benefit. Students can bring new ideas about how to solve problems to businesses who, in turn, can influence and encourage students and faculty to study those problems whose solutions can make a difference.

Two recently approved MS concentrations, Artificial Intelligence and Cybersecurity, are to be offered first at the Jacksonville UF campus. All students will be required to satisfy the MS Computer Science requirements (12 hours of core courses and 18 hours of other graduate-level courses, at least 12 of which

must be CISE graduate courses. The specific requirements of the two concentrations follow.

UF CISE Concentration in Cybersecurity

Required Courses:

- **CIS 5370 Computer and Information Security**
Covers systematic threat and risk assessment; programmed threats and controls in hardware, software, and human procedures; security policies, models, and mechanisms; theoretical limitations and practical implementations; certification and accreditation standards; and case study reviews. Coursework includes a significant term project.
- **CNT5410 Computer and Network Security**
Issues, analysis, and solutions. Viruses, worms, logic bombs, network attacks, covert channels, steganography, cryptology, authentication, digital signatures, electronic commerce.

Two additional courses must be selected from the following:

- **CIS 5371 Introduction to Cryptology**
Introducing classical and modern cryptography and cryptanalysis, including symmetric and asymmetric (public key) ciphers. It covers cryptographic hash functions, block and stream ciphers, as well as differential and linear cryptanalysis. It reviews BAN logic, applications of cryptography, cryptographic standards and protocols, and analyzes case studies of failed implementations.
- **CIS 5209 Penetration Testing — Ethical Hacking**
Introduces principles and techniques associated with the cybersecurity practice known as penetration testing or ethical hacking. Covers planning, reconnaissance, scanning, exploitation, post-exploitation, and result reporting. Discover how system vulnerabilities can be exploited and learn to avoid such problems.
- **CAP 6137 Malware Reverse Engineering**
Introduction to the theory and practice of software reverse engineering applied to analysis of malicious software (malware). Students learn techniques of static and dynamic analysis to help identify the behavior of programs presented without documentation or source code and to identify possible remediation and avoidance techniques.
- **CDA 6325C Cyber-physical System Security**
Covers foundational concepts of cyber-physical system security. In particular, hardware and software threats and mitigation strategies of integrating sensing and actuation, AI computation, infrastructure control, and networking. Students will analyze research papers, write technical essays, present security research problems, conduct hands-on testing, and learn the challenges of building secure systems.
- **CIS 6xxx Special Topics in Cybersecurity**
Topics in cybersecurity. Curriculum and credit varies.

Students must complete all four courses with a grade of B or better to satisfy the concentration requirement.

UF CISE Concentration in Artificial Intelligence

Required Courses (6 credits):

- **COT 5615 Mathematics for Intelligent Systems**
Mathematical methods commonly used to develop algorithms for computer systems that exhibit intelligent behavior.
- **CAP 6610 Machine Learning**
Concepts in developing computer programs that learn and improve with experience. Emphasis on methods based on probability, statistics, and optimization.

Two additional courses must be selected from the following:

- **CAI 6307 Natural Language Processing**
Covers concepts in natural language processing ranging from shallow bag-of words to richer representations and formalisms, for applications such as translation, generation, extraction, summarization, and dialogue. Classic and state-of-the-art techniques and remaining challenges are discussed, as well as recent proposals for meeting those challenges (both symbolic and machine learning approaches). Intended for graduate students doing research related to natural language processing.
- **CAI 6826 Project in Artificial Intelligence Systems**
Using concepts learned in prerequisite courses, including AI ethics, machine learning, and the Artificial Intelligence Systems course, students will individually or as a team identify AI systems problems, formulate solutions, and apply AI Systems knowledge in the context of a real-world project. Project requirements include preparing a plan, technical final report, delivering an oral presentation, and creating a software repository.
- **CAP 5404 Deep Learning for Computer Graphics**
Covers fundamental theory and application of popular artificial intelligence (AI) algorithms in computer graphics. Introduces several neural network architectures and the mathematical principles behind them. A semester-long project motivated by research publications teaches technical writing and graphics processing unit (GPU) programming on a GPU cluster. Convolutional neural networks for denoising movies and generative adversarial networks for animation are project examples.
- **CAP 5771 Introduction to Data Science**
Introducing the basics of data science including programming for data analytics, file management, relational databases, classification, clustering and regression. The foundation is laid for big data applications ranging from social networks to medical and business informatics.
- **CAP 6617 Advanced Machine Learning**
Advanced concepts in developing computer programs that learn and improve with experience. Emphasis on methods based on probability, statistics, and optimization.
- **CIS 6261 Trustworthy Machine Learning**
Explores research at the intersection of machine learning and security and privacy. Topics include adversarial machine learning; differential privacy; membership inference; fairness transparency; explainable/interpretable machine learning; deepfakes and disinformation.

Students must complete all four courses with a grade of B or better to satisfy the concentration requirement.

In summary, we look forward to a vibrant university/industry cooperation that leads to enhanced opportunities both for the University of Florida and for the Jacksonville community as well.

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

- **Critical Workforce**
 - ☐ Education
 - ☐ Health
 - ☐ Gap Analysis
- **Economic Development**
 - ☐ Global Competitiveness
 - ☒ Science, Technology, Engineering, and Math (STEM)
- ☐ **Does not qualify as a Program of Strategic Emphasis.**

Indicate if the program qualifies for the Programs of Strategic Emphasis Waiver.

- ☐ Yes

☒ No

If yes, the provost or their designee should contact Board staff to discuss prior to requesting any changes to the program.

CIP CODE	CIP TITLE	CATEGORY
11.0101	Computer and Information Sciences	STEM
11.0103	Information Technology	STEM
14.0801	Civil Engineering	STEM
14.0901	Computer Engineering	STEM
14.1001	Electrical and Electronics Engineering	STEM
27.0101	Mathematics	STEM
40.0801	Physics	STEM
52.0301	Accounting	GAP ANALYSIS
52.0801	Finance	GAP ANALYSIS
52.1201	Management Information Systems	STEM

C. If the program qualifies as a Program of Strategic Emphasis, provide a justification for charging higher tuition for this program.

The MS in Computer Science will operate at the UF-Jacksonville campus. The UF-Jacksonville campus is a self-supporting campus that is expected to maintain cost recovery status in the absence of recurring E&G funds. For the degree to be offered in Jacksonville, UF must build facilities, recruit tenure track faculty, hire academic support staff, and build industry collaboration to create a more effective learning experience for working professional students. For that reason, the program must request a higher rate for tuition to remain cost recovery.

Institutional and State-Level Accountability

II. Need and Demand

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

Student Demand

The MS in Computer Science uses CIP code 11.0101, which according to the National Center for Education Statistics (NCES), is Computer and Information Sciences, General and is defined as “a general program that focuses on computing, computer science, and information science and systems. Such programs are undifferentiated as to title and content and are not to be confused with specific programs in computer science, information science, or related support services.” This is a broad definition, and as of 2023, there were 177 active MS programs in Computer Science in the United States, reporting over 18,000 annual completions (see figure 1).

Figure 1. Completion Trends in CIP Code 11.0101

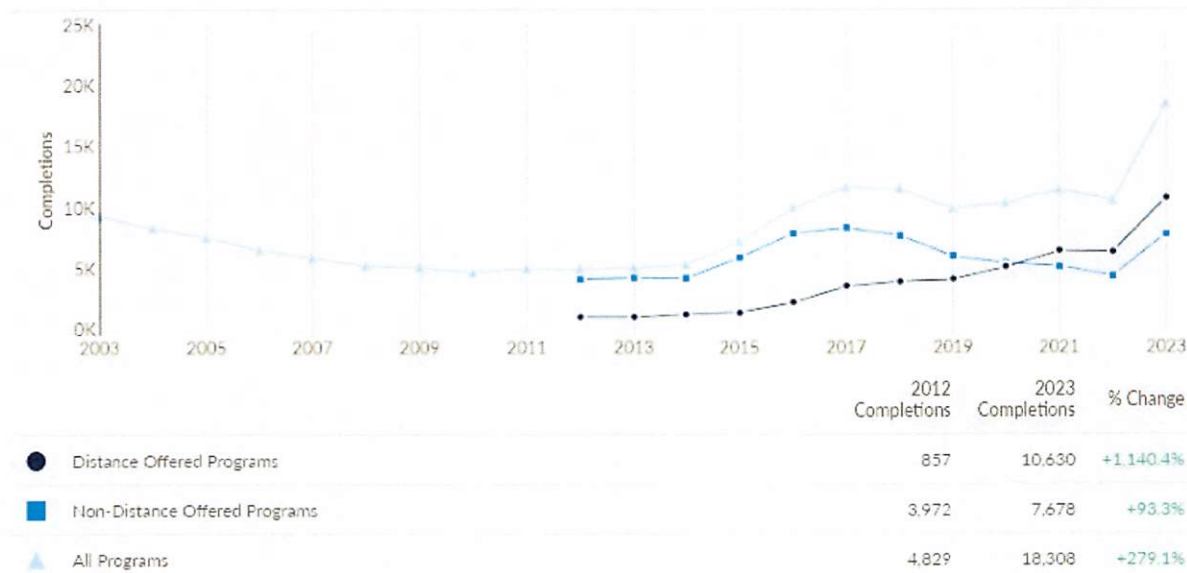


Figure 1 demonstrates that there has been significant growth in degree completions in CIP code 11.0101 since 2012, suggesting high, and growing student demand for this education. Although there are many institutions that offer computer science MS degrees, 66% of the degree completions occur at institutions in the top 20 based on market share of completions (see Table 1). Many of the top institutions based on market share have large classes with online formats. There has been massive growth in online degree completions since 2012. But despite that, the growth in traditional face-to-face degree conferrals was still much greater than most disciplines suggesting that there is still significant demand for traditional in-person education in computer science. Despite the increased flexibility, and sometimes reduced cost of online programs (although prices vary), students still perceive significant value in face-to-face learning because of the additional changes for networking, faculty interaction, structured learning, and mentorship. Excluding Georgia Tech's inexpensive online program as a significant outlier, according to IPEDS data, the average cost for tuition in-state for these programs (online and in person) was \$1,110 and \$1,485 out-of-state in 2023.

Table 1. Degree Completions per Institution 2023 in CIP code 11.0101

Institution	Completions	Market Share (2023)	IS Tuition	OOS Tuition
Georgia Institute of Technology*	2,721	14.90%	\$586	\$1,215
New York Univ.*	956	5.20%	\$2,157	\$2,157
Univ. of North Texas	822	4.50%	\$503	\$923
Northeastern Univ.*	778	4.20%	\$1,733	\$1,733
Columbia Univ.*	709	3.90%	\$2,276	\$2,276
The Univ. of Texas at Arlington	680	3.70%	\$509	\$1,326
Univ. at Buffalo	639	3.50%	\$471	\$1,011
The Univ. of Texas at Dallas	625	3.40%	\$838	\$1,637
Univ. of Pennsylvania*	596	3.30%	\$1,927	\$1,927
Southern Arkansas Univ.*	521	2.80%	\$312	\$490
Univ. of Florida	389	2.10%	\$449	\$1,139
Southern New Hampshire Univ.*	356	1.90%	\$721	\$721

New England College*	355	1.90%	\$599	\$599
Johns Hopkins Univ.*	311	1.70%	\$2,095	\$2,095
Virginia Tech	307	1.70%	\$846	\$1,706
Southeast Missouri State Univ.*	283	1.50%	\$365	\$365
Rice Univ.*	281	1.50%	\$1,939	\$1,939
New Jersey Institute of Technology*	271	1.50%	\$1,226	\$1,760
Univ. of Cincinnati-Main Campus	269	1.50%	\$662	\$1,408
Univ. of Michigan-Ann Arbor	257	1.40%	\$1,467	\$2,996

* - indicates online degree completions

Further, while student demand trends nationally are strong, there is even greater demand for master's level computer science training in the Southeast United States (see figures 2 and 3). Nationally, the compound annual growth rate for computer science MS conferrals in the US was 17%, while the CAGR for the SE region was 21.6%.

Figure 2. Student Degree Conferral Trends for CIP code 11.0101 in the US 2019-2023

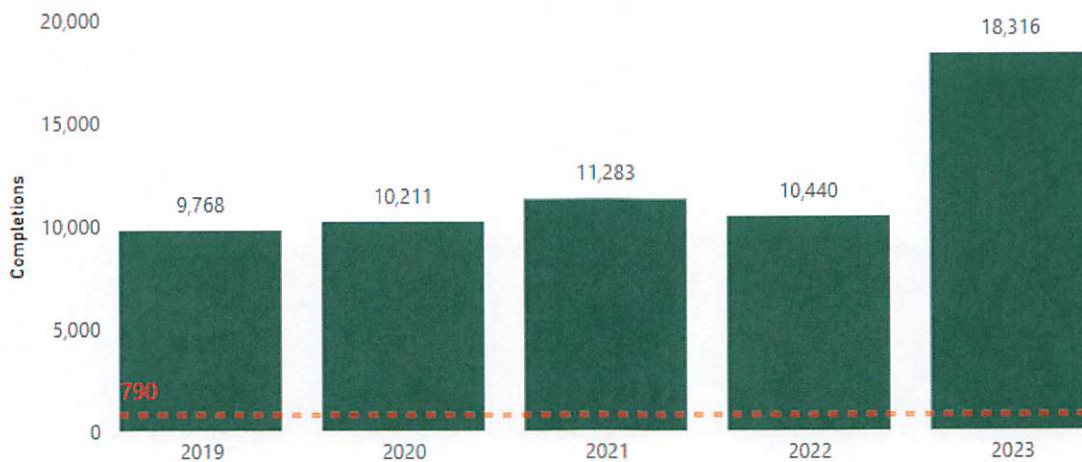
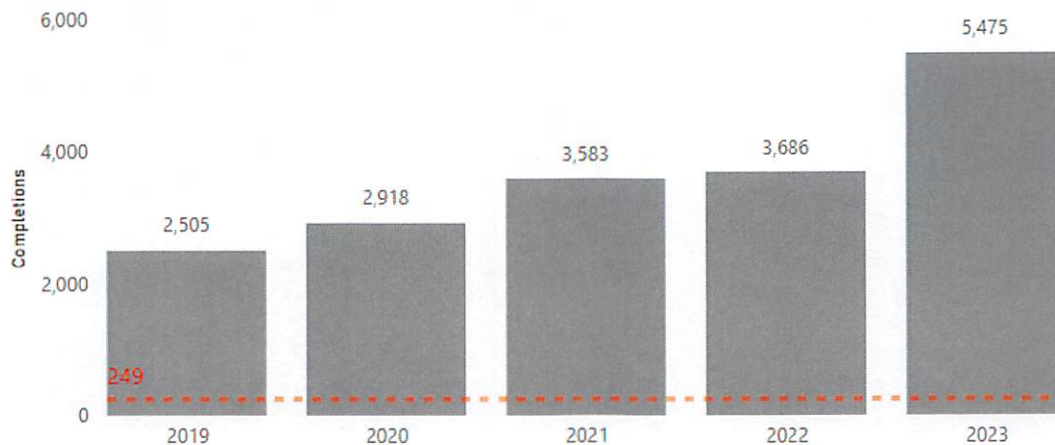


Figure 3. Student Degree Conferral Trends for CIP code 11.0101 in the SE Region 2019-2023



Despite high growth in the US and SE region, Florida has seen lower growth in student completions in CIP code 11.0101 (CAGR = 15%). That being said, despite comparably lower demand in Florida generally, demand at the University of Florida has been incredibly strong, with a CAGR of 19.5% from 2019 to 2023, much higher than other programs across the state of somewhat comparable size.

Table 2. Degree Completions in CIP code 11.0101 in Florida 2019-2023

Institution	2019 Completions	2023 Completions	Growth
University of Florida	160	389	143.0%
University of Central Florida	73	122	67.1%
Florida State University	48	79	64.5%
University of North Florida	48	18	-62.5%
Florida International University	32	63	96.8%
Florida Atlantic University	31	45	45.1%
University of West Florida	24	27	12.5%
FAMU	5	8	60.0%
Florida Polytechnic University	5	15	200.0%
Nova Southeastern University	1	0	n/a

Workforce Demand

The NCES CIP-SOC crosswalk and Lightcast Market Analysis Software (LMAS) identified eighteen occupations connected to MS degree completions in CIP code 11.0101. The results of those analysis, including projected growth over the next ten years nationally and in the state of Florida are included in Tables 3 and 4 below in the National and Florida workforce demand section of the proposal document. Overall, job growth over the next ten years (2024-34) is expected to be about 16% across these various occupations, both nationally and in the state of Florida.

Within these broad occupational categories there were 317,729 unique job postings nationally seeking prospective employees with a master's degree in 2024, up 32% from 10 years earlier. The median salary for these postings was \$147,000 compared to \$123,000 for jobs seeking a bachelor's degree or less. The top 20 job postings seeking a master's degree are included in Table 5 below both nationally and for the state of Florida. There were 12,700 unique job postings in Florida in 2024 and 772 in the Jacksonville area, suggesting a high demand for these degrees in Florida and the Jacksonville area. In comparison, there were only 766 MS completions in computer science in 2023.

National and Florida Workforce Demand

In the table below, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided for the proposed program that does not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.

Table 3. Occupational Linkages for the Proposed Program

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
15-1252	Software Developers	Identified by LMAS, confirmed by SME
15-1232	Computer User Support Specialists	Identified by LMAS, confirmed by SME
15-1212	Information Security Analysts	Identified by LMAS, confirmed by SME
15-1251	Computer Programmers	Identified by LMAS, confirmed by SME
15-1231	Computer Network Support Specialists	Identified by LMAS, confirmed by SME
15-1254	Web Developers	Identified by LMAS, confirmed by SME
43-9021	Data Entry Keyers	Identified by LMAS, confirmed by SME

Complete the table below and summarize its contents in narrative form. Include data for all linked occupations, including those in the table above. Use data from the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.

Table 4. Labor Market Demand, CIP Code 11.0101

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2024-34	U.S. 2024-34	FL 2024-34	U.S. 2024-34	FL 2024-34	U.S. 2024-34	
11-3021 Computer & Information Systems Managers	22%	18%	2,700	54,171	35,114	109,553	Bachelor's degree
15-1211 Computer Systems Analysts	13%	13%	2,600	39,311	38,673	65,592	Bachelor's degree
15-1221 Computer & Information Research Scientists	31%	24%	136	3,722	1,717	9,363	Master's degree
15-1241 Computer Network Architects	12%	7%	533	11,268	8,760	11,959	Bachelor's degree
15-1242 Database Administrators	11%	11%	343	5,699	5,298	8,568	Bachelor's degree

15-1243 Database Architects	22%	13%	182	4,564	2,572	7,924	Bachelor's degree
15-1244 Network and Computer Systems Administrators	7%	7%	1,506	22,237	24,810	23,237	Bachelor's degree
15-1253 Software Quality Assurance Analysts & Testers	24%	22%	1,088	18,418	14,503	44,668	Bachelor's degree
15-1255 Web and Digital Interface Designers	24%	19%	533	12,263	6,385	24,079	Bachelor's degree
15-1299 Computer Occupations, All Other	17%	13%	1,815	40,080	24,895	65,657	Bachelor's degree
15-1252 Software Developers	29%	26%	8,342	148,760	118,752	450,717	Bachelor's degree
15-1232 Computer User Support Specialists	9%	9%	3,807	58,437	52,478	68,796	Some college, no degree
15-1212 Information Security Analysts	28%	28%	1,327	18,514	17,654	54,372	Bachelor's degree
15-1251 Computer Programmers	-2%	-5%	391	8,353	5,920	-6,953	Bachelor's degree
15-1231 Computer Network Support Specialists	11%	10%	846	13,537	11,529	17,188	Associate's degree
15-1254 Web Developers	18%	17%	565	8,282	7,740	16,759	Bachelor's degree
43-9021 Data Entry Keyers	-16%	-15%	1,440	17,327	11,113	-23,875	High school diploma
25-1021 Computer Science Teachers, Postsecondary	10%	8%	240	5,726	2,683	4,742	Doctoral or professional degree
Total	16%	16%	28,394	490,669	390,596	952,346	

Sources: Lightcast Market Analysis Software, Date Retrieved: 03/24/2025

Table 5. Top 20 Job Postings for Computer Science Occupations seeking a MS, 2024

Job Title	Unique Postings
United States	
Software Engineers	10,597
Systems Engineers	4,551
Data Engineers	4,268
Principal Software Engineers	3,759
Solutions Architects	2,553
Software Developers	2,282
Full Stack Software Engineers	2,082
Staff Software Engineers	1,984
Network Engineers	1,937
Back End Software Engineers	1,828
Principal Systems Engineers	1,804
Embedded Software Engineers	1,705
Software Engineering Managers	1,559
DevOps Engineers	1,498
Software Development Engineers	1,403
IT Project Managers	1,369
Lead Software Engineers	1,337
Data Architects	1,328
Principal Engineers	1,274
Cybersecurity Engineers	1,266
Florida	
Software Engineers	350
Systems Engineers	226
Data Engineers	136
Principal Software Engineers	125
Network Engineers	114
Data Architects	112
Solutions Architects	102
Principal Systems Engineers	96
Embedded Software Engineers	74
IT Project Managers	72
Software Developers	71
Lead Analysts	68
Systems Analysts	66
Software Engineering Managers	64
Application Architects	62
IT Specialists	58
Systems Administrators	58
Test Engineers	57
Lead Software Engineers	57
Information Systems Security Officers	56

In-Demand Skills

LMAS provides insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in the workforce. Within that context, the top 10 in demand skills within these computer science occupations seeking a MS degree are included in Figure 3 below. Demand for these skills is expected to grow rapidly over the next 2 years.

Figure 3. In-Demand Skills in CIP Code 11.0101

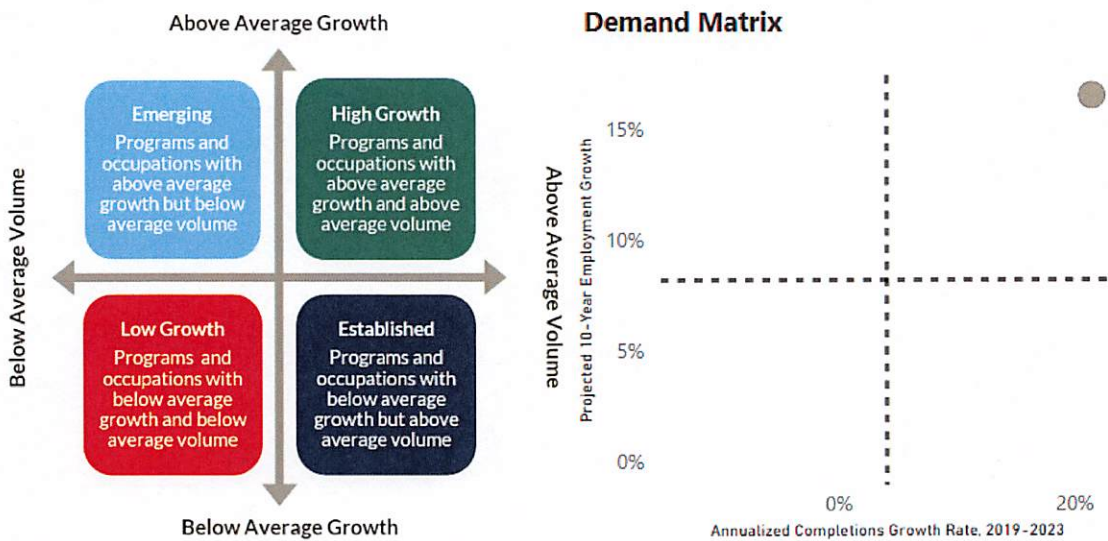


Recommendations

Based on the data collected, there is high expected overall job growth, and high demand for MS degrees among students for education related to CIP code 11.0101 Computer and Information Sciences, General. Further, there are much fewer degree completers in Florida than available jobs, suggesting that there is a strong need to increase the number of graduates in the state.

Further, Hanover Research assess the viability of programs by organizing degree programs and associated occupations into four categories to highlight programs that have the greatest potential to meet workforce demand and student interest. MS degrees in Computer Science fall into the high growth category, which represents fields with both high student and labor demand which represents a strong opportunity for program expansion or development (see figure 4 below). The data suggests that CIP code 11.0101 is in a high growth category, nationally, regionally, and in the state of Florida.

Figure 4. Hanover Research Student and Labor Market Demand Growth Categories for CIP Code 11.0101

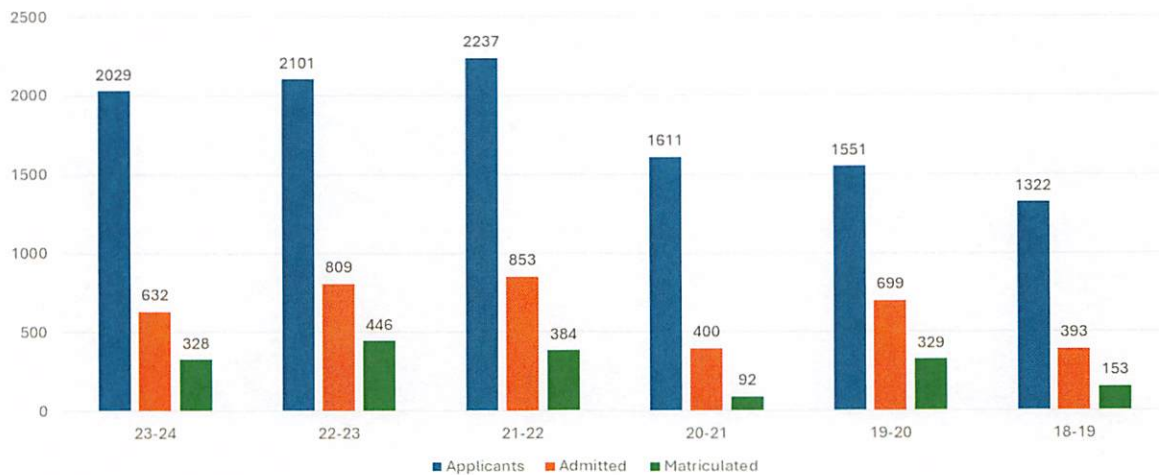


III. Self-Supporting and Market Tuition Rate Programs

A. Provide supporting documentation in a separate attachment that serves as evidence that the proposed program will not supplant any existing similar or equivalent E&G degree offering. Describe the evidence in narrative form below. Note that Board Regulation 8.002 considers a program similar if it is offered under the same CIP code as one funded under the E&G budget entity.

The MS in Computer Science in Gainesville has received 2,000 or more applications each of the past 3 years and has matriculated an average of 386 students per academic year during that time. Most applicants (97%) are international students. The current cohort in Gainesville has reached capacity. The MS in Computer Science in Jacksonville is not expected to supplant current enrollment in Gainesville. First, there are many hundreds more international students applying for the program than there are available seats. Given that, the Jacksonville-based program is not expected to curtail international student enrollment in Gainesville. Further, the Jacksonville program is being designed to attract working professionals whereas the E&G program in Gainesville is expected to attract more traditional students who have recently completed undergraduate degrees. Finally, it is expected that the program in Jacksonville will significantly increase the visibility of both programs. This should increase interest from US-based students that have not traditionally matriculated in Gainesville. Given that, rather than supplanting E&G enrollment, it is anticipated that the Jacksonville program will increase US citizen enrollment in both Gainesville and especially in Jacksonville, without reducing the current Gainesville cohort.

Figure 5. Admission Statistics – MS in Computer Science AY 2018-2023



B. If the proposed self-supporting or market tuition rate program will be a track under an existing E&G program or has a similar existing E&G program, provide a side-by-side tuition and fee comparison in the table below. Provide a link to the university's website that provides students with information about financial assistance and obligations for repayment of loans for these programs.

☐ **Not applicable because the program will not be a track under an existing E&G program or is not similar to an existing E&G program.**

Tuition and Fee Comparison

E&G Track or Program	Proposed Program
In-state Tuition – \$448.73 Out-of-state Tuition – \$448.73 Non-resident Fee – \$690.21 Non-resident SFA - \$34.51	In-state Tuition – \$1,173.45 Out-of-state Tuition – \$1,173.45
Capital Improvement Trust Fund – \$6.76 Student financial aid – \$22.43 Technology Fee – \$6.56 Activity and Service Fee - \$19.06 Athletic Fee - \$1.90 Health Fee - \$15.81 Transportation Access – \$9.44	Capital Improvement Trust Fund – \$6.76 Student financial aid – \$22.43 Technology Fee – \$6.56 Health Fee - \$15.81
In-state Total - \$530.69 Out-of-state Total – \$1,255.41	In-state Total - \$1,225.01 Out-of-state Total – \$1,225.01
All amounts per credit	All amounts per credit

C. Explain whether the program leads to initial licensing or certification in occupational areas identified as a state critical workforce need. If so, which licenses and certifications will graduates receive upon completion, and explain why implementing the program as self-supporting or market tuition rate is the best strategy to increase the number of graduates in the state.

Not applicable

IV. Estimate of Investment

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

V. Required Appendices

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

Table 1. Required Appendices by Degree Level

Appendix	Appendix Title	Supplemental Instructions	Included Yes/No	Required for Degree Program Level		
				Bachelors	Masters/ Specialist	Doctoral/ Professional
A	Tables 1B & 3B	Complete only tables 1B & 3B of the file	Yes		X	X
D	Letters of Support or MOU from Other Academic Units	Required only for programs offered in collaboration with multiple academic units within the institution			X	X
H	Attestations for Self-Supporting and Market Tuition Rate Programs	Required only for self-supporting or market tuition rate programs	Yes		X	X

Table 2. Additional Appendices (optional)

Appendix	Appendix Title	Description

APPENDIX A
TABLE 3B
CONTINUING EDUCATION, SELF-SUPPORTING
AND MARKET RATE PROGRAM BUDGET

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	20	10	25	12.5	30	15	30	15	35	17.5
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	0	0	0	0	0	0	0	0	0	0
Individuals who graduated from preceding degree programs at other Florida public universities	0	0	0	0	0	0	0	0	0	0
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	13	6.5	15	7.5	17	8.5	27	13.5	33	16.5
Additional out-of-state residents***	0	0	0	0	0	0	0	0	0	0
Additional foreign residents***	67	67	80	80	93	93	113	113	137	137
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	100	83.5	120	100	140	116.5	170	141.5	205	171

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

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

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

APPENDIX A
TABLE 3B
CONTINUING EDUCATION, SELF-SUPPORTING
AND MARKET RATE PROGRAM BUDGET

Institutions may edit the table below as applicable to their specific program and circumstances. The general headings (in bold) should serve as a guide, but institutions may edit the information below the headings as needed or desired. Detailed definitions are located at the bottom of the table. The Description or Explanation column is optional and should not replace the narratives required in the new degree program proposal.

Category	Year 1	Year 5	Description or Explanation - If Needed
Tuition			
Program Tuition (Full Cost to the Student)	\$23,375	\$23,375	Expect 2/3 students to be international - which require full-time enrollment for F1 visa status, the other 1/3 will be US citizens more likely to be part time students. This averages out to .83 FTE
Program Tuition (Per Credit Hour)	\$1,173	\$1,173	
Headcount	100	205	
Total Tuition Revenue	\$2,337,512	\$4,791,900	
Faculty Salaries and Benefits			
Faculty Salaries	\$855,744	\$1,444,722	This includes 4 tenure track faculty hired in year 1 with fringe included. Year 5 would include 2 additional tenure track faculty hired during years 2-4 with fringe included. Faculty would start at \$213,936 annual with fringe, growing to \$240,787 with fringe by year 5 assuming 3% annual growth - all of these faculty would be located in Jax
Faculty Startup	\$825,922	\$0	Faculty startup for year 1 faculty. Faculty startup is not listed here for year 5 faculty because it would have been paid in prior years
Program Director and Assoc. Director	\$97,952	\$113,553	One faculty program lead at .35 FTE including fringe this would be a Gainesville faculty with 15% admin boost + 2 course releases
Total Faculty Salaries	\$1,779,618	\$1,558,275	
Staff and Administrative Support			
TEAMS staff	\$234,300	\$271,618	This includes 2 positions, one a staff level associate director and one academic advisor + Fringe located in Jax
OPS Staff	\$0	\$0	
Assistantships and Fellowships	\$191,508	\$449,050	Courses with an enrollment over 20 are assigned a TA at .50 FTE and we expect to cap courses at 50 students - 1 TA cost per semester is \$15,959 in yr 1, and we expect 12 TAs with the cost growing to 17,962 by year 5 and 25 TAs expected
Total Staff and Administrative Support Costs	\$425,808	\$720,668	
Programmatic Expenses			
Computer equipment	\$15,000	\$25,000	
Marketing and Recruitment	\$100,000	\$250,000	Using the marketing partner provided by UF Jax Admin - this includes agency fees and direct ad spend
Materials and supplies	\$2,500	\$5,000	
Furniture	\$5,000	\$5,000	
Food and events	\$36,230	\$72,460	Catering for special classes for students and recruitment events
Travel	\$20,000	\$30,000	Includes mostly travel for Gainesville faculty traveling to Jacksonville to support teaching
Printing	\$2,122	\$2,388	
Scholarships for Students	\$0	\$875,000	up to 50 scholarships for students for recruitment purposes (avg. 50% of total cost of program)
Total Programmatic Expenses	\$180,852	\$1,264,848	
Overhead Costs			
Estimated RCM Tax	\$256,162	\$289,177	RCM tax at UF includes normal activity drivers provided by CFO's office
College tax	\$233,751	\$479,190	10% college tax for college level support of Jax programs
Total Overhead Costs	\$489,913	\$768,367	
Total Program Costs	\$2,876,191	\$4,312,158	Note that program deficits will be covered by UF Jax startup funds until the program becomes revenue neutral
Definitions			
Faculty Salaries and Benefits	The total amount of faculty salaries and benefits that will be attributed to this program. Because the program is funded through an auxiliary budget source. A separate line was added to reflect the portion of the Program Director/Department Chair's salary and benefits that are funded through this program. Institutions may further edit the expenses as needed to reflect the unique nature of their program.		
Staff and Administrative Support Costs	Includes all non-faculty personnel costs, including benefits, that will be directly and indirectly attributed to this program. Not all categories may be applicable to every program.		
Programmatic Expenses	Includes all non-personnel costs that will be directly and indirectly attributed to this program. Institutions may edit the categories in the template to best reflect the programmatic expenses for each program.		
Overhead Costs	Any institutional overhead costs associated with the program should be reflected in the table. This can include startup costs, program administration fees, or other fees not represented elsewhere in the table that are attributed to the program from other units within the institution.		

Certificate Of Completion

Envelope Id: 82BA5B45-CAC6-4D13-AC44-B6D22489B339
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 Source Envelope:
 Document Pages: 18
 Certificate Pages: 1
 AutoNav: Enabled
 EnvelopeId Stamping: Enabled
 Time Zone: (UTC-05:00) Eastern Time (US & Canada)

Status: Completed

Envelope Originator:
 Kimberly Bagley
 971 Elmore Drive, Rm 102
 PO Box 115250
 Gainesville, FL 32611
 k.bagley@ufl.edu
 IP Address: 10.103.81.73

Record Tracking

Status: Original
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Holder: Kimberly Bagley
 k.bagley@ufl.edu

Location: DocuSign

Signer Events

Joseph Glover
 glover@ufl.edu
 Provost
 University of Florida
 Security Level: Email, Account Authentication
 (None)

Signature

Joseph Glover

Signature Adoption: Pre-selected Style
 Using IP Address: 128.227.249.52

Timestamp

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 Not Offered via Docusign

In Person Signer Events

Signature

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Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

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Intermediary Delivery Events

Status

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Certified Delivery Events

Status

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Carbon Copy Events

Status

Timestamp

Witness Events

Signature

Timestamp

Notary Events

Signature

Timestamp

Envelope Summary Events

Status

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Payment Events

Status

Timestamps



Instructions:

Please use the table below to report the new academic degree program proposals the university plans to submit to the Board of Governors' office in the 2025-2026 Academic Year. Your institution's board of trustees must have reviewed this list prior to submission to the Board office. Please submit the completed table via the Information Request System by **June 30, 2025**.

*If a program was on a previous list that was submitted to the board of trustees, but the program proposal was not submitted to the Board office, please include the program on this list and indicate the appropriate date it was submitted to the board of trustees.

Anticipated New Academic Programs for the 2025-26 Academic Year

CIP Code	Name	Level	Other SUS Institutions that Offer the Program	Projected Student Enrollment for Year 1	Date Submitted to the University Board of Trustees
14.3301	Industrialized Construction Engineering	B	None	30	April 18, 2025
15.1501	Engineering Management	M	FIU, FPU, UCF, USF	15	April 18, 2025
51.3202	Master of Healthcare Education (MHE) in Artificial Intelligence	M	None	20	March 14, 2025
04.0301	Urban Science and Planning	B	FAU	30	May 2, 2025
45.0301	Archeology	M	None	15	May 2, 2025
05.0102	American Government, History, Literature and Law (AGHLL)	B	USF	12	May 2, 2025
45.0902	War, Statecraft, and Strategy (WSS)	B	None	12	May 2, 2025
45.0902	War, Statecraft, and Strategy (WSS)	M, R	UCF	5	May 2, 2025
24.0101	History of Ideas	M, R	USF	10	May 2, 2025

Joseph Glover

Signature of Provost/Vice President for Academic Affairs

4/21/2025 | 3:28 PM EDT

Date

Program-Major/|Change_Name for request 20330

Info

Request: Major name change - Tourism Hospitality and Event Management

Description of request: The College of Health and Human Performance seeks to change the name of the major in Tourism and Hospitality Management to Tourism, Hospitality and Event Management for the Master of Science (M.S.)

Submitter: Svetlana Stepchenkova svetlana.step@ufl.edu

Created: 12/25/2024 12:18:59 PM

Form version: 3

Responses

Current Degree Program Name

Enter the name of the degree program. A list of approved programs is available at the SUS Academic Program Inventory database.

M.S. with a major in Tourism and Hospitality Management

CIP Code

Enter the six digit Classification of Instructional Programs (CIP) code for the existing degree program. The code has the numerical format XX.XXXX. Contact the Office of Institutional Planning and Research to verify the CIP code for the existing degree program.

52.0201

Requested Name Change

Change the name of the degree program.

Change of CIP Code

Is the program changing CIP codes?

• Changing/requesting a new CIP code is a process maintained outside of the Academic Approval System, requiring additional steps/documentation. For more information please contact the Office of Academic Affairs.

No

Proposed Degree Program Name

M.S. with a major in Tourism, Hospitality and Event Management

Effective Term

Enter the term (semester and year) that students would first be admitted to the renamed degree and/or major.

Earliest Available

Effective Year

Earliest Available

Pedagogical Rationale/Justification

Describe the rationale for the proposed change.

The proposed name change to the M.S. major in Tourism, Hospitality, and Event Management (THEM) better aligns with the current direction and aspirations of the department, alongside the expertise of its faculty members. In recent years, there has been a noticeable surge in interest in fields such as sustainable tourism development, hospitality management, and event organization. These areas are key to fostering robust destination brands and enhancing community resilience. Applicants also show a keen interest in leveraging advanced, data-driven research methods, including data mining and Geographic Information Systems (GIS), within these domains. The new designation, THEM, not only mirrors the overarching identity and educational philosophy of the department but also accurately reflects the content and focus of its M.S. curriculum and specific courses that have been created and are in the process of submission and approval through the UF system. Faculty members are confident that renaming the program will enhance its marketability, bridge any existing gaps between the department's official name and its focus areas, and, consequently, attract a higher caliber of applicants.

All M.S. students will migrate to the new name of the major. We are ADDING the "events" component to the major name.

Assessment Data Review

Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.

Program Goals:

1. The department will maintain and continue to improve the quality of the program. Assessment: Exit interview data evaluations from students and quality of incoming students.
2. Maintain quality of student advising with individual mentoring. Assessment: Exit interview evaluations for faculty advising score assessed.
3. Grow the M.S. Tourism and Hospitality Management program, both residential and online. Revise MS curriculum and degree requirements on a regular basis to better reflect the changing needs of the profession. Assessment: Complete development of the Event Management courses. Seek feedback for the curriculum by consulting industry professionals and tourism and hospitality educators. Create undergraduate sections of courses in the curriculum to better suit students' abilities and interests.

Student Learning Outcomes:

SLO 1 (Knowledge). Discuss and explain key concepts and theories relevant to leisure theory including tourism, hospitality, event, and recreation management. Assessment: A. Successful Thesis Defense presentation per department standards and guidelines. B. Successful Professional Paper presentation per department standards and guidelines. C. Successful completion of CAPSTONE project per department standards and guidelines.

SLO 2 (Knowledge). Identify, describe, explain, and apply traditional and current research methods within tourism, hospitality, and event, management. Assessment: A. Successful Thesis Defense presentation per department standards and guidelines. B. Successful Professional Paper presentation per department standards and guidelines. C. Successful completion of CAPSTONE project per department standards and guidelines.

SLO 3 (Skills). Identify and articulate tourism, hospitality, event, and recreation management skills. Assessment: A. LEI 5188 Trends in Tourism and Recreation Management –Final Term Paper. B. HLP 6535: Research methods- Term Project and/or Final Examination.

SLO 4 (Professional Behavior). Display ethical behaviors, cultural sensitivity, teamwork, professional conduct and professional communication. Assessment: A. Successful presentation and defense of thesis research per department standards and guidelines. B. Successful presentation of professional paper per department standards and guidelines. C. Successful practicum per department standards and guidelines.

Academic Learning Compact and Academic Assessment Plan

Describe the modifications to the Academic Learning Compact (for undergraduate programs) and Academic Assessment Plan that result from the proposed change.

The structure of the M.S. AAP will remain the same. The changes will pertain to the topics of students' theses and professional papers that will reflect the Event Management focus, alongside with the Tourism and Hospitality foci.




The Graduate School
Office of the Associate Provost and Dean

POB 115500
101A Grinter Hall
Gainesville FL 32611-5500
352 392 6622 (Telephone)

January 29, 2025

MEMORANDUM

TO: Svetlana Stepchenkova
Professor
Department of Tourism, Hospitality & Event Management

FROM: Nicole LP Stedman 
Dean and Associate Provost
Graduate School

RE: #20330 seeks to change the name of the major in Tourism and Hospitality Management to Tourism, Hospitality and Event Management for the Master of Science (M.S.), College of Health and Human Performance

The proposal listed above was approved at the January 16, 2025, Graduate Council meeting with an effective date of earliest available, pending further approvals.

The following individuals and offices will be notified by a copy of this memorandum so that they can complete their processes for the major:

cc: Chelsea Rojas, Patty Van Wert, Megan Lewis, Stacy Wallace, Francesca Tai,
Graduate School
Lee Morrison, University Curriculum Committee and Office of the University Registrar
Cathy Lebo, Office of Institutional Planning and Research
Christopher Janelle, Associate Dean, College of Health and Human Performance
Laurie Bialosky, Assistant to the Faculty Senate Chair and UF Trustee

NS/ld

Cover Sheet: Request 21529

Establish Department of Oncology (College of Medicine)

Info

Process	Unit New/Modify/Close
Status	Pending at FAC - Faculty Senate
Submitter	Tobin Shorey tshorey@ufl.edu
Created	4/30/2025 8:57:56 AM
Updated	4/30/2025 9:26:02 AM
Description of request	<p>The College of Medicine is proposing to create a new Department of Oncology from the existing Division of Hematology/Oncology. This new department will elevate the division to a position of greater visibility in support of the UF Health Cancer Center's (UFHCC) National Cancer Institute designation renewal, allow for system-level integration and clinical standardization, and enable directed support and resources to flow directly to cancer-focused innovation and collaboration across the College of Medicine. This new department will serve as the clinical arm of the UFHCC, and will be the academic home for physicians, physician-scientists and investigators who have membership in the Cancer Center. Though the main members of the department will initially come from the Division of Hematology/Oncology, it is anticipated that other faculty may want to be part of this integrated system-level department to capitalize on the shared resources, the collaborative opportunities for research and education, and because they value an integrated approach to disease management. The department would be able to invite new faculty to be either permanent/full members or could offer secondary appointments to faculty who want to be part of a big vision for integrated cancer care, research and education.</p> <p>The current Division of Hematology/Oncology is one of 12 divisions within the Department of Medicine. The division has 35 faculty members who treat a range of cancers and blood disorders in three main areas: benign hematology, hematological malignancies and bone marrow transplantation, and medical oncology. The division is closely affiliated with the UF Health Cancer Center, which is the only National Cancer Institute (NCI)-designated Cancer Center at a public academic health center in the State of Florida.</p>

Actions

Step	Status	Group	User	Comment	Updated
Academic Affairs	Approved	PV - Academic Affairs	Tobin Shorey		4/30/2025
DepartmentofOncology_Licht.pdf					4/30/2025
DepartmentofMedicalOncology - Motew - executed.pdf					4/30/2025
Revised LOS HemOnc-Conti.pdf					4/30/2025
Dept. of Oncology.pdf					4/30/2025
Oncology Department Rationale_4.17.2025_final.pdf					4/30/2025
Department	Approved	MED - Medicine 29050000	Tobin Shorey		4/30/2025
No document changes					
College	Approved	MED - College of Medicine	Tobin Shorey		4/30/2025
No document changes					
Associate Provost - Curriculum	Approved	PV - Associate Provost for Undergraduate Affairs	Tobin Shorey		4/30/2025
No document changes					
Graduate Council - Notified	Notified	GRAD - Graduate Council			4/30/2025
No document changes					

Step	Status	Group	User	Comment	Updated
Professional Curriculum Committee - Notified	Notified	PCC - Professional Curriculum Committee			4/30/2025
No document changes					
University Curriculum Committee - Notified	Notified	PV - University Curriculum Committee (UCC)			4/30/2025
No document changes					
Faculty Senate Steering Committee	Approved	FAC - Faculty Senate Steering Committee	Laurie Bialosky		4/30/2025
No document changes					
Faculty Senate	Pending	FAC - Faculty Senate			4/30/2025
No document changes					
Academic Affairs					
No document changes					
Board of Trustees					
No document changes					
Office of the Registrar					
No document changes					
OIPR Notified					
No document changes					

Proposal to Create the Department of Oncology

The College of Medicine is proposing to create a new Department of Oncology from the existing Division of Hematology/Oncology. This new department will elevate the division to a position of greater visibility in support of the UF Health Cancer Center's (UFHCC) National Cancer Institute designation renewal, allow for system-level integration and clinical standardization, and enable directed support and resources to flow directly to cancer-focused innovation and collaboration across the College of Medicine. This new department will serve as the clinical arm of the UFHCC, and will be the academic home for physicians, physician-scientists and investigators who have membership in the Cancer Center. Though the main members of the department will initially come from the Division of Hematology/Oncology, it is anticipated that other faculty may want to be part of this integrated system-level department to capitalize on the shared resources, the collaborative opportunities for research and education, and because they value an integrated approach to disease management. The department would be able to invite new faculty to be either permanent/full members or could offer secondary appointments to faculty who want to be part of a big vision for integrated cancer care, research and education.

The current Division of Hematology/Oncology is one of 12 divisions within the Department of Medicine. The division has 35 faculty members who treat a range of cancers and blood disorders in three main areas: benign hematology, hematological malignancies and bone marrow transplantation, and medical oncology. The division is closely affiliated with the UF Health Cancer Center, which is the only National Cancer Institute (NCI)-designated Cancer Center at a public academic health center in the State of Florida.

Creating a new Department of Oncology achieves several important objectives.

1. The UFHCC will be applying to renew its NCI designation in 2026. This requires the center to demonstrate continued efforts for greater organizational and clinical alignment since its original designation in 2023. It also requires that the College of Medicine and hospital demonstrate concrete and tangible investments into the cancer programs. Creating a Department of Oncology demonstrates our very strong institutional commitment to cancer care and research that is not only critical to the success of the UFHCC renewal application, but also crucial for the patients in our communities.
2. Creating a new department will enhance our ability to recruit top talent to the University of Florida. The Division of Hematology/Oncology is currently led by an interim division chief, Dr. Nicole Iovine, an infectious disease specialist. Dr. Iovine has provided indispensable leadership for almost a year, but it is essential that we recruit a cancer specialist into a permanent and prominent leadership position. Creating a department will allow the college to do just that. At many institutions, medical oncology is a division rather than a department, thus the opportunity to serve as chair of a newly formed department will be a significant draw for top faculty currently serving as chiefs of oncology divisions. The department structure will also provide the ability to promote current faculty or recruit new faculty to vice chair and other leadership roles. Recruiting this type of talent to lead in all our mission areas will enhance our reputation and our ability to recruit physicians, scientists and educators at all levels. It is envisioned that the leadership of this new department will lead the health system clinical cancer strategy.

3. Elevating the division to a department will create administrative parity with the only other department that is focused on the treatment of cancer patients, the Department of Radiation Oncology. The Department of Radiation Oncology has a comparable number of faculty to the Division of Hematology/Oncology but has greater administrative, budgetary, and personnel resources because of its status as a department. We expect there to be synergies, efficiencies and close collaboration between the two departments, as they are quite often treating the same patients in the same timeframe with very synergistic therapeutic approaches. With a seat at the college's leadership table, the Department of Oncology will, appropriately, have more strategic input into the direction of cancer care than they currently have as a division.
4. The new department will also provide more treatment options for patients. Cancer is the second leading cause of death for Floridians and our state has the second highest cancer burden in the nation. The 23-county area the UFHCC serves in North Central Florida has a greater share of older adults —those at the highest risk of developing cancer — than the rest of Florida. At present, the College of Medicine—Jacksonville is reliant on an external contracted provider for much of its cancer care. Creating a Department of Oncology will enable the faculty from both Gainesville and Jacksonville to work together to expand our faculty on both campuses, and beyond. Because this department will have system-level impact, it will lead our cancer strategic planning for expansion of clinical care across the region. The leadership of this department is expected to be the strategic partner for determining all cancer services with our UF Health Corporation in partnership with the UFHCC. Expanding our clinical cancer care specialists in Jacksonville and our other markets will help us connect patients to the advanced technology and specialized care available in Gainesville. This will also improve care coordination for patients needing subspecialty services such as bone marrow transplantation, cellular therapy or other advanced therapeutic interventions.

The department will not encompass pediatric oncology, gynecological oncology, or surgical oncology, as primary appointments. Those specialties are already appropriately covered in the departments of pediatrics, OB-GYN, and surgery, respectively. However, the new department will provide the opportunity for secondary appointments for faculty within these specialties, as well as others such as palliative care, psychology, and others, for even greater alignments across this continuum.

The college will offset the financial burden of creating a new department by looking for opportunities to share resources between the newly formed Department of Oncology and other existing departments that have a footprint in cancer care and by utilizing some current divisional staff resources. The college has been engaged in an operational efficiency project for well over two years and has been moving toward a model of shared staff positions across departments when it makes financial and operational sense. We anticipate natural opportunities to share resources thereby optimizing the financial landscape.

It is important to note that this new department was originally conceived as a synergistic merger of the Department of Radiation Oncology with the Division of Hematology/Oncology that would form the foundation of a system-wide strategy for cancer care and research. The reasoning for this merger included (1) the larger size of the combined faculty would hold a significant weight at the college and system levels; (2) the synergies with a substantially overlapping clinical mission and research interests

would make sharing resources very efficient, (3) having both groups exist within the same budgetary unit and academic unit would allow for enhanced system level resources to be garnered and (4) the ability for the two groups to significantly direct and influence the strategy and direction of cancer care, research and education across all of our markets would have been incredibly strong as a unified and cohesive team. However, this proposal to combine the cancer care departments into one system-level, unified group was not supported by the Department of Radiation Oncology faculty, as indicated by an overwhelmingly negative vote.

The Dean of the College of Medicine is committed to ensuring that faculty voices are heard and given the appropriate weight in decision making. While the original vision for a unified system-level integrated cancer care department is not possible at this time, the urgency of both the need to recruit a clinical cancer leader and the UFHCC renewal application for NCI-designation necessitates creating a Department of Oncology. Given that it could take nine months or more to recruit a leader for the new department, the college must move forward with creating a department that is fully supported by its faculty members. The Division of Hematology/Oncology faculty voted overwhelmingly in favor of creating a new department through an anonymous survey. The faculty voted 25 in favor, 3 opposed. (Seven faculty members did not participate in the survey.) We are confident that the leaders we recruit to lead cancer care in this new department will build collaborations with the Department of Radiation Oncology and continue any existing cross fertilization in research and education.

Dr. Jennifer Hunt, Interim Dean of the College of Medicine, has discussed the concept of the new department in a variety of settings including face-to-face and zoom meetings with the faculty of the Division of Hematology/Oncology, with the Chairs of the College of Medicine, with system leadership for UF Health Corporation and with leadership and faculty from other departments that take care of cancer patients.

Dr. Hunt initially led a brainstorming session with key stakeholders and leaders to design the integrated cancer department and subsequently presented the concept at both UF Health and college leadership meetings. Individual conversations were held to ensure support of UF Health President Stephen Motew, Department of Medicine Chair Jamie Conti, UFHCC Director Jonathan Licht, and Shands COO Traci d'Auguste, among many others. Dr. Hunt worked closely with Dr. Jamie Conti; Ms. Kelly Batista, UF Health Executive Administrator for Cancer Services; Dr. Nicole Iovine, Interim Division Chief for Hematology/Oncology; Dr. Kate Hitchcock, Interim Co-Chair of the Department of Radiation Oncology; Dr. Nancy Mendenhall, Director of the UF Health Proton Therapy Institute and Interim Co-Chair of the Department of Radiation Oncology; and Dr. Kristin Heath, Executive Director of the UF Health Proton Therapy Institute to develop the plan for this new department in a manner that serves the needs of all the impacted faculty. This proposal is a result of all these collaborative discussions between college and hospital leaders and administrators, with modifications to reflect the wishes of the Department of Radiation Oncology and it reflects the collective desire of those engaged in clinical oncology to provide the greatest opportunity for our faculty and the best care for our patients.

Form 1

Format and Guidelines for Institutes/Centers


Center for Advanced Pain Therapeutics & Research (CAPToR)

April 1, 2025

The submission and signing of a proposal to initiate a State of Florida institute/center or the establishment of a University institute/center constitutes a commitment by the university(ies) to ensure that the institute/center's activities support the stated mission(s) and goals of the institution(s).

University of Florida

University Submitting Proposal


Kent Fuchs, PhD
Interim President

$$\underline{3 \overline{) 25} 25}$$

Date _____

Joseph Glover

3/14/2025 | 8:07 PM EDT

Joseph Glover, PhD
Interim Provost

Date _____

University of Florida (UF) Center

Type of Institute/Center

Date _____

April 1, 2025

Proposed Implementation Date

David P. Norton
David P. Norton, PhD
Vice President for Res

3/13/2025 | 11:05 AM EDT

Date _____

Vice President for Research

26

Associated Discipline (2-digit CIP)

Jennifer Hunt 3/
Jennifer Hunt, MD, M.Ed.
Interim Dean, College of Medicine

3/11/2025 | 5:27 PM EDT

Date _____

Interim Dean, College of Medicine

Rajesh Khanna

3/11/2025 | 3:34 PM EDT

Proposed Institute/Center Director

Date _____

Rajesh Khanna, PhD

Chil 46m

3/13/2025 | 11:13 AM EDT

Vice President and Chief Financial Officer (as appropriate)

Date _____

Other President(s)/Administrator(s)
(as appropriate)

Date _____

Form 1a

For UF Internal Use Only

Indirect Cost Return for Proposed Center

The indirect cost return for a center in a college is subtracted from that received by the college. This is because all indirect costs are now returned to the colleges, minus costs of running central programs. This form is to establish what percentage (7.5% maximum), if any, the proposed center or institute will receive in indirect cost return.

INDIRECT COST ASSIGNMENT


Date: March 3, 2025

Institute or Center Name: **Center for Advanced Pain Therapeutics and Research (CAPToR)**

College: College of Medicine

Indirect Cost Return: YES ☒ X % Return (max 7.5%) 7.5 %
NO ☐

Dean's Agreement:
(Use separate form for each college)


Dean's signature

EDC/cl

Form 3

I/C Code:		I/C Name: Center for Advanced Pain Therapeutics and Research (CAPToR)				
Prepared By: Marah Berry		Date: March 3 2025	Telephone: 352 294 5339			

Estimated Expenditures for the Institute/Center		FISCAL YEAR: 2025-2026				
		Budgetary Unit:* UF-HSC				
		SUS Appropriated Funds	Contracts and Grants	Fees for Services	Private & Other (Specify)	Total
Salaries & Benefits	Faculty, TEAMS, & USPS		104,058			104,058
Other Personal Services	Housestaff					
	Graduate Assistants					
	Other					
Expenses			30,000			30,000
Operating Capital Outlay						
Total Expenditures			134,058			134,058

Positions and Rate	SUS Appropriated Funds	Contracts and Grants	Fees for Services	Private & Other (Specify)	Total
Faculty Positions (FTE in Personyears)		0.10			0.10
TEAMS and USPS Positions (FTE in Personyears)		0.40			0.40
Total Positions (FTE in Personyears)		0.50			0.50
Sum of Salary Rates for These <u>Faculty</u> Positions		80,000			80,000
Sum of Salary Rates for These <u>TEAMS and USPS</u> Positions		24,058			24,058
Sum of Salary Rates for <u>Faculty, TEAMS, and USPS</u> Positions		104,058			104,058

* Budgetary Unit: Specify E&G, IFAS, or UF-HSC

Projected Space Requirements (in square feet)

Projected Space Required by Source	Office	Laboratory	Conference Rooms	Other
From Existing Inventory		800		
Rented				
New Construction				

**Center for Advanced Pain Therapeutics and Research (CAPToR)
Proposal for Designation as a UF College of Medicine Center
January 2025**

Director

Rajesh Khanna, PhD

Richard and Thelma O.C. Barney Term Professor, Department of Pharmacology & Therapeutics

Rajesh Khanna earned his PhD in Physiology from the University of Toronto, with an MSc in Pharmacology and a BSc in Toxicology. After postdoctoral fellowships at UCLA and the Toronto Western Research Institute, he joined IUPUI's Department of Pharmacology and Toxicology, focusing on pain chronification mechanisms. In 2013, he moved to the University of Arizona, founding Regulonix LLC based on his lab's discoveries. He was named a Senior Member of the National Academy of Inventors in 2019. Dr. Khanna's contributions as an educator and mentor were recognized with several awards, including the Outstanding UBRP Faculty Mentor in 2016 and the College of Medicine Faculty Mentoring Award in 2018 and 2021. In 2022, he was recruited to NYU College of Dentistry to direct a basic science laboratory and the NYU Pain Research Center, focusing on the neurobiology of pain chronification. In 2024, he transitioned to the University of Florida to direct a preclinical pain center at UF. He was recently selected to be a member of the Interagency Pain Research Coordinating Committee (IPRCC), a Federal advisory committee created by the Department of Health and Human Services to enhance pain research efforts and promote collaboration across the government, with the ultimate goals of advancing the fundamental understanding of pain and improving pain-related treatment strategies. He was also elected to the Board of Directors of the United States Association for the Study of Pain (USASP).

Executive Summary and Vision

We propose creating a new College of Medicine center focused on the development of novel classes of non-addictive pain therapeutics to all scientific disciplines, including pharmacology, medicine, and other fields that focus on drug discovery, treatment, and education. The burden of pain and addiction in Florida is significant and growing. The state has been heavily impacted by the opioid crisis, with thousands of deaths from opioid overdoses each year. In 2022, nearly 8,000 Floridians died from drug overdoses, primarily driven by opioids. The opioid crisis has also led to increased use of synthetic drugs, complicating treatment efforts. Chronic pain is another major issue, affecting a large portion of the population. Pain management specialists in Florida treat patients with chronic, sometimes disabling pain, using a variety of treatments including medications, nerve blocks, and therapy referrals. Despite the availability of these treatments, many patients still struggle to find effective pain relief. Given these challenges, there is a clear need for a new pain center on the Florida campus. Such a center could provide innovative new treatments for advanced, individualized pain management helping to address the significant unmet needs in the state. The Center for Advanced Pain Therapeutics and Research (CAPToR) will focus exclusively on preclinical and translational work, aligning closely with the research and educational missions of the University of Florida. CAPToR will:

- **Facilitate interdisciplinary collaboration:** CAPToR will work across colleges and campuses, including UF Scripps, to bolster the therapeutic infrastructure within UF. This interdisciplinary approach will accelerate drug discovery for treating pain with non-addictive pain relievers. Semi-annual town halls will be organized to ensure strategic planning, alignment of energies, and to take full advantage of all resources.
- **Enhance teaching and research functions:** CAPToR seeks to educate, train, and align next-generation leaders in the research, treatment, and development of novel classes of non-addictive pain therapeutics. CAPToR will provide valuable educational opportunities to all levels of UF trainees, from undergraduate students to postgraduates seeking continuing education. The

initiative will also enhance the university's research functions by creating an environment where preclinical and translational pain researchers can compete at greater levels than before. The CAPToR also has embedded milestones that include the acquisition of major funding sources such as an NIH program project grant and a state line to support the CAPToR Director's and administrator's salaries.

- **Foster external funding opportunities:** The CAPToR will grow the federal, private, and industry funding portfolio of UF. This will include industry contracts, researcher-initiated grants, and major program project grants. The CAPToR also anticipates securing revenue through tech licensing from new drugs and therapeutic strategies. Low-hanging fruit that will be ripe for picking post-program include massive increases in research funding from federal agencies (NIH, DOD, ARPA-H). Federal support for pain research has grown in recent years, and the CAPToR will take full advantage of these opportunities.

The CAPToR will address gaps that existing departments, colleges, and centers are unable to fill. The alternative to the CAPToR, gradual hiring of faculty in the preclinical pain community at UF, would not provide the necessary momentum to obtain major federal (PPG) and industry contracts as compared to cluster hires leveraged by the creation of the CAPToR. The CAPToR will also provide a leader to galvanize resources and talent in order to align energies to propel therapeutic discovery.

The CAPToR will be the only preclinical and translational center in Florida that will offer comprehensive **development of novel classes of non-addictive pain therapeutics** to all scientific disciplines, including **pharmacology, medicine, and other fields that focus on drug discovery, treatment, and education**. This new center will be a beacon of excellence whereby others will be inspired to emulate best practices in the development and later commercialization of novel small molecule and biological therapeutics.

As detailed in this document, the CAPToR will be different from other existing centers at UF. For example, the Pain Research and Intervention Center of Excellence (PRICE) at UF is a multi-college center dedicated to advancing the understanding and treatment of pain. PRICE serves as a professional hub for UF scientists, clinicians, and trainees, fostering a collaborative environment for pain research and education. PRICE is affiliated with the UF Clinical and Translational Science Institute (CTSI) and receives strong support from the UF Institute on Aging and the UF Health Cancer Center. The center provides resources and services to facilitate clinical and translational pain research, including protocol development assistance, participant recruitment, and pain assessment data collection through the Pain Clinical Research Unit. The center's mission is to reduce pain-related suffering throughout Florida and the nation by excelling in pain research, treatment, and education. Another example is the Center for Addiction Research & Education (CARE) at UF which is dedicated to advancing addiction science and addressing the significant threat that addiction and related disorders pose to individuals, families, and communities. Established in 1983, CARE facilitates collaborative research across various programs to develop more effective prevention, intervention, and recovery strategies. CARE is supported by the McKnight Brain Institute, the Department of Psychiatry, the Department of Pharmacodynamics, and the College of Liberal Arts and Sciences. The center's mission is to further addiction science through innovative research, education, and community outreach, ultimately aiming to reduce the burden of addiction and improve public health.

Why is UF uniquely positioned to launch a successful CAPToR center?

UF is uniquely positioned to successfully launch the CAPToR due to several key factors:

- **Interdisciplinary Infrastructure:** The CAPToR initiative will leverage UF's existing network across colleges and campuses, including UF Scripps, to accelerate drug discovery for pain

therapeutics. It aims to integrate current UF faculty and researchers to foster collaboration and strategic planning

- **Educational Reach:** UF can provide educational opportunities across all levels, from undergraduate to postgraduate, training future leaders in pain therapeutics.
- **Financial Prospects:** The CAPToR is projected to grow UF's funding portfolio through industry contracts, grants, and tech licensing. It has a plan for self-sustainability by year 4-5 and aims to capitalize on increased federal funding for relevant research.
- **Addressing a Critical Need:** The CAPToR directly addresses the opioid crisis and chronic pain, which are significant public health issues. By focusing on non-addictive pain relievers and addiction therapeutics, the CAPToR can fill critical gaps.
- **Leadership:** The CAPToR will have a dedicated leader to align resources and drive therapeutic discovery. The director has already met with leaders across UF.
- **Unique Center:** The CAPToR will be the only preclinical and translational center in Florida offering comprehensive development of non-addictive pain therapeutics, serving various scientific disciplines. The center aims to achieve its mission by fostering strong collaboration across diverse research disciplines, providing essential infrastructure support, nurturing the development of trainees, and aiding in the recruitment of new faculty experts in neuroscience of pain, aging and cancer biology, structural biology, computer-aided drug discovery, medicinal chemistry, and pharmacology – through collaborations between the various colleges at UF. At the heart of the CAPToR's efforts will be a focus on target identification and validation, assay development, virtual and high-throughput screening, and optimizing drug candidates, all supported by cutting-edge artificial intelligence and advanced medicinal chemistry techniques. CAPToR will actively build strong, collaborative partnerships with the Scripps Research Institute to support and advance many of these initiatives. By leveraging Scripps' renowned expertise in biomedical research and drug discovery, we aim to enhance our capabilities in areas such as aging and cancer biology, structural biology, and medicinal chemistry. These relationships will foster a dynamic exchange of knowledge and resources, enabling joint research efforts, shared access to state-of-the-art facilities, and the opportunity to collaborate on groundbreaking projects. Together, we will accelerate innovation and strengthen our collective impact in the pursuit of scientific and therapeutic advancements for pain.

In summary, UF's resources, educational reach, financial opportunities, focus on addressing a critical need, leadership plans, and unique core facility position it well to launch a successful CAPToR center

Why Now?

The CAPToR is urgently needed due to several factors:

- A growing public health crisis exists with increasing rates of chronic pain and substance abuse, particularly the opioid crisis in Florida. The public health crisis in Florida is indeed growing, with increasing rates of chronic pain and substance abuse, particularly related to opioids. In 2023, 24.3% of U.S. adults reported chronic pain, with 8.5% experiencing high-impact chronic pain that frequently limits life or work activities. Florida has been significantly impacted by the opioid crisis, with nearly 8,000 drug overdose deaths in 2022, primarily driven by opioids. Additionally, the state recorded over 102,000 emergency medical service responses to overdoses in 2023. To address this critical need, the Pain Research and Intervention Center of Excellence (CAPToR) will focus on developing non-addictive pain relievers and addiction therapeutics. Recent advancements, such as the FDA approval of suzetrigine, a new non-opioid pain medication, highlight the potential for effective pain management without the risk of addiction.
- Increased federal funding for pain and addiction research creates an opportunity for the CAPToR to secure significant financial support through grants and contracts. The CAPToR aims to become self-sustaining within four to five years.

- The CAPToR offers a unique opportunity for leadership by galvanizing resources and talent to propel therapeutic discovery.
- Current approaches are insufficient, and the CAPToR will offer a more impactful strategy to obtain major federal and industry contracts with its cluster hiring model and dedicated leadership.
- UF is ready to address this challenge due to its existing infrastructure and interdisciplinary approach. UF also has the capacity to educate future leaders in this field.
- The CAPToR will have the potential for transformative impact, aiming to be a beacon of excellence in therapeutic development using network pharmacology, molecular docking, molecular dynamics, in-vitro and ex-vivo studies. It will be the only center of its kind in Florida offering comprehensive development of mechanism-based, non-addictive pain therapeutics.

In short, the combination of public health needs, funding opportunities, and UF's readiness makes the launch of the CAPToR timely and crucial.

Mission (120-word limit for form submission)

The CAPToR mission is to lead the development of novel, non-addictive pain therapeutics to combat the growing public health crisis of chronic pain. The CAPToR will leverage the University of Florida's interdisciplinary infrastructure to accelerate drug discovery. By educating the next generation of leaders and securing substantial funding through grants and industry contracts, the CAPToR aims to be self-sustaining within five years. This unique cross-cutting center in Florida will serve all scientific disciplines and will become a beacon of excellence in therapeutic innovation, inspiring others to follow best practices.

Additionally, the center will advance the field by developing innovative methods, techniques, and fostering research collaborations.

History

There is an urgent and critical need for preclinical research on pain therapeutics. Only through a mechanism-based understanding can we develop innovative and effective new pain treatments. The future of pain relief hinges on this essential research.

The foundation upon which the CAPToR will be built:

- Existing UF Infrastructure: The CAPToR is designed to work across colleges and campuses, including UF Scripps, to bolster the therapeutic infrastructure within UF. This suggests that prior research and collaborations within these departments and colleges laid the groundwork for the center's establishment. The initiative seeks to include current UF faculty and researchers, indicating a desire to build upon existing expertise.
- Prevalence of Chronic Pain: Chronic pain continues to grow as the human population grows and ages. This highlights the need for therapeutic advancements in pain management.
- Focus on Preclinical Pain Research: There is a foundation of existing preclinical work at UF in this area. The CAPToR will enable preclinical and translational pain researchers at UF to compete at even greater levels than before.
- Need for a More Unified Approach: Gradual hiring of faculty will not provide the necessary momentum to obtain major federal and industry contracts. This indicates a recognition that a more unified, collaborative approach is needed to propel therapeutic discovery, implying that prior research and initiatives may have been more fragmented or less impactful than desired.

In summary, the CAPToR is built upon a foundation of existing infrastructure, research in preclinical pain, recognition of a critical need based on the growing prevalence of chronic pain, and a desire for a more unified, impactful approach. The CAPToR is designed to build upon and unify existing efforts at UF in order to become a leading force in the development of novel pain therapeutics.

Goals

Research Goals

The CAPToR seeks to advance the science of chronic pain by innovating in methodology, instrumentation, and applications. As a statewide center for preclinical and translational pain science, the center will gain national and international visibility for UF in this rapidly growing field.

We plan to implement the following studies to bring together various the CAPToR faculty for collaborative studies and grant applications:

1. **Targeting Nav1.7 for the Treatment of Parkinson's Disease-Associated Pain:** Pain is an underexplored and debilitating non-motor symptom of Parkinson's Disease (PD), affecting up to 85% of patients and significantly impairing quality of life¹. Despite its high prevalence, the origins of PD-related pain remain poorly understood, and current treatments are often inadequate, leaving patients with few effective options. The Khanna Laboratory at the University of Florida College of Medicine has uncovered compelling evidence suggesting, that PD-related pain originates from the peripheral nervous system. Our work identifies the voltage-gated sodium channel Nav1.7 as a key mediator in this process. Nav1.7, a channel highly expressed in sensory neurons, has been extensively studied in other chronic pain conditions, yet its role in PD-associated pain remains largely unexplored. Epidemiological studies link Nav1.7 variants to increased pain risk in PD patients, providing further support for its involvement. Additionally, safinamide, an FDA-approved monoamine oxidase (MAO)-B inhibitor prescribed as an adjunct to L-DOPA in PD, has been shown to significantly reduce pain in PD patients through its sodium channel inhibitory effects. Building on these findings, our laboratory has found increased Nav1.7 expression and function in sensory neurons from a 6-hydroxydopamine (6-OHDA) mouse model of PD. Furthermore, our laboratory has developed a novel compound, C194, which indirectly inhibits Nav1.7. Unlike direct sodium channel blockers, C194 avoids the adverse side effects typically associated with these therapies and has demonstrated efficacy across multiple preclinical pain models in mice, rats, and cats. The compound's therapeutic promise has been nationally recognized, with C194 selected by the National Center for Advancing Translational Sciences as one of only three compounds for further refinement as a next-generation analgesic poised for clinical application. Remarkably, our studies indicate that pharmacological inhibition of Nav1.7 with C194 abolishes both the electrophysiological markers of peripheral neuronal hyperexcitability and behavioral indices of pain in PD mice. We will be applying for a \$12M grant from the Aligning Science Across Parkinson's (ASAP). This proposal will bring together investigators from the Fixel, MBI, and the COM at UF.
2. **Targeting the RNA-binding protein ZFP36L1 to regulate HSP70 to block osteoarthritis-induced pain.** Heat shock protein 70 (HSP70), zinc finger protein 36-like 1 (ZFP36L1), and voltage-gated sodium channel Nav1.7 are critical components in the pathology and potential treatment of osteoarthritis (OA). HSP70 is a chaperone protein that protects cells from stress by reducing inflammation and preventing apoptosis (cell death) in chondrocytes, the cells found in cartilage. Overexpression of HSP70 in joint tissues has demonstrated protective effects against OA by inhibiting the death of these crucial cells. ZFP36L1, an RNA-binding protein, regulates the stability of specific mRNAs and is notably upregulated in OA-affected chondrocytes and cartilage. This protein modulates the expression of HSP70, thereby aiding in the prevention of chondrocyte apoptosis. Interestingly, knocking down ZFP36L1 can lead to increased levels of HSP70, providing additional protection against OA. Nav1.7, a voltage-gated sodium channel, is integral to pain signaling and is expressed in both chondrocytes and dorsal root ganglia neurons. This channel not only contributes to joint damage but also amplifies pain in OA. However, studies have shown that blocking Nav1.7 can significantly reduce both joint damage and pain in OA models. Understanding the complex interactions between HSP70, ZFP36L1, and Nav1.7 is crucial for developing effective strategies to manage OA pain and slow disease progression. This project will be submitted as a multi-

- PI R01 or a P01 to the NIH through a collaboration between the Khanna, Kyle Allen (Engineering) and Eli Chapman (Scripps, Jupiter) labs across the UF campus.
3. **A peptidomimetic modulator of the Cav2.2 N-type calcium channel for chronic pain.** Effective treatment of high-impact pain patients is a major goal of the National Pain Strategy. The misuse of and addiction to opioids—including prescription pain relievers, heroin, and synthetic opioids such as fentanyl—is a serious national crisis that affects public health as well as social and economic welfare. Identification of new targets and mechanisms underlying neuropathic pain is critical to developing new non-opioid and non-addictive medications for better neuropathic pain management. Our proposal leverages a unique finding originating from the laboratory of Dr. Rajesh Khanna (Director, the Pain Research and Integrated Neuroscience Center (CAPToR), University of Florida College of Medicine) demonstrating that peripheral nerve injury-induced upregulation of an axonal guidance phosphoprotein collapsin response mediator protein 2 (CRMP2) and the N-type voltage-gated calcium channel (CaV2.2) correlate with the development of neuropathic pain. CaV2.2 is a genetically and pharmacologically validated, clinically relevant pain target and both direct block (e.g., with Prialt®/Ziconotide) and indirect modulation (e.g., with gabapentinoids such as Gabapentin) mitigate chronic pain. However, these approaches are encumbered by side effects and abuse liability. The Khanna lab discovered that CRMP2 targets CaV2.2 to the sensory neuron membrane and we discovered a CRMP2-derived peptide that uncouples the CRMP2–CaV2.2 interaction to inhibit calcium influx, transmitter release and pain. We recently applied a molecular dynamics approach to identify the anchoring CaV2.2 motif in this peptide which we used in a pharmacophore screen against 27 million compounds. 77 hits were assessed in primary validation and orthogonal assays, and one was found to recapitulate the biochemical and behavioral effects of the parent peptide. This compound, CBD3063, uncoupled CaV2.2 from CRMP2, reduced membrane CaV2.2 expression and Ca²⁺ currents, decreased neurotransmission, reduced fiber photometry-based calcium responses in response to mechanical stimulation, and reversed neuropathic and inflammatory pain across sexes in two different species without changes in sensory, sedative, depressive, or cognitive behaviors. Thus, CBD3063, is a selective, first-in-class, CRMP2- based peptidomimetic small molecule, which allosterically regulates CaV2.2 to achieve analgesia and pain relief without negative side effect profiles which could potentially be a more effective alternative to Gabapentin for pain relief. A provisional Application (No. 63/524,386, filed June 30, 2023) has been filed, however, CBD3063 is commercially sourced with moderate in vitro potency. In work with NIH scientists through the Pain Therapeutics Development Program (PTDP), our objective is to optimize CBD3063 analogs to develop novel IP with improved in vitro potency, ADME and PK/PD characteristics, while retaining specificity for the CRMP2–CaV2.2 pathway and analgesic properties. This project is directly related to the NIH HEAL initiative as it would result in the discovery of non-opioid leads for chronic pain. Partnering with the NIH PTDP will fast-track this discovery towards IND-enablement and onwards to the clinical doorstep. This is a \$20 million grant to the NIH to accelerate development of pain compounds.
 4. **New screening pain therapeutic platforms.** A major challenge in analgesic drug discovery is the limited ability to translate preclinical findings into successful human clinical outcomes. Traditional rodent models, despite being widely used, often fail to accurately predict human responses. On the other hand, human primary tissues present their own set of issues, including scarcity, technical complexities, and ethical considerations. Recent advances have highlighted human induced pluripotent stem cell (hiPSC)-derived nociceptors as a promising alternative. However, existing differentiation protocols often produce cells with inconsistent and physiologically questionable characteristics. To overcome these hurdles, CAPToR will develop high-content screening (HCS) platforms that utilize hiPSC-derived nociceptors (in collaboration with Dr. Russ Holger) cultured on

multi-well micro-electrode arrays (MEAs). This platform will provide a more reliable and physiologically relevant model for pain research, enhancing the translation of preclinical findings to veterinary and human clinical applications.

The above examples highlight the targets and funding opportunities we will pursue, demonstrating the CAPToR's ability to unite the pain research community at UF around a shared vision of developing therapeutics for pain.

Clinical Goals

The center's focus on the preclinical side of the pain and we hope to develop collaboration with the PRICE, CARE and other centers doing clinical pain research. Collaborating with healthcare professionals and institutions, we will integrate mechanism-based transformative research into clinical workflows to ultimately positively impact patient outcomes.

A unique CAPToR goal is to transform pain management in veterinary medicine by pioneering innovative drug discovery tailored to the needs of animals. In collaboration with the College of Veterinary Medicine, CAPToR will aim to develop novel pain therapeutics for pets, farm animals, horses, and other animals, addressing the urgent need for safe, effective, and targeted pain relief options across a wide range of species.

By combining expertise in veterinary science, pharmacology, and preclinical pain research, we will focus on creating advanced pain management solutions that are specifically designed for the unique physiology and pain mechanisms of animals. Our partnership with veterinary professionals will drive the development of therapies that improve the quality of life for animals suffering from chronic pain, injury, or surgery.

Through this specialized focus, we aim to enhance animal welfare by providing better, more effective pain relief, while advancing the field of veterinary pharmacology. By translating cutting-edge research into practical, real-world treatments, we will offer veterinarians and animal care providers the tools they need to manage pain in a wide range of animals, from companion pets to livestock and horses, ensuring optimal care for animals in every stage of life.

Education Goals

The center will play a pivotal role in education and workforce development at UF, across the southeast, and internationally. Key initiatives include:

- Hosting lecture series, conferences, and workshops
- Providing hands-on training in electrophysiology, RNA-scope, behavioral assays (reflexive, operant)
- Partnering with academic departments to contribute to graduate and professional education programs including but not limited to, the theory behind pain origin and signaling, the neuroscience of pain, and the drug discovery of pain.
- Partnering with Scripps for advanced technologies such as high-throughput screening, in vivo models, artificial intelligence-driven drug discovery, and state-of-the-art pharmacology to better understand the complex mechanisms of pain and how to address them.
- We will work closely with industry leaders, academic partners, and clinical collaborators to translate our preclinical findings into viable therapeutic solutions. By fostering a collaborative and multidisciplinary environment, we strive to bridge the gap between basic research and clinical applications, ultimately accelerating the discovery of novel pain therapeutics. Our mission is to ensure that our discoveries not only advance the scientific understanding of pain but

also improve the lives of patients, enhancing quality of life through the development of safe, effective, and targeted pain treatments.

Service Goals

The CAPToR is dedicated to:

Development of Training Grants and honing trainee skills – the CAPToR is committed to:

- **Mentorship:** We pair you with experienced mentors who provide personalized guidance, helping you navigate the complexities of research and career development.
- **Cutting-Edge Facilities:** Gain access to state-of-the-art laboratories and equipment, enabling you to conduct high-quality research and stay at the forefront of scientific advancements.
- **Collaborative Opportunities:** Engage with scientists across diverse fields through interdisciplinary projects and networking events, fostering a collaborative research environment.
- **Skill Development:** Participate in workshops and training sessions that enhance trainee research skills, from experimental design to data analysis and scientific writing.
- **Funding Support:** Receive assistance in pilot research grants and fellowships, with resources and advice on crafting competitive applications.
- **Translational Research:** Learn how to translate basic science discoveries into clinical applications, bridging the gap between laboratory research and patient care. By leveraging cutting-edge technologies in high-throughput screening, artificial intelligence-driven drug discovery, and preclinical pain models, CAPToR will identify and prioritize non-opioid targets with high therapeutic potential. CAPToR's pipeline will focus on discovering alternative pathways and mechanisms for pain modulation, ranging from ion channel modulation to immune system interactions and neuroinflammation.

By integrating these elements, the CAPToR will empower trainees to excel in pain research and make significant contributions to the field.

Supporting UF faculty, external researchers, industry partners:

- **Support for UF Faculty:**
 - **Research Collaboration:** Facilitate interdisciplinary research collaborations among UF faculty to advance pain research.
 - **Funding Opportunities:** Provide assistance in identifying and securing funding for pain research projects.
 - **Training and Development:** Offer workshops, seminars, and training programs to enhance research skills and knowledge in pain management.
 - **Resource Access:** Ensure faculty have access to state-of-the-art facilities and equipment for conducting high-quality research available in the labs of our faculty across campus.
 - **Mentorship Programs:** Establish mentorship programs to support early-career researchers and foster professional growth.
- **Support for External Researchers:**
 - **Collaborative Projects:** Encourage and support collaborative research projects with external researchers to broaden the scope of pain research at UF.
 - **Data Sharing:** Promote data sharing and collaborative analysis to enhance the impact of research findings.
 - **Visiting Scholar Programs:** Develop programs for visiting scholars to engage with UF researchers and utilize the CAPToR resources.
 - **Networking Opportunities:** Organize conferences, symposiums, and networking events to connect external researchers with UF faculty and industry partners.

- **Grant Support:** Assist external researchers in applying for grants and funding opportunities through collaborative proposals.
- **Support for Industry Partners:**
 - **Innovative Research:** Partner with industry to conduct cutting-edge research on non-addictive pain therapeutics.
 - **Technology Transfer:** Support the commercialization of research findings through technology transfer and intellectual property management by working with UF Innovate and the COM office of Innovation and Entrepreneurship.
 - **Advisory Services:** Provide expert advisory services to industry partners on pain research and development strategies.
 - **Collaborative Development:** Foster collaborative development projects that leverage the strengths of both academic and industry partners to address critical pain management needs.

By achieving these goals, the CAPToR aims to create a robust ecosystem for pain research, fostering innovation and collaboration across academia, industry, and the broader research community.

Expanding community engagement and outreach

- **Community Education and Awareness:**
 - **Public Workshops and Seminars:** Host workshops and seminars to educate the community about pain management, prevention, and the latest research developments.
 - **Pain Awareness Campaigns:** Launch awareness campaigns to inform the public about chronic pain conditions, treatment options, and the importance of research.
 - **Educational Materials:** Develop and distribute brochures, videos, and online resources to provide accessible information on pain management and research.
- **Collaborative Partnerships:**
 - **Schools and Universities:** Collaborate with educational institutions to promote pain research and encourage students to pursue careers in this field.
 - **Non-Profit Organizations:** Work with non-profit organizations to support community initiatives focused on awareness of pain research and pain management prevention.
- **Outreach Programs:**
 - **Community Research Projects:** Engage the community in research projects to gather data on pain prevalence and treatment outcomes, fostering a sense of involvement and contribution.
 - **Volunteer Programs:** Create volunteer opportunities for community members to support the center's activities and outreach efforts.
- **Digital Engagement:**
 - **Social Media Campaigns:** Utilize social media platforms to share information, success stories, and updates on research progress, engaging a broader audience.
 - **Webinars and Online Forums:** Host webinars and online forums to connect with the community, answer questions, and provide expert advice on pain management.

By achieving these goals, the CAPToR will foster a strong connection with the community and enhance public understanding of pain research.

Over the past year, we have supported >5 projects/researchers, demonstrating a strong demand for these services.

Administrative Structure and Governance

Center Organization and Reporting Structure

Director: Rajesh Khanna, PhD (Director, the CAPToR). As the overall scientific and administrative leader, Dr. Khanna will manage the center's daily operations, ensuring goals are met and activities are

supervised. He will submit budgetary, operational, and External Review Committee reports to the Dean on a regular basis. Additionally, he will liaise with faculty, university administrators, and external constituents to ensure all agreements are fulfilled.

Program Manager: Nia Dufael (0.4 FTE), Administrative assistant

- **Administrative Support:** duties will be to serve as a liaison between the Director and the CAPToR activities. Responsibilities include coordinating speaker invitations and visit arrangements, managing the "CAPToRely Pain Seminar Series," overseeing social media and public relations efforts, and providing general accounting support for the primary CAPToR faculty.

Board/Advisory Committee:

1. **Samantha Brooks**, Associate Professor, Equine Physiology, Department of Animal Sciences, University of Florida, Gainesville.
2. **Michael Gold**, Professor of Neurobiology, University of Pittsburgh.
3. **Robert Gereau**, Vice Chair for Research; Division Chief, Washington University Pain Center; Dr. Seymour & Rose T. Brown Professor of Anesthesiology, Washington University School of Medicine, St. Louis
4. **Amol Patwardhan**, Medical Director, Multidisciplinary Pain Clinic, and the A. H. "Buddy" Giesecke, Jr., M.D. Distinguished Professor in Anesthesiology and Pain Management, UT Southwestern Medical Center, Dallas

Faculty Expected to Participate in the Center:

Ludovica Chiavaccini	Clinical Associate Professor	Comparative, Diagnostic & Population Medicine, College of Veterinary Medicine
Kirill A. Martemyanov	Professor and Chair	Neuroscience, Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology
Christopher McCurdy	Professor and Associate Dean for Faculty Development	Medicinal Chemistry, College of Pharmacy
Kyle Allen	Professor	Biomedical Engineering, Herbert Wertheim College of Engineering
Blanka Sharma	Associate Professor	Biomedical Engineering, Herbert Wertheim College of Engineering
Marcelo Febo	Associate Professor	Neuroscience, College of Medicine
Larissa Strath	Assistant Professor	Health Outcomes & Biomedical Informatics, College of Medicine
Satya Swathi Nadakuduti	Assistant Professor	Plant Pathology, College of Agricultural and Life Sciences
Xin Tang	Assistant Professor	Mechanical & Aerospace Engineering, Herbert Wertheim College of Engineering
Rajesh Khanna	Professor	Pharmacology & Therapeutics, College of Medicine
Tyler Nelson	Assistant Professor	Pharmacology & Therapeutics, College of Medicine

The listed individuals will be designated as members and will have access to all services outlined in the service goals. Additional members will be invited or recruited as needed. Members will be asked to allocate 7.5% of indirect cost returns to support the expenses of shared core services provided by the Center.

Faculty/Staff to be Funded:

- Nia Dufael (0.4 FTE)
- Rajesh Khanna, Director (0.1 FTE)
- Associate Director – to be named (0.2 FTE)

Plan for Recruitment of Future Users:

- PRICE faculty
- CARE faculty
- Anesthesiology and Pain Medicine Faculty
- MBI faculty

Accomplishments

Research

- The Director of the CAPToR was elected to be a member of the Interagency Pain Research Coordinating Committee (IPRCC) at the NIH
- Over the past year, the CAPToR faculty have fostered significant collaborations between the departments of pharmacology and therapeutics, the college of pharmacy, the college of veterinary medicine, and engineering. Several NIH grants have been submitted including a R01 (R. Khanna and K. Allen), a \$22 million UG3/UH3 grant (R. Khanna and A. Sharma) while others are in development (Khanna and R. Caudle, J. Neubert; R. Khanna and A. W. Bruijnzeel)
- >40 publications were published by the CAPToR faculty in 2024 alone

Service

- Number of users served: 4 labs across UF
- Significant collaborations with external organizations: Engineering, Veterinary Medicine, UF Scripps, Chemistry, Pharmacy

Education

- Will be hosting a day-long CAPToR symposium on March 31 2025 featuring:
 1. Dr. Linda Porter, Director, Office of Pain Policy and Planning, NIH
 2. Dr. Lauren Slosky, Ph.D.; Assistant Professor, University of Minnesota
 3. Dr. Shivani Ruparel, Ph.D.; Associate Professor, University of Texas, San Antonio
 4. Dr. Katelyn Sadler, Ph.D.; Assistant Professor, University of Texas, Dallas
 5. Dr. Nicole Scheff, Ph.D.; Assistant Professor, University of Pittsburgh
 6. Dr. Blanka Sharma, Ph.D.; Associate Professor, University of Florida
 7. Dr. Robert Caudle, Ph.D.; Assistant Professor, University of Florida:
 8. Dr. Claes Wahlestedt, M.D., Ph.D.; Professor, University of Miami
 9. Dr. Gregory Corder, Ph.D.; Assistant Professor, University of Pennsylvania
 10. Dr. Robert Gereau, Ph.D.; Washington University School of Medicine in St. Louis
 11. Dr. Christopher McCurdy, Ph.D., F.A.A.P.S.; Professor, University of Florida
 12. Dr. Kirill Martemyanov, Ph.D.; Professor, University of Florida Scripps Institute
 13. Dr. Elizabeth Maxwell, DVM, MS, DACVS-SA, CVPP; Assistant Professor, University of Florida
 14. Dr. Kyle Allen, Ph.D.; Associate Professor, University of Florida
 15. Dr. Roger Fillingim, Ph.D.; Professor, University of Florida
- Hosted >6 rotation students in the CAPToR labs

Clinical

- Partnered with Drs. Rene Przkora, Terrie Vasilopoulos, and Roger Fillingim to submit a PCORI grant LOI titled “RENEW: Relief & Enhanced Well-being with Light for Neuropathic Pain.”

Center Function and Activities

The center's activities will support UF's research, clinical, and educational missions by:

- Facilitating interdisciplinary research across campus
- Maintaining an outstanding core service facility focusing on providing services for electrophysiology, RNA-scope, behavioral assays (acute, inflammation, persistent/chronic pain)
- Advancing UF's reputation as a leader in preclinical pain research

Key Considerations

- Integration with other UF centers and departments
- Partnerships with UF Health and affiliated hospitals to advance discoveries from the bench to bedside
- Collaborating with UF Innovate to expedite the commercialization of laboratory discoveries
- Impact on biomedical and translational research

Center Reporting & Governance

- Recruitment and Growth Strategies

Budget

	FY25	FY26	FY27
Operating Expenses			
Salaries	\$104,058.00	\$104,780.00	\$105,523.00
Instrumentation			
Consumables			
IT Support			
Promotion and Outreach			
Travel	\$0.00	\$5,000.00	\$5,000.00
Annual Meeting	\$30,000.00	\$30,000.00	\$30,000.00
Other Expenses: Trainees		\$10,000.00	\$10,000.00
Total Operating Expenses	\$134,058.00	\$149,780.00	\$150,523.00

Beginning Balance			
UF Support	\$130,000.00	\$130,000.00	\$130,000.00
Hospital Support			
Grant Support	\$10,000.00	\$35,000.00	\$40,000.00
Other Support			
Total Revenue	\$140,000.00	\$165,000.00	\$170,000.00

Budget Justification

Administrative Staff: We request partial funding for the director's salary (admin supplement - \$80K) and 0.4 FTE of an administrative assistant.

Annual Educational Activities: We seek a budget of \$30,000 annually for hosting an annual symposium and the monthly "*CAPToRiple Pain Seminar Series*."

Trainee Awards: We request funding to support (2-3) monetary awards (totaling \$2,500) for graduate students and postdoctoral trainees participating in the symposia and to compensate individuals with federal awards to encourage their continued affiliation with UF and attract talent to the institution through these incentives.

Request for indirect cost and long-term sustainability: The University of Florida College of Medicine Dean's office initially committed \$50,000 over three years to establish and advance the center. The CAPToR members with grant portfolios will contribute to generating indirect costs. We are requesting a 7.5% return of these indirect costs to support the expenses of shared services provided to Center members.

We anticipate maintaining and expanding the current grant portfolio as the CAPToR grows. By recruiting new faculty with extramural funding and developing junior faculty to compete successfully for such funding, we expect this process to become even more effective.

Additionally, we plan to engage in active fundraising activities with local and state-wide tech businesses and the health industry. We will also work closely with the UF Foundation on this initiative. Future funding for the center will include continued philanthropic support, with indirect cost returns from research being a crucial component of sustainability.

Space and Facilities

The CAPToR is distributed across the 14 or so laboratories of the primary CAPToR investigators housed in various UF colleges, including UF Scripps. Consequently, no dedicated space is requested at the present time. As our research and footprint expands, we intend to provide core behavioral, electrophysiology, and RNA-cope services for which we will apply for space as necessary.

Request to Change the Name of a Center/Institute

Over the life of a Center or Institute the need or interest in changing the name may occur. To request such a name change, complete the information below and forward to the Provost's Office, PO Box 113175. The name change is contingent upon approval from the Provost.

Center/Institute Original Name:

Collaborative for Equity in Education

Proposed New Center/Institute Name:

Synergy Center for Educational Innovation & Collaboration

Brief Explanation for the Name Change:

I inherited the center under the name "Collaborative for Equity in Education." Given the current direction of the center, the previous name is no longer suitable. The name has been updated to reflect the center's new mission which maintains a focus on educational collaboration, but highlights the focus on developing new innovations within the field to solve a wide array of education challenges using more expansive theoretical and practical frameworks.

Mission Statement

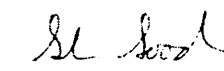
The Synergy Center for Educational Innovation and Collaboration is dedicated to transforming education by leveraging dynamic partnerships, cutting-edge research, and innovative practice. We bring together educators, researchers, students, and community stakeholders to co-create impactful solutions that advance teaching and learning. The Synergy Center is dedicated to fostering a collaborative ecosystem that inspires bold ideas, drives educational change, and empowers others through professional learning, educational practice, and the dissemination of information and resources.



Director

4/11/2025

Date



Dean

4/15/2025

Date

Joseph Glover

4/21/2025 | 3:35 PM EDT

Vice President (as appropriate)

Date

Provost

Date

☒ Approved

☐ Disapproved

For Provost's Office Use Only

Copy to requesting Center: (date) _____

Copy to Institutional Research: (date) _____

Certificate Of Completion

Envelope Id: 8916FBD8-4840-48FB-82A9-508C3277E4AF

Status: Completed

Subject: Complete with Docusign: CCK_Center Name Change Form.pdf

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Kimberly Bagley

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971 Elmore Drive, Rm 102

Envelopeld Stamping: Enabled

PO Box 115250

Time Zone: (UTC-05:00) Eastern Time (US & Canada)

Gainesville, FL 32611

k.bagley@ufl.edu

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k.bagley@ufl.edu

Signer Events

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Joseph Glover

glover@ufl.edu

Provost

University of Florida

Security Level: Email, Account Authentication
(None)

Joseph Glover

Signature Adoption: Pre-selected Style
Using IP Address: 128.227.249.52

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Signed: 4/21/2025 3:35:25 PM

Electronic Record and Signature Disclosure:

Not Offered via Docusign

In Person Signer Events

Signature

Timestamp

Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

Timestamp

Intermediary Delivery Events

Status

Timestamp

Certified Delivery Events

Status

Timestamp

Carbon Copy Events

Status

Timestamp

Witness Events

Signature

Timestamp

Notary Events

Signature

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Signing Complete

Security Checked

4/21/2025 3:35:25 PM

Completed

Security Checked

4/21/2025 3:35:25 PM

Payment Events

Status

Timestamps



Levin College of Law
Office of the Dean

Merritt E. McAlister
Interim Dean and Levin, Mabie & Levin Professor

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www.law.ufl.edu

April 22, 2025

To: Joseph Glover, Interim Provost

From: Merritt E. McAlister, Interim Dean, Levin College of Law

RE: Closure of Center for Estate Planning, Center for Race & Race Relations, Criminal Justice Center, and Center for Children & Families

The Levin College of Law currently is home to seven University- and Board-of-Governors-approved Centers: the Center for Estate Planning; the Center for the Study of Race and Race Relations; the Center for Governmental Responsibility; the Criminal Justice Center; ICAIR/International Center for Automated Information Research and E-Discovery; the Institute for Dispute Resolution; and the Center on Children and Families. The College seeks to close four of these Centers that do not have substantial endowed resources and/or ongoing work.

The Centers slated for closure operate without endowments and without any designated state funding. No law school Center operates like centers found in other Colleges—namely, as a research hub for interdisciplinary projects or to promote campus research instrumentation facilities and services. At best, all but two College Centers, do little more than host one or two endowed lectures or programs each year. Most Centers do not survive the departure of a founding Center director. Accordingly, the College has concluded that the most administratively efficient path forward is to close Centers without substantial work or resources and shift programmatic resources to properly structured College-supported programs that can be shorter-term and more flexible.

The Centers to be closed are identified below, with a brief explanation about the purpose and resources of each Center and/or the reason for closure.

1. Center for Estate Planning

The Center for Estate Planning administers the "Estate Planning Program," which includes the Estate Planning curriculum at the law school, as well as programing on estate planning careers. It has no endowed resources, nor any funding restricted to the Center's use. It uses limited endowed resources that are tied to a physical naming of a space for the Center, and a

reconstituted Program in Estate Planning can continue to use and benefit from this resource. This project is, at best, a program and not an interdisciplinary center.

2. Center for the Study of Race and Race Relations

The Center for the Study of Race and Race Relations has no current director and no ongoing or expected programming. Its only funding source is a private funding supports an annual lecture on the topic of race and relations. That program can continue without the need for a Center to support it. Further, any work that faculty in this area wish to do going forward can be supported by the College as a new program.

3. Criminal Justice Center

The Criminal Justice Center has no current director and no ongoing or expected programming. It has no endowed, private, or governmental funding. Any work that faculty in this area wish to do going forward can be supported by the College as a new program.

4. Center for Children and Families

The Center for Children and Families currently supports an endowed lecture as well as the Gator TeamChild Juvenile Law Clinic, both of which are separately supported with private funding. The Center has no dedicated resources of its own, and it can continue its work through the Clinic and the Weyrauch Lecture that it runs each year. Both projects can continue without the need of a university-recognized Center for support.

Faculty generally are supportive of these closures, and I've discussed with each of the current Center directors about the effect of the closure and the desire to continue what work remains as part of newly constituted and law-school supported programs.

I am happy to answer any questions about these requests and thank you in advance for your support.

Joseph Glover

4/23/2025 | 10:32 AM EDT

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merrittmc alister@ufl.edu

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Attn: UFDocuSign Service
P.O. Box 113359
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Browsers:	Final release versions of Internet Explorer® 6.0 or above (Windows only); Mozilla Firefox 2.0 or above (Windows and Mac); Safari™ 3.0 or above (Mac only)
PDF Reader:	Acrobat® or similar software may be required to view and print PDF files
Screen Resolution:	800 x 600 minimum
Enabled Security Settings:	Allow per session cookies

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Request to Change the Name of a Center/Institute

Over the life of a Center or Institute the need or interest in changing the name may occur. To request such a name change, complete the information below and forward to the Provost's Office, PO Box 113175. The name change is contingent upon approval from the Provost.

Center/Institute Original Name:

Collaborative for Equity in Education

Proposed New Center/Institute Name:

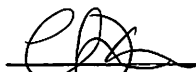
Synergy Center for Educational Innovation & Collaboration

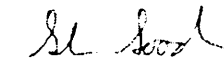
Brief Explanation for the Name Change:

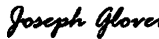
I inherited the center under the name "Collaborative for Equity in Education." Given the current direction of the center, the previous name is no longer suitable. The name has been updated to reflect the center's new mission which maintains a focus on educational collaboration, but highlights the focus on developing new innovations within the field to solve a wide array of education challenges using more expansive theoretical and practical frameworks.

Mission Statement

The Synergy Center for Educational Innovation and Collaboration is dedicated to transforming education by leveraging dynamic partnerships, cutting-edge research, and innovative practice. We bring together educators, researchers, students, and community stakeholders to co-create impactful solutions that advance teaching and learning. The Synergy Center is dedicated to fostering a collaborative ecosystem that inspires bold ideas, drives educational change, and empowers others through professional learning, educational practice, and the dissemination of information and resources.

 _____
Director 4/11/2025 Date

 _____
Dean 4/15/2025 Date

 _____
Joseph Glover 4/21/2025 | 3:35 PM EDT
Vice President (as appropriate) Date

Provost Date
☒ Approved ☐ Disapproved

For Provost's Office Use Only

Copy to requesting Center: (date) _____

Copy to Institutional Research: (date) _____



COMMITTEE ON ADVANCEMENT

AGENDA

Thursday, June 5, 2025

~10:00 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, James W. Heavener, Sarah D. Lynne, 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
[March 27, 2025](#)
- 4.0 Discussion Items Richard P. Cole, Chair
 - 4.1 FY25 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, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:18 a.m.

Time Adjourned: 10:46 a.m.

Committee and Board members present:

Richard P. Cole (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, 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; 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 Richard Cole welcomed everyone in attendance and called the meeting to order at 10:18 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

- **December 12, 2024 and February 25, 2025**

Committee Chair Cole asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Lynne and seconded by Trustee Corr. 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 February 28, 2025, we have total commitments of \$300M with \$214M Cash Received. Since the conclusion of the last campaign that ended in 2022, the fundraising team has been busy and closed about \$500 million each year in the last two years. We are currently on target to do the same or go higher this year. This success during a non-campaign cycle puts us in an optimal position as we plan and later launch the next campaign.

- **4.2 Campaign Planning Update**

VP Martin reviewed the current Campaign 5 Readiness planning noting this information will be subject to the new university president's approval. Advancement obtained approval from the UF Board of Trustees, President Fuchs and Foundation Executive Board to conduct a campaign readiness assessment. Huron | GG+A consultant was hired and will be a critical planning partner.

- **Current State Analysis** - In April, consultants will conduct campaign readiness workshops with academic leaders and senior development officers.
- **Database Analysis** – First and critical to this readiness assessment is our database analysis. The consultant will use our data to conduct an analytic readiness project by evaluating a prospect performing a major gift portfolio analysis and penetration and yield analysis to provide us with growth scenarios and conducting a portfolio management and optimization review. We hope to have it completed by the end of June. Information gathered will help determine our potential campaign goals and if we currently have the pipeline and strategies in place to support those goals.
- **Campaign Orientation Sessions** – Like those workshops taking place in April, these sessions will be aimed at educating our academic leaders on the elements of a campaign and building engagement.
- **Gift Counting** - President Fuchs approved we can begin counting as of January 1, 2025. With UF leadership, we will draft recommended counting guidelines that will be brought back to the Board for approval.
- **Key Next Steps** – We have worked to identify key next steps to take following the appointment of a new president based on results from our current state and database analysis. This will inform other areas such as the funding, staffing, fundraising plans and portfolio structure for the next campaign. Consultants will assist us with our listening and learning sessions with all internal stakeholders. An outside partner allows us to be more objective and receive quality feedback and also serves as an outlet for our stakeholders to have open discussions. In the Fall, we hope to have a Presidential Tour, subject to the new president's approval, where we will interview our external stakeholders including donors, alumni and key partners. This planning process will be intense and iterative, and it will help guide us to a potential public campaign announcement some time in the next couple of years.

President Fuchs noted a campaign gives the institution an opportunity to plan for the future. You need to capture donors' imaginations about how they can have an impact on the university. Currently, we have in place a housing plan for residential for the next 10 years and a new campus in Jacksonville. VP Martin meeting with the deans to talk about the campaign is important as internal decisions - like how much of that campaign in different areas should be for endowment and how much should be for facilities – will need to be made. I recommend we focus on the endowment side going forward. Most campaigns have an average of 14% for facilities and we typically had a little more than that. Decisions made internally will be brought to the Board for approval. We will need to invest approximately \$10M a year in new revenue for the campaign.

Vice Chair Patel noted the Presidential Search Advisory Committee has a subcommittee on Integration that VP Martin has been working with. Prospects have been interested in the campaign and its current life cycle. This preplanning work is going to be very helpful.

- **4.3 New Leadership Gifts (January-March 2025)**

Committee Chair Cole reviewed new leadership gifts from January to March 2025 including:

- **Eugene F. Brigham Finance Excellence Fund** from the family of Eugene Brigham. The late Dr. Brigham was a 30+ year faculty member in the Warrington College of Business. This gift will provide technical training, networking and specialty electives for undergraduate finance students.
- **Upgraded gift of software and hardware from Trimble.** This will be utilized to conduct interdisciplinary research and collaboration between the Herbert Wertheim College of Engineering School of Sustainable Infrastructure and Environment; the School of Forrest, Fisheries and Geomatics Sciences; and the College of Design, Construction and Planning. This will allow for students to partner with faculty to utilize industry standard technology in the classroom before beginning work in their chosen fields.
- **The Stellar Collision Commons in the Bruno E. and Martiza F. Ramons Collaboratory** gifted by The Stellar Group to the College of Design, Construction and Planning. This will be a gathering space for the college for faculty, staff and students.
- **Davis UWC Scholars Program** leadership gift supporting 118 students this year. Over the past 20 years, this program founded by Shelby Davis has funded 522 students within the UF Honors Program.
- **Anonymous Donor Endowed Investment** in the form of a future bequest to the Bud Shorstein Center for Jewish Studies will uplift strategic priorities for the center's leadership, faculty and staff. The gift will provide sustained support for the center's operations and programming and augment the center's commitment to integrity in teaching, researching and broadcasting the rich and broad Jewish story throughout the community and beyond.
- **Linda and Ken McGurn principal gift.** This will support groundbreaking research at UF Health for years to come in areas ranging from immunology to Parkinson's as well as funding scholarships for future physician-scientists.

These are just a few of the gifts we have received since our last meeting. Collectively these gifts represent a grand total of over \$49 million in support of UF.

5.0 New Business

Past Advancement Committee Chair and Board of Trustee Anita Zucker, whose term ended in February 2025, was recognized by Board leadership for her outstanding contributions and honorable service to the Board and University of Florida since 2015. Due to a schedule conflict, Trustee Zucker was recognized during this committee meeting instead of the main Board meeting recognitions on Friday, March 28, 2025.

There was no additional new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 10:46 a.m.

DRAFT



**COMMITTEE ON AUDIT AND COMPLIANCE
AGENDA**

Thursday, June 5, 2025

~10:30 a.m.

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

Committee Members:

Daniel T. O'Keefe (Committee Chair), Blake E. Cox, David L. Brandon, Richard P. Cole, Morteza "Mori" Hosseini, Rahul Patel, 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
[March 27, 2025](#)
- 4.0 Action Items Daniel T. O'Keefe, Chair
 - [AC1](#) July 1, 2025-June 30, 2026 Office of Internal Audit Work Plan Dhanesh Raniga, Chief Audit Executive
 - [AC2](#) Internal Audit Charter Update Dhanesh Raniga
 - [AC3](#) Audit and Compliance Committee Charter Update Dhanesh Raniga
- 5.0 Discussion Items Daniel T. O'Keefe, Chair
 - 5.1 Internal Audit Activity Dhanesh Raniga
 - 5.2 Title IX Update Daniel T. O'Keefe, Chair
- 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, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:47 a.m.

Time Adjourned: 10:49 a.m.

Committee and Board members present:

Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, 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; 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 Dan O'Keefe welcomed everyone in attendance and called the meeting to order at 10:47 a.m.

2.0 Verification of Quorum

Chief Compliance, Ethics, and Privacy Officer Chelsey Clements verified a quorum with all members present, except Board Chair Hosseini who had an excused absence.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Committee Chair O'Keefe asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was

made by Trustee Cole and seconded by Trustee Brinkman. 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 Discussion Item

- **4.1 Title IX Progress Update**

Committee Chair Dan O'Keefe advised he and Trustee Cole have been working with staff to review the current Title IX program and advise staff of opportunities for improvement including finalizing a new policy and firming up the procedures surrounding jurisdiction and scope. A variety of factors are being discussed to determine when outsourcing is appropriate. We have agreed with UF staff recommendation to bring the Title IX coordinator and majority of investigators in house to ensure consistency and cost effectiveness. Preliminary, advisors and hearing officers should continue to be outsourced on an as needed basis. A final report will be brought back to the Board in June.

5.0 New Business

There was no new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair O'Keefe adjourned the meeting at 10:49 a.m.



**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC1
June 5, 2025**

SUBJECT: July 1, 2025 – June 30, 2026 Office of Internal Audit Work Plan

BACKGROUND INFORMATION

The Board of Governors Regulation 4.002(6) states that the chief audit executive shall develop audit plans based on the results of periodic risk assessments. The plans shall be submitted to the Board of Trustees for approval. A copy of approved audit plans will be provided to appropriate University management and the Board of Governors Office, through the Office of the Inspector General and Director of Compliance (OIGC).

The Office of Internal Audit (OIA) establishes its audit coverage with a work plan that identifies the significant activities and high-risk topical areas. The current work plan was prepared to reflect the planned projects for the period from July 1, 2025, to June 30, 2026, and was prepared, pursuant to an audit risk assessment, with the objective of addressing the University's strategic priorities, key functions, activities and units of the University for the purpose of evaluating and improving the effectiveness of its risk management, internal controls and governance processes.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the July 1, 2025 – June 30, 2026 Office of Internal Audit Work Plan for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Submission to the Board of Governors of a copy of the approved July 1, 2025 – June 30, 2026 Office of Internal Audit Work Plan is required, but approval is not required.

Supporting Documentation Included: July 1, 2025 – June 30, 2026 Office of Internal Audit Work Plan

Submitted by: Dhanesh Raniga, Chief Audit Executive

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

AUDIT AND COMPLIANCE COMMITTEE MEETING

FY26 Proposed Internal Audit Workplan



June 5, 2025

Dhanesh Raniga, Chief Audit Executive

Proposed FY26 Internal Audit Workplan – Overview

Objective

- Develop risk-based audit plan that addresses significant risk areas of the university's operations (BOG regulation 4.002).
- Evaluate and improve the effectiveness of the risk management, governance, and control processes.
- Use available internal audit resources effectively to deliver measurable value and protect university business and reputation.

Approach and Methodology

- UF enterprise-level approach incorporating strategic and organizational-level topics and initiatives
- Focus on strategic, financial, operational, and IT-related risk areas
- Work plan development process:
 - Reviewed UF-related information, including current strategic initiatives
 - Input via interviews with Audit and Compliance Committee members and university senior management
 - Reassess remaining FY25 work plan audit topics for relevance and risk profile
 - Higher education sector-related current issues of significance, including heightened regulatory change, uncertainty and scrutiny



Proposed FY26 Internal Audit Workplan (Cont'd)

Guiding Principles and Highlights

Core themes:

- Adopt a proactive and strategic approach to risk management
- Focus on audits that demonstrate operational excellence, fiscal responsibility, and provide insights

Workplan highlights:

- Enterprise-level audit projects to validate internal controls and assess for operational excellence and leading practices (*e.g., ERP System [Workday], Major Construction, Project Management, Colleges/Institute, DSO*)
- Significant areas of the university's operations, including addressing current higher education and university strategic initiatives (*e.g., Artificial Intelligence, Cyber Security, Data Governance, Research Compliance, Third-Party Risks*)
- BOG-prescribed audits and compliance assurance (*e.g., PBF/PE Reporting, Self-supporting Academic Programs, BOT Governance Standards*)
- Workplan will be flexible to:
 - Allow for changes in the university's risk profile
 - Align with leading practices and strategic initiatives
 - Incorporate risk assessment results of the University of Florida Foundation Inc. and University Athletics Association.



Proposed FY26 Internal Audit Workplan (Cont'd)

Audit Resources

- Currently, the Office of Internal Audit resources are adequate to address the FY26 risk-based workplan and fulfill the internal audit mandate.
- Recruiting is in progress for a staff auditor position.
- Approximately two or three projects (*Construction and certain IT-related projects*) will involve co-sourcing with subject matter resources.

APPENDIX A

Proposed FY26 Workplan

Appendix A-Proposed FY26 Internal Audit Workplan

	Audit Area	High-Level Scope	Rationale
1	Board of Trustees Governance Standards	Assess procedures for managing compliance with BOT governance standards and regulations.	The governance standards were updated to reflect recent structural changes at UF Health and other UF-related amendments. Confirmation of compliance will assist in managing tone at the top related risks.
2	Research Computing	Assessment of information security controls using leading practice frameworks (e.g., NIST, ISO 27001) as guidance.	The university's research data is stored in a restricted environment. Significant impact on research funding in addition to reputational and compliance risks if research data is compromised. An annual assessment is required for federal research compliance purposes.
3	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.	New business processes and system improvements were implemented based on prior internal audit. Ensuring that only authorized individuals have access to systems is one of the key factors for cybersecurity risk management.
4	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.	Prior internal audit on Major Construction identified significant improvements in internal controls, project management, and system-related observations. A reperformance of this audit was also requested by the Board of Trustees.
5	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 capital budget on construction is approx. \$2.2b and is significant to university operations. Contract management and compliance is important to confirm that there are good project management and monitoring controls in place to ensure that the contractors comply with contract and probity.
6	Infrastructure Vulnerability Assessment	Assessment of the university's infrastructure for cybersecurity vulnerabilities using third-party system tools. Scope will include access, firewall, and application security controls for critical infrastructure assets such as chiller plants.	Cyber threat to critical infrastructure is a growing risk due to legacy systems that were not designed with security in mind. Consequently, risks of ransomware or cyber threats are high and could significantly impact university operations, including sponsored research.

Appendix A-Proposed FY26 Internal Audit Workplan (Cont'd)

	Audit Area	High-Level Scope	Rationale
7	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.	The university receives significant research funds from federal and non-federal sources. Interdisciplinary research is a strategic focus area. Significant reputational and funding risk of non-compliance with contract award conditions, including allowability of costs. Recent pressures on research funding and changes in regulatory environment could have implications on compliance.
8	College/Unit Level Assessment	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.	Significant portion of the university's financial and operational processes are decentralized. High-level risk of inconsistent business practices, including impact on internal controls. Heightened regulatory changes could impact financial controls and funding initiatives.
9	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.	Information technology, including cybersecurity, is a high-level risk in organizations. The university's federated governance structure adds another layer of risk that should be assessed and managed. This is an ongoing assessment in partnership with UFIT.
10	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.	It is important that data assets are formally managed throughout the university enterprise and trusted information is used for critical business processes, decision-making, and accounting. Data governance is a critical component of artificial intelligence governance.
11	ERP System – Workday	As part of the Workday implementation, assess the design of internal controls for key business processes for finance and human resources.	Financial and human resources business processes will be redesigned/evaluated as part of the Workday implementation. Assessing the design of internal controls prior to implementation will assist in providing stakeholder assurance and potentially save costs.

Appendix A-Proposed FY26 Internal Audit Workplan (Cont'd)

	Audit Area	High-Level Scope	Rationale
12	Business Affairs Technical Services (BATS)	Assessment of project management and governance-related controls for Information Technology-related projects.	BATS spend on IT-related projects is significant. It is important that there are good project management, governance, and internal controls in place for project-level risks, cost accumulation, and accuracy of management reporting.
13	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.	Regulations require that these program be conducted through the auxiliary enterprise and provide non-state-fundable training courses and programs. There are requirements on how these programs and budget should be reflected for reporting purposes.
14	Artificial Intelligence (AI) Governance	Assess the university's AI governance and policies for AI against industry guidance and best practices.	Organizations leveraging AI technologies to drive innovation, enhance operational efficiency, and deliver value. However, AI's transformative potential also brings significant challenges, including ethical considerations, data privacy concerns, and the potential for unintended consequences. It is important to establish a robust governance framework.
16	Third-party Vendor Risk Management	Assess risk management practices for managing compliance with major IT third-party vendors and compliance with agreements.	There has been an increasing reliance on third-party vendors for cloud applications, including managing critical services. It is important that the university has risk management plans in place to monitor third-party vendor performance and compliance obligations.
17	Institute/Center	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, accuracy of management reporting, compliance with sponsored funding (if applicable), and oversight controls.	Significant portion of the university's financial and operational processes are decentralized. High-level risk of inconsistent business practices, including impact on internal controls. Heightened regulatory changes could impact financial controls and funding initiatives.

Appendix A-Proposed FY26 Internal Audit Workplan (Cont'd)

24	Audit Area	High-Level Scope	Rationale
18	IFAS – Animal Sciences	Assessment of key financial business processes and effectiveness of internal controls, including areas for efficiency and cost savings.	Few incidents of breakdown in internal controls within the last six months. The risk is higher due to its decentralized operations which are managed by a small team. Revenue includes sales from animals, dairy, and meat processing.
19	IFAS – Soil and Water Sciences Department	Assessment of key financial business processes and effectiveness of internal controls, including areas for efficiency and cost savings.	Turnover and financial risks have been noted by IFAS leadership.
20	Direct Support Organization (DSO)	Assessment of financial and operational internal controls and key business processes covering fiscal management and compliance with policies and procedures for a select DSO. Focus areas will include key strategic and business processes including IT, accuracy of management reporting, compliance with Governance Standards, and oversight controls.	UF has 27 DSOs which are separate legal entities. While most of them are not material to the university, there is risk that due to the decentralized nature of their operations and limited number of staff, the internal control environment may not be adequate.
21	Executive Travel and Travel-Related Expenses	Review the president and cabinet members' travel and travel-related expenses for compliance with university policies and procedures.	Executive travel and travel-related expenses get high level of public scrutiny, and the university has implemented controls for review and approval. BOT has requested independent periodic reviews for additional assurance.
22	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.
23	Sponsored Research Subrecipient Monitoring	Financial audit of subrecipient funds for compliance.	Required audit to comply with sponsored research contract requirements.
24	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.	An earlier audit identified that a comprehensive review of policies and procedures for strategic construction projects was required. There were opportunities to incorporate certain manual processes in the new E-Builder project management system.

Appendix A- Proposed FY26 Internal Audit Workplan (Cont'd)

	Audit Area	High-Level Scope	Rationale
25	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.	UF Scripps is an off-site research institute. Significant portion of the its financial and operational processes are localized. Potential risk of inconsistent business practices with university processes, including impact on internal controls. Heightened regulatory changes could impact financial controls and funding initiatives.
26	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.	University's operations has significantly changed over the last 5 years with improvements in technology. Good business practice requires constant assessment of traditional business models to ensure that university resources are efficiently used.
Other Significant Activities			
	Annual Workplan	Develop annual workplan that addresses significant risk areas of the university's operations.	IIA standards and the BOG regulations require developing a risk-based audit plan that can provide risk insights and add value.
	External Audit Coordination	Ongoing	Together with the Office of the Chief Financial Officer, internal audit provides coordination support to the work performed by the Auditor-General's team.
	Follow-up of Audit Reports	Ongoing	Follow up on the implementation of management action plans from internal audit and other assurance reports, such as the Auditor-General's operational audits.
	Management Requests	Ongoing	Advisory services will be considered where internal audit can add value to improve internal controls and business processes.
	Investigations	Ongoing	Responding to and following up on whistleblower and other complaints received through the hotline and other sources.



COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC2
June 5, 2025

SUBJECT: Internal Audit Charter Update

BACKGROUND INFORMATION

The Internal Audit Charter (Charter), which defines the duties and responsibilities of the Office of Internal Audit, derives its authority from the State University System Florida Board of Governors (BOG) Regulation 4.002 and adoption by the Audit and Compliance Committee of the University of Florida Board of Trustees. In accordance with BOG Regulation 4.002(3), the Charter is required to be reviewed and approved by the Board of Trustees, at least every three years and as deemed necessary for consistency with applicable BOG and university regulations, professional standards, and best practices. Accordingly, the Charter was reviewed and updated to reflect the new requirements of the Institute of Internal Auditors' Global Internal Audit Standards which became effective from January 9, 2025.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the proposed revisions to the committee charter, as presented. The committee is asked to recommend the revised charter 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 of the new committee charter is required after approval by the Board of Trustees.

Supporting Documentation Included: Updated Internal Audit Charter

Submitted by: Dhanesh Raniga, Chief Audit Executive

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Internal Audit Charter

Purpose~~Objective and Scope~~

This Charter defines the duties and responsibilities of the Office of Internal Audit (OIA). The objective of the internal audit function is to strengthen the University of Florida's and its affiliated organizations, including its direct support organizations' (collectively, the "university") ability to create, protect, and sustain value by providing the University of Florida Board of Trustees ("Board of Trustees") and management with independent, risk-based, and objective assurance, advice, insight, and foresight. The objective of Internal Auditing is to provide an independent, objective assurance and consulting service designed to add value and improve the operations of the University of Florida and its affiliated organizations, including its direct support organizations and the Faculty Practice Plan corporations (collectively, the University). The Office of Internal Audit (OIA) helps the University to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes³.

The State University System Florida Board of Governors (BOG) Regulation 4.002(1) provides the mandate for OIA which requires that each university shall have an office of chief audit executive (CAE) as a point for activities that promote accountability, integrity, and efficiency in the operations of the university. The scope of work of internal audit encompasses the examination and evaluation of all activities of the university and includes providing independent assurance and advisory services to ~~determining~~ whether the university's risk management, internal controls, and governance processes, as designed and represented by management, are adequate and functioning effectively to provide a reasonable level of assurance that:

- (a) Risks relating to the achievement of the university's strategic objectives are appropriately identified and managed.
- ~~(a)(b)~~ Exposure to risk, and fraud, waste, and abuse in the university's programs and operations is managed in an effective and efficient manner.
- ~~(b)(c)~~ Significant financial, managerial, and operating information is accurate, reliable, and timely.
- ~~(c)(d)~~ Services are delivered efficiently and effectively to obtain best value for money.
- ~~(d)(e)~~ Resources are acquired economically, used efficiently, and accounted for accurately.
- ~~(e)(f)~~ Programs, plans and objectives are achieved.
- ~~(f)(g)~~ Employees' actions are in compliance with applicable laws, regulations, contract provisions, and University policies, and procedures and governance standards.
- ~~(g)(h)~~ Accountability, quality and continuous improvement are fostered in the University's control processes.
- ~~(h)(i)~~ Significant legislative or regulatory issues impacting the University are recognized and addressed.

Organization, Independence, and Authority

This charter, which defines the duties and responsibilities of the OIA, derives its authority through BOG Regulation 4.002 and adoption by the Audit and Compliance Committee of the University of

³Institute of Internal Auditors, *Definition of Internal Auditing*, International Professional Practices Framework (IPPF).

Florida Board of Trustees. In accordance with BOG Regulation 4.002(5), tThe CAE will report administratively to the university president and to the Vice President and General Counsel, and functionally to the Board of Trustees through the Audit and Compliance Committee to ensure that internal audit is organizationally independent and objective to perform the responsibilities under this charter.

Internal Audit Roles and Responsibilities

The university's internal audit function will adhere to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements.

In order to fulfil its responsibilities, the CAE and staff of the OIA are authorized to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
- Have full and free access to the Audit and Compliance Committee and the university president, including notification of any restrictions in scope, resources, and access to information that may impair the satisfactory completion of internal audit activities.
- Allocate resources, select areas of focus, determine scopes of work, and apply techniques and issue communications required to accomplish the function's audit objectives.
- Maintain a professional staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this charter.
- Obtain the necessary assistance of personnel in units of the university where they perform audits, as well as other specialized services from within or outside the university to complete internal audit services.
- Inform the UF Board of Trustees through the Audit and Compliance Committee and the UF Board of Trustees Governance Standards when contracting for specific instances of audit or investigative assistance.

Objectivity

The CAE and staff of the OIA are not authorized to:

- Have any direct~~Perform any~~ operational responsibility duties for the university or its affiliated organizations or authority over any of the activities they review.
- Initiate or approve accounting transactions external to the OIA.
- Implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgement.
- Assess specific operations for which the audit team member had responsibility within the previous year.
- Direct the activities of any university employee not employed by the OIA, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the OIA staff.

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Accountability

The CAE, in the discharge of his/her duties, shall be accountable to the Audit and Compliance Committee to:

- Provide assessments on the adequacy and effectiveness of the university's processes for controlling its activities and managing its risks in the areas set forth under the mission and scope of work.
- Report significant issues related to the processes for controlling the activities of the university and its affiliated organizations, including potential improvements to internal controls and key business processes through internal audit report recommendations.
- Provide status and results of the annual audit plan.
- Follow up on engagement findings and confirm the implementation of recommendations or action plans and communicate the results of the internal audit services to management and the Audit and Compliance Committee at each meeting and for each engagement, as appropriate.
- Ensure internal audits are performed, documented, communicated, and conform with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality
- Ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Ensure that the internal audit function remains free from all conditions that threaten the ability of the internal auditors to carry out their responsibilities in an unbiased manner, including matters or engagement selection, scope, procedures, frequency, timing, and communication. The CAE will report to the Audit and Compliance Committee any interference encountered related to the scope, performance, or communication of the OIA's work and results, including the impact on the effectiveness and ability to fulfill the mandate under the charter.
- Communicate Provide information to the university president and the Audit and Compliance Committee, at least annually, regarding the organizational independence of the internal audit function OIA, the status and results of the annual audit plan and the sufficiency of department resources.
- Promote, in collaboration with other appropriate university officials, effective coordination between the university and the Florida Auditor General, federal auditors, accrediting bodies, and other governmental or oversight bodies.
- Coordinate activities with other control and monitoring functions (e.g., risk management, compliance, and the external auditors) to promote proper coverage and minimize duplication of efforts.

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Internal Audit Services

Internal Audit shall conduct financial, operational, compliance, and information technology audits in accordance with approved plans and its established policies and procedures, in conformance with the mandatory elements of the Institute of Internal Auditors' International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements, Code of Ethics and the International Professional Practices Framework, as well as other professional auditing standards which may be applicable to the performance of work assignments. The OIA will may also follow Board of

Governor's and UF Board of Trustees regulations, the Government Auditing Standards (published by the United States Government Accountability Office), ~~and~~ the Information Systems Auditing Standards (as promulgated by the Information Systems Audit and Control Association), as appropriate. The Institute of Internal Auditors' Practice Guides and Position Papers will also be considered adhered to, as applicable.

Internal Audit services and activities include but are not limited to the following:

- Develop and implement a flexible audit plan using an appropriate risk-based methodology, including risks or control concerns identified by management. ~~These plans, including any revisions~~ and impact of resource limitations, shall be submitted to the Audit and Compliance Committee for review and approval and a copy of the approved audit plan will be provided to the BOG.
- Examine and evaluate the adequacy and effectiveness of the systems of internal controls, including any significant new or changing services, processes, operations, and controls coincident with their development and implementation.
- Identify opportunities for reducing costs, improving processes, and enhancing the university's reputation.
- Review the reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information.
- Assess compliance with laws, regulations, contract/grant provisions, and internal policies, plans, and procedures.
- Verify that resources are acquired economically, used efficiently, accounted for accurately, and protected adequately.
- Review operations or programs to ascertain whether results are consistent with established objectives.
- Perform advisory services to assist management in managing risks, improving internal controls, and governance processes. Examples ~~may~~ might include facilitation, root cause analysis, process design, education and training.
- Assess steps taken by management to embed a risk and control culture that is committed to lawful and ethical behavior in the university.
- Provide training and outreach to promote accountability and address topics such as fraud awareness, risk management, controls, and other related subject matter, as appropriate.
- In coordination with the Internal Review Committee:
 - Review and monitor information systems ~~Have a mechanism~~ (third-party hotline) whereby university staff, faculty, students, trustees, and the general public may anonymously report allegations of fraud or improprieties related to the university or allegations about questionable accounting, internal controls or auditing matters.
 - Receive statutory whistleblower information and coordinate all activities of the university as required by the Whistle-blower's Act and in accordance with the university regulation 1.500 (6) policy Processes for Complaints of Fraud, Waste, Abuse or Financial Mismanagement on Reporting and Investigating Fraudulent or Other Wrongful Acts and the University of Florida Investigation Protocols, as approved by the UF Board of Trustees (UF Investigation Protocols).
 - Comply with UF Investigation Protocols which articulate the steps for reporting and

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escalating matters of alleged misconduct, including criminal conduct and ethical misconduct.

- Perform investigations in accordance with the Standards for Complaint Handling and Investigations for the State University System of Florida.
- Conduct, supervise, or coordinate activities for the purpose of preventing and detecting fraud, waste and abuse within the university.
- Keep the Audit and Compliance Committee and, the university president, and the Vice President and General Counsel informed concerning significant and credible allegations and known occurrences of waste, fraud, mismanagement, abuses, and internal control deficiencies relating to programs and operations.
- Facilitate initiation of corrective actions and report on the progress made in implementing corrective actions.
- Develop, implement and maintain a quality assurance and improvement program covering all aspects of the internal audit function ~~OIA~~ and communicate the results of the internal and external quality assurance and improvement opportunities program to the President University management and the Audit and Compliance Committee. This program shall include an external quality assessment conducted at least once every five (5) years. The external quality assessment report and any related improvement plans shall be presented to the Audit and Compliance Committee, with a copy provided to the BOG.
- Prepare and provide an annual report summarizing the activities of the OIA for the preceding year. The report shall be provided to the President, the Vice President and General Counsel , the Audit and Compliance Committee, and the BOG.

In the performance of these services, the Office of Internal Audit will ensure that an appropriate balance is maintained between audit, advisory, investigative and other activities outlined under this Charter.

In accordance with BOG Regulation 4.002(3), this charter shall be reviewed every three (3) years, and as deemed necessary, for consistency with applicable BOG and University regulations, professional standards and best practices. A copy of the approved charter and any subsequent changes shall be provided to the BOG.

Dhanesh K. Raniga
Chief Audit Executive

W. Kent Fuchs
Interim President

Daniel O'Keefe
Chair, Board of Trustees Audit and
Compliance Committee

Approved Date: November 13, 2023

Updated Reviewed: June 5 November 13, 2025

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**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC3
June 5, 2025**

SUBJECT: Audit and Compliance Committee Charter Update

BACKGROUND INFORMATION

The State University System Florida Board of Governors (BOG) Regulation 4.002(2) requires the Audit and Compliance Committee Charter (Charter) to be reviewed and approved by the Board of Trustees, at least every three years and as deemed necessary for consistency with applicable BOG and university regulations, professional standards, and best practices. Accordingly, the Charter was reviewed and updated to reflect the new requirements of the Institute of Internal Auditors' Global Internal Audit Standards regarding the Internal Audit and Oversight responsibilities of the Audit and Compliance Committee.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the proposed revisions to the committee charter, as presented. The committee is requested to recommend the amended charter 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 of the new committee charter is required after approval by the Board of Trustees.

Supporting Documentation Included: Updated Audit and Compliance Committee Charter

Submitted by: Dhanesh Raniga, Chief Audit Executive and Chelsey Clements, Chief Compliance, Ethics and Privacy Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

UNIVERSITY OF FLORIDA
BOARD OF TRUSTEES

Board Operations

Adopted: June 13, 2003

Amended: December 4, 2020

Reviewed-No revisions: November 13, 2023

Amended: June 5, 2025

AUDIT AND COMPLIANCE COMMITTEE CHARTER

Purpose

This Charter governs the operations of the Audit and Compliance Committee (the 'Committee'). The Committee assists the Board of Trustees (the 'Board') in fulfilling its oversight responsibilities relating to the following:

- Integrity of the university's financial statements
- The effectiveness of the university's internal controls over financial reporting
- Compliance with legal and regulatory requirements
- Effectiveness of the university's risk management program
- Performance of the internal audit and compliance functions
- Other governance oversight responsibilities, as assigned by the Board

In accordance with the State University System Florida Board of Governors (BOG) Regulation 4.002(2), the Committee will review this Charter at least every three years and as deemed necessary for consistency with applicable BOG and university regulations, professional standards, and best practices and recommend the Charter to the Board of Trustees for approval.

Composition, Staff Liaisons, and Meetings

The Committee will be comprised of a minimum of four trustees. The Chair~~man~~ of the Board shall appoint the members of the Committee. All members of the Committee should collectively have a working familiarity with the principles governing higher education and basic finance and accounting practices

University staff liaisons may include the ~~Senior Vice President and Chief Operating Officer~~, the Vice President and General Counsel or designee, the Chief Audit Executive, and the Chief Compliance Officer.

The Committee will meet at least three times annually. Additional meetings may occur as necessary to discharge the Committee's responsibilities under this charter. The Committee will invite members of management, auditors, compliance professionals, and/or others to attend meetings and provide pertinent information, as necessary.

The quorum for the Committee will be a majority of the members.

Responsibilities and Duties

The Committee, in carrying out its responsibilities, will utilize flexible procedures in order to best react to changing conditions and circumstances. The Committee will take appropriate actions to monitor the overall organizational tone for quality financial reporting, sound business risk practices, compliance with applicable laws and regulations, policies, and ethical behavior.

In discharging its responsibilities, the Committee shall conduct or authorize investigations within its scope of responsibilities and is empowered to retain and compensate independent counsel, accountants, experts, and other advisors as it deems necessary.

The Committee shall make reports to the Board, as it deems necessary, to report Committee actions and other matters as required under this charter.

The following shall be the principal duties and responsibilities of the Committee. These matters are set forth as a guide with the understanding that the Committee may supplement them as appropriate.

Financial Reporting and Disclosure Responsibilities

University management is responsible for:

- The preparation, presentation, and integrity of the university's annual financial statements;
- The appropriateness of the accounting principles and reporting policies that are used by the university; and
- Establishing and maintaining internal control over financial reporting.

The Committee shall review and discuss the annual audited financial statements and any matters required to be communicated to the Committee by the independent auditors under professional accounting standards.

The Committee's review of the financial statements shall include: (1) major issues regarding accounting principles and financial statement presentations, including any significant changes in the university's selection or application of accounting principles, and major issues as to the adequacy and effectiveness of the university's internal control over financial reporting and any specific remedial actions adopted in light of significant deficiencies or material weaknesses; (2) discussions with management and the independent auditor regarding significant financial reporting issues and judgments made about the preparation of the financial statements and the reasonableness of those judgments; (3) consideration of the effect of regulatory and accounting initiatives, as well as off-balance sheet structures, on the financial statements; (4) consideration of the judgment of both management and the independent auditor about the quality, not just the acceptability, of accounting principles; and (5) the completeness and clarity of the disclosures and notes in the financial statements.

The Committee shall make inquiries of university management and external auditors concerning the adequacy of the university's system of internal controls.

The Committee shall review, accept, and recommend to the Board approval of the university's annual financial statements and the report on internal controls and compliance.

Internal Audit Oversight and Responsibilities

The BOG Regulation 4.002 requires all universities to have an Office of Chief Audit Executive with oversight by the Committee. In fulfilling its oversight responsibilities, the Committee shall:

- Provide governance oversight of the Office of Chief Audit Executive, which acts as a point for coordination of and responsibility for activities that promote accountability, integrity, and efficiency in the operations of the university.
- Review with management [the qualifications](#) and concur in the appointment, replacement, reassignment, and dismissal of the Chief Audit Executive.
- Review and approve the [internal audit charter](#), internal audit plan, [department resources](#), and any [subsequent significant](#) changes to the [audit](#) plan.
- Review and discuss with internal audit the scope, progress, and results of executing the internal audit plan.
- Receive reports on the status of significant findings and recommendations, and management's responses.
- Inquire of the Chief Audit Executive regarding any difficulties encountered during audits conducted, including any restrictions on the scope of work or access to required information or any lack of cooperation.
- Periodically review the [internal audit charter](#), [organizational independence of the internal audit function and](#) -reporting relationship, [internal audit strategy](#), activities, staffing, and credentials of the internal audit office for consistency with applicable BOG and university regulations, professional standards, and best practices.
- Review the annual performance of the internal audit function, including receiving periodic reports of any [internal and external](#) quality assurance and performance measure results.
- Review procedures for receiving complaints and concerns under an employee "hotline" or other direct

access program.

- Obtain approval from the Florida Board of Governors prior to fully outsourcing the entire internal audit or investigative function.

Compliance Oversight and Responsibilities

The BOG Regulation 4.003 requires all universities to have an office of the chief compliance officer with oversight by the Committee. In fulfilling its oversight responsibilities, the Committee shall:

- Provide governance oversight for the university-wide compliance and ethics program, which acts as a point for coordination of and responsibility for activities that promote ethical conduct and maximize compliance with applicable laws, regulations, policies, and procedures.
- Coordinate with the President and appropriate Cabinet members in the designation of a senior-level administrator as chief compliance officer.
- Approve the compliance office charter and review, at least every three years, for consistency with applicable BOG and university regulations, professional standards, and best practices.
- Approve the compliance program plan and any subsequent changes.
- Review, at least every five years, an external assessment of the compliance program's design and effectiveness and approve any recommendations for program improvements.
- Review the Chief Compliance Officer's annual report on the effectiveness of the compliance program.
- Ensure the Chief Compliance Officer has the independence, resources, and appropriate authority to perform the responsibilities of the function.
- Inquire of the Chief Compliance Officer regarding any difficulties encountered in the course of the compliance program implementation and monitoring activities, including any restrictions on the scope of work or access to required information or any lack of cooperation.
- Review significant compliance findings identified through audits, investigations, reviews, or other means. Review resulting corrective actions and any reasonable steps taken to prevent future similar behavior.
- Ensure failures in compliance or ethics are addressed through appropriate and consistent measures, including education and disciplinary actions, and that action is taken to prevent similar violations from occurring in the future.



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

AGENDA

Thursday, June 5, 2025

~11:00 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 WelcomeMorteza "Mori" Hosseini, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes.....Mori Hosseini, Chair
[March 27, 2025](#)
- 4.0 Action ItemsMori Hosseini, Chair
[GGRIA1](#) UF Regulation Ryan Fuller, Interim Vice President and General Counsel
[GGRIA2](#) Facility Security Clearance David Norton, Vice President for Research
[GGRIA3](#) Operational Legislative Budget Request FY2026-27Mori Hossieni, Chair
[GGRIA4](#) Durbin Park Hospital, Inc.....Steve Motew, UF Health President and System Chief Executive Officer
- 5.0 Discussion ItemMori Hosseini, Chair
5.1 Jacksonville Update..... Kurt Dudas, Vice President for Strategic Initiatives
- 6.0 New BusinessMori Hosseini, Chair
- 7.0 AdjournMori Hosseini, Chair



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

Meeting Minutes

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:49 a.m.

Time Adjourned: 11:17 a.m.

Committee and Board members present:

Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, 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

Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 10:49 a.m.

2.0 Verification of Quorum

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

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Board Vice Chair Patel asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Brandon and seconded by Trustee Cole. 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

GGRIA1 UF Regulation

Interim Vice President and General Counsel Fuller advised this action item relates to USPS regulation amendments. The University previously had two staff employee classifications TEAMS (Technical, Executive, Administrative and Managerial Support Staff) and University Support Personnel System Staff (USPS). The USPS classification included only approximately 180 employees. TEAMS is the primary staff employee classification for the University. After the State of Florida decertified the union representing USPS employees, the University moved USPS employees into the TEAMS classification. Human Resources notified the impacted employees of this change and documented it in their personnel files. Consistent with this change and to avoid any confusion, the University seeks to act on university regulations identified in the action item to either remove references to USPS or repeal regulations exclusively related to USPS.

Committee Chair Patel 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 Corr, and second which was made by Trustee Ridley. 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.

GGRIA2 Direct Support Organization Appointments

Interim Vice President and General Counsel Ryan Fuller advised pursuant to the UF Governance Standards all appointments of directors to university direct support organizations must be approved by this Board. He summarized the 52 Direct Support Organization (DSO) appointments before the committee for approval noting bios in the materials.

- **Florida 4-H Club Foundation, Inc. (11):** Samuel J. Ard, Dana Bluckhorn Davis, Errick Farmer, Danita Thomas Heagy, Bascom “Nax” Joye, Robert “Scott” Mixon, Roy Petteway, Wendy Smith, Raiza Solorzano, Curt Williams, Sarah Wolking
- **University of Florida Alumni Association, Inc. (17):** Beau Beaubien, Cristina Cabrera, Jessica Costello, Ruan Cox, Christina Criser Jackson, John Dicks, Alex Hurd, Kim Kaupe, Elizabeth Levine, Ari Luxenberg, Smith Meyers, Careshia Moore, Glenna Palazzo, Andrea Pelt-Thornton, Kyle Robisch, Damon Sununtnasuk, Craig Thompson
- **University of Florida Leadership and Education Foundation (2):** Michael Basore, Kati Migliaccio
- **University of Florida Foundation (4):** Swati Patel, Eugene Pettis, Jon Pritchett, Howard Sheridan
- **GatorCare (2):** Joseph Glover, Lesli Ward

- **University of Florida Historic St. Augustine (6):** Jeff Atwater, Charles Ellis, John Fraser, Doug Jones, Susan Parker, Reverend Father Thomas S. Willis
- **University of Florida Investment Corporation, Inc. (1):** William Walton
- **Florida Foundation Seed Producers, Inc. (3):** Jonas Forrester, Matthew Griffin, Ricky Hartley
- **University of Florida Research Foundation (2):** Brad Bennett, Saby Mitra
- **Citrus Research and Development Foundation (3):** George F. Hamner, Jr., Deeley A. Hunt, Joseph B. “Joby” Sherrod
- **University of Florida Development Corporation (1):** Burl “Colt” Little

Board Vice Chair Patel 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 Brandon, and second which was made by Trustee Corr. 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.

GGRIA3 Facility Security Clearance

Vice President David Norton advised UF has certain contracts between itself and federal government, which require the university to hold up facility security clearance rather than obtaining security clearances for each individual trustee and various officers within the University. The University chooses as it can to delegate designate a senior management officer in this case the president, to oversee all classified information working with the vice president of research who also holds a clearance. This action reflects the change in trustees.

Board Vice Chair Patel 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 Brandon. 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 UF Health Corporation Update

Trustee Marsha Powers advised the UF Health Corporation Board met recently and had a productive meeting. We continue to streamline the process of updating our board members on key aspects of the UF Health system, including finances, patient care, regulatory compliance and significant projects. There were robust discussions about changes and proposed changes at the federal level related to funding and their potential impacts on UF Health and the health care industry. We continue to make progress on aligning the policies, practices and strategic goals of the hospitals that make up the UF Health system. Finally, Steve Motew, the UF Health President and CEO made some exciting announcements, including: UF Health ranks #2 in the country for patient safety by Vizient among a cohort of over 140; UF Health transplant programs rank No. 1 in Florida and are in the top 10 in the U.S.; UF Health hired Michael Holms as the new Senior Vice President and Regional President for the Greater Gainesville; and UF

Health also updated titles for the UF Health Market Leaders Patrick Green and Heather Long from CEO to SVP/Regional Presidents for their respective markets, which more accurately reflect the scope of what they do.

5.2 Jacksonville Update

Vice President Kurt Dudas provided an update on the Jacksonville campus, including renderings, noting we are currently in the planning phase which includes due diligence on the future campus's site. He extended his gratitude to all collaborative partners including the City of Jacksonville. He reminded the Board of the site in the LaVilla community that they selected during their December 2024 meeting. He provided a detailed update on this location including existing conditions and plans for a phased build out of the campus. The site includes 22 buildable acres which will be developed across at least three phases. The first phase will include an initial launch at the building located at 801 Bay Street. The second phase will include the construction of two new buildings to the west of that location. Future phases will include expansion to the property currently occupied by the Prime Osborn Convention Center and the historic train station. The building located at 801 Bay is 38,000 square feet and could be occupied immediately. A substantial renovation to convert the building into an academic space including classrooms and offices for faculty and staff as well as a welcome center is being planned. The second development phase includes parcels where UF will construct two new buildings including a flagship facility for the Jacksonville campus and a space for the Florida Semiconductor Institute. The plan is for the train station and the Convention Center to continue their current operations until we have completed and opened the buildings located in the second development phase. At that time, the campus should be well established enough to justify renovating and preserving the train station, which will remain open to the public. UF has agreed to hold space on the south end of the campus for the potential return of passenger rail to the city of Jacksonville. VP Dudas reviewed a timeline for the next 18 months with key milestones. UF expects to close on the properties by this summer with the ultimate goal of launching at least five programs in Fall 2026. Closing on the property this summer would also allow UF to locate an existing Master's of Architecture program in 801 Bay and provide sufficient time to renovate that facility before the Professional MBA program launches in Jacksonville in January 2026. A phased rollout will help manage early operational adjustments. A redevelopment deal is being negotiated with the city of Jacksonville. Our goal is to come back to the Board in June to request approval followed by the Jacksonville City Council meeting in June to vote on the disposition. The city has been very collaborative, and we are hopeful to meet this timeline. He noted there may be news regarding competing proposals for how the city takes ownership of the property at 801 Bay, which is currently owned by a private developer. That is a matter for the city to decide and it won't impact UF so we will remain neutral in those discussions and respect the city's process. Next steps include a design competition to select the development team including the architect. Conversations with faculty and leadership at UF and in Jacksonville on cross functional initiatives—including the Florida Semiconductor Institute—will augment our educational and research offerings. He reiterated his gratitude to UF partners, the city of Jacksonville and the state of Florida. Trustee Zalupski thanked VP Dudas for all his great work and the amount of time he has spent building consensus with the city and stakeholders of Jacksonville. Vice Chair Patel added as they speak

with prospective president candidates, the Jacksonville campus is brought up. He thanked Chair Hosseini and feels the steady way this process has gone will set UF up for future success.

5.3 Florida Semiconductor Institute Update

Vice President David Norton provided an update on the Florida Semiconductor Institute (FSI). It is led by Director Dr. David Arnold who is a UF faculty member in Electrical and Computer Engineering. The goal of FSI is to position Florida as a leader in Specialty Electronics in three areas: research and development (R&D), workforce development and trainees, and in the fostering Florida's semiconductor ecosystem. The goal is to accelerate activity in the semiconductor regime for the state of Florida and in doing so enhance economic prosperity for the state. This is a statewide initiative with current activities on the UF campus in Gainesville, and at NeoCity in Osceola County where UF now has a footprint in that location. At present, there are approximately 60 collaborators across UF and other universities within the state. The FSI, while relatively new, has attracted significant funding from various sources including from the federal government. The most exciting current opportunity is to expand the FSI into Jacksonville, leveraging specific strategic assets that exist with a potential focus on national security. UF will leverage a significant state appropriation for which our board chair was key in securing. This appropriation totals \$80 million - \$45M for capital infrastructure and \$35M for R&D for this area. UF will leverage industry partnerships and complementary graduate education assets that will sit in the Jacksonville area allowing us to build our own signature programs in Jacksonville. We are talking to multiple key stakeholders and experts to help us guide that direction. Current discussions include applied research for national security, semiconductors, AI, and cybersecurity. Current relationships with industry partners and collaborators nationally are being leveraged. Vice Chair Patel and Trustee Brandon applauded the partners that FSI is working with. President Fuchs added that our state college and the state university system colleagues in Jacksonville have been helpful and welcoming as UF maps out plans for the Jacksonville initiative. It will provide an opportunity for these institutions to access resources, facilities and programs that currently do not exist in the area. We are committed for whatever we do in Jacksonville with this graduate campus to be a benefit to the other institutions that are already there. Vice Chair Patel added that the Board Chair has worked on this strategic plan for this all to come together – FCI, the graduate campus, discussions with other institutions, and thanked Dr. Norton for his execution.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 11:17 a.m.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA1
June 5, 2025**

SUBJECT: UF Regulation

BACKGROUND INFORMATION

7.049: This proposed regulation amendment implements recent changes to BOG Regulation 8.003, including new attestation requirements for course materials.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve the amendment to UF Regulation 7.049, as set forth in the attached, for recommendation to the full Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Summary and Tracked Changes to Impacted Regulation

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

NOTICE OF PROPOSED REGULATION AMENDMENT

Date: May 5, 2025

REGULATION TITLE:

Textbook and Instructional Materials
Affordability and Transparency

REGULATION NO.:

7.049

SUMMARY: The Office of the Provost and Academic Affairs proposes to amend UF Regulation 7.049 to conform to the Florida Board of Governors Regulation 8.003.

AUTHORITY:

COMMENTS CONCERNING THE PROPOSED REGULATION AMENDMENT(S) 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

7.049 Textbook and Instructional Materials Affordability and Transparency.

(1) Pursuant to Florida Board of Governors (BOG) Regulation 8.003 and section 1004.085, Florida Statutes, the University of Florida establishes the following textbook and instructional materials affordability procedures to minimize the cost of required or recommended textbooks and instructional materials for students while maintaining the quality of education and ensuring academic freedom.

(2) Pursuant to BOG Regulation 8.003, the selection of textbooks and instructional materials shall be determined after cost-benefit analyses that enables students to obtain the highest quality textbooks and instructional materials at the lowest prices available by considering:

- (a) Purchasing digital textbooks in bulk;
- (b) Expanding the use of open-access textbooks and instructional materials;
- (c) Providing rental options for textbooks and instructional materials;
- (d) Increasing the availability and use of affordable digital textbooks and learning objects;
- (e) Developing mechanisms to assist in buying, renting, selling and sharing textbooks and instructional materials;
- (f) The length of time that textbooks and instructional materials remain in use; and
- (g) An evaluation of cost savings for textbooks and instructional materials which a student may realize if individual students are able to exercise opt-in or opt-out provisions for the

purchase of the materials.

~~(3)~~ (4) In consultation with providers, including bookstores, the university will implement, when feasible and with documented evidence of such cost reduction, innovative pricing techniques and payment options for textbooks and instructional materials that include an opt-in or opt-out provision for students.

~~(3)~~(4) The Provost shall establish textbook and instructional material adoption deadlines for each term, which shall be no later than forty-five (45) days prior to the first day of class for such term.

~~(4)~~(5) Textbook adoption forms shall be timely filed by course instructors and incorporate:

- (a) The textbook and other instructional materials required for each course;
- (b) A declaration by the course instructor of the intent to use all required items ordered, including each individual item sold as part of a bundled package; and
- (c) In those cases in which a new edition of a textbook previously used by the instructor for the same course is adopted, a declaration that the use of the new edition is warranted taking into account the extent to which the new edition differs significantly and substantively from the edition previously used, the value of changing to the new edition, and the availability of the previous edition.

~~(5)~~(6) A request for an exception to a textbook adoption deadline shall be submitted in writing to the Office of Academic Affairs prior to the adoption deadline and shall provide a reasonable justification for the exception. No request need be submitted for courses and sections added to the course listing after the textbook adoption deadline

~~(6)~~(7) Textbooks and other instructional materials in the textbook adoption forms filed by

the adoption deadline will be posted on the bookstore website by a deadline date to be determined each semester by the Provost. The deadline date shall be set no later than forty-five (45) days prior to the first day of class for each term.

~~(7)~~(8) The list of required and recommended textbooks and instructional materials must:

(a) Include the International Standard Book Number (ISBN) or other identifying information, which must include, at a minimum, all of the following: the title, all authors listed, publishers, edition number, copyright date, published date, and other relevant information necessary to identify the specific textbooks or instructional materials required and recommended for each course;

(b) Be posted as early as is feasible but at least forty-five (45) days before the first day of class for each term;

(c) Be searchable by the course subject, the course number, the course title, the name of the instructor of the course, the title of each assigned textbook or instructional material, and each author of an assigned textbook or instructional material;

(d) Be easily downloadable by current and prospective students;

(e) If a course is a general core course option identified pursuant to section 1007.25, Florida Statutes, the course syllabus must be included and contain the following:

- The course curriculum.
- The goals, objectives, and student expectations of the course.
- How student performance will be measured; and

(f) Starting with postings for the fall 2022 term, the above information must remain posted in a public, searchable database for at least five academic years.

~~(8)~~(9) Determination of student ability to pay for textbooks and other instructional materials will be

made through standard student financial aid eligibility assessments.

~~(9)~~(10) Students with confirmed financial aid eligibility may choose to enter into a deferred payment program to buy textbooks and other instructional materials up to the approved purchase limit at the designated campus bookstore or may apply for a short-term advance for textbook purchases.

(11) All the applicable provisions of this regulation shall apply to dual enrollment courses and related textbooks and instructional materials.

(12) In accordance with procedures established by the Provost's office, all faculty or instructors must:

(a) review all required course materials for each course they teach each semester; and

(b) attest that:

(i) they will review all required materials for each course they teach each semester before the materials are presented or assigned to the students, and

~~(10)~~ (ii) the materials are appropriate for each course. Materials include but are not limited to textbooks, test and assignment questions, assigned and supplemental readings, and any other instructional material the faculty member plans to assign to students to read and review in the course. If the university is using an adjunct or temporary instructor for a course and has selected the materials for the course, the individual responsible for selecting the materials for that course must complete the attestation.

~~(11)~~(13) Any right to take action, if warranted, in response to any course instructor's failure to meet the requirements of this regulation, shall be the University's and not that of any student.

~~(12)~~(14) The University of Florida Board of Trustees shall provide to the Chancellor of the State University System any required reports including the~~a~~ report due on,~~by~~

September 30 of each year, ~~to the Chancellor of the State University System, in a format determined by the Chancellor,~~ that details:

- (a) The selection process for high enrollment courses;
- (b) Specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials;
- (c) Policies implemented regarding the posting of textbook and instructional materials for at least ninety-five percent (95%) of all courses and course sections forty-five (45) days before the first day of class;
- (d) The number of courses and course sections that were not able to meet the posting deadline for the previous academic year;
- (e) Compliance with the required components of the textbook and instructional materials list in paragraph (78);
- ~~(e)~~(f) Attestation that all required materials have been reviewed each semester; and
- ~~(f)~~(g) Any additional information determined by the Chancellor.

Authority: BOG Regulation 1.001 and 8.003 and §1004.085, F.S.

History: -New 3-16-10, Amended 3-17-17, 12-9-22, Amended _____, 2025.



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA2
June 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 R25-332 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 W. Kent Fuchs, 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 R25-332

Submitted by: David Norton, Vice President for Research

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



RESOLUTION

NUMBER: R25-332

Subject: Facility Security Resolution and Senior Management Official Appointment, University of Florida Board of Trustees, Exclusion Affirmation

Date: June 5, 2025

WHEREAS, the University of Florida ("UF", "the University"), a university in the State University System of Florida desires to continue to enter into contractual obligations with agencies of the United States government, including contractual obligations requiring a security clearance.

WHEREAS, 32 C.F.R. Part 117, the National Industrial Security Program Operating Manual ("NISPOM Rule"), requires the Key Management Personnel, including UF Board of Trustees Members and Senior Leadership, meet the personnel clearance requirements for a security clearance consistent with the clearance level of the entity.

WHEREAS, the NISPOM Rule further authorizes exclusion from security clearance requirements for certain members of the Board of Trustees and other officers, provided that the entity's governing board issue a formal action and provide a copy to the Cognizant Security Agency per 32 C.F.R. § 117.7(c)(2).

WHEREAS, as such, the University of Florida, Board of Trustees designates the Senior Management Official, University Interim President, Dr. W. Kent Fuchs, for the continued oversight of all Classified Information and programs at the University of Florida.

NOW THEREFORE, BE IT RESOLVED, in addition, the Board of Trustees approves the following UF Board Members to be excluded from oversight of the Classified Program at UF:

Morteza 'Mori' Hosseini, Chair
Rahul Patel, Vice Chair
David L. Brandon
Richard P. Cole
Christopher T. Corr
Blake E. Cox
Jed V. Davis

James W. Heavener
Sarah D. Lynne
Daniel T. O’Keefe
Marsha D. Powers
Fred S. Ridley
Patrick O. Zalupski

These UF Board of Trustees members will not require, will not have, and can be effectively and formally excluded from, access to all classified information disclosed to the entity. These individuals do not occupy a position that would enable them to adversely affect the organization's policies or practices in the performance of classified contracts.

This action is affirmed by the University of Florida, Board of Trustees. The exclusion will remain in place for all the above mentioned UF Board of Trustees members until the exclusion is null and void due to a change in status of the Presidents access for the institution, a change in federal regulation or a change in the organization’s policies.

This action is in the form of a resolution to take effect immediately upon its adoption.

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

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3
June 5, 2025**

SUBJECT: Operational Legislative Budget Request FY2026-27

BACKGROUND INFORMATION

The Florida Board of Governors (BOG) has invited each Board of Trustees (BOT) to submit a legislative budget request (LBR) for operations for FY2026-27, due July 31, 2025. The BOG will use those individual university submissions to inform a system wide LBR.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend to the BOT that it delegate authority to the Board Chair and the President to develop and approve the FY2026-27 Operational Legislative Budget Request and related documents for submission to the BOG. The Committee is also asked to recommend to the Board that it include the action on the Consent Agenda and that the Board Chair and the President distribute the submitted materials to the BOT upon their submission to the BOG.

ADDITIONAL COMMITTEE CONSIDERATIONS

Submission to the Board of Governors is required.

Supporting Documentation Included: None

Submitted by: Ryan Fuller, Interim Vice President and General Counsel

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA4
JUNE 5, 2025**

SUBJECT: Durbin Park Hospital, Inc.

BACKGROUND INFORMATION

UF Health is currently developing UF Health Durbin Park, a 42.5-acre health and wellness campus that will advance health care services as part of UF's regional expansion plan for Jacksonville and St. Johns County, which will include a full-service 150-bed hospital with a focus on orthopedics, neurosurgery, cardiovascular medicine, and women's services, as well as a multidisciplinary medical office building and an ambulatory surgery center.

To maximize operational, financial, legal and technological efficiencies, UF Health administration recommended that UF Health Durbin Park be under its own Tax Identification Number. Consistent with this recommendation, administration identified First Coast Heart and Vascular at Flagler Health+, Inc., a subsidiary of Flagler Hospital Inc., as an existing not-for-profit corporation without any operational history as an appropriate entity to serve these purposes.

UF Health administration recommended, and the UF Health Board approved, that First Coast Heart and Vascular at Flagler Health+, Inc., be repurposed to serve as the legal entity for Durbin Park Hospital and be legally renamed Durbin Park Hospital, Inc.; that the Articles of Incorporation be amended as required by law; and that Shands Teaching Hospital and Clinics, Inc., be the sole member of Durbin Park Hospital, Inc.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve the UF Health Board's actions related to the Durbin Park Hospital, Inc., for recommendation to the full Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Steve Motew, UF Health President and System Chief Executive Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

AGENDA

Thursday, June 5, 2025

~1:00 p.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
[March 27, 2025](#)
[April 23, 2025](#) (FCI Subcommittee)
[May 7, 2025](#) (FCI Subcommittee)
- 4.0 Action ItemsDavid L. Brandon, Chair
[FCI1](#) Construction Projects Budget Amendments..... Cydney McGlothlin, Assistant Vice President for Planning, Design, & Construction
[FCI2](#) Capital Minor Projects..... Cydney McGlothlin
[FCI3](#) UF-672 Music Building Design Team Selection Cydney McGlothlin
[FCI4](#) UF-672 Music Building Construction Management Team Cydney McGlothlin
[FCI5](#) Facilities Spending Plan for Fiscal Year Ending June 30, 2026 Colt Little, Interim Vice President for Construction, Facilities & Real Estate
[FCI6](#) Fixed Capital Outlay Legislative Budget Request for FY Ending June 30, 2027..... Colt Little
[FCI7](#) UF Jacksonville Campus Redevelopment Agreement Kurt Dudas, Vice President for Strategic Initiatives and Colt Little
[FCI8](#) Undergraduate Housing Project Phase I Predevelopment Agreement Colt Little
[FCI9](#) Cancer and Genetics District Energy Efficiency Performance Contract.....Colt Little, Nick Kozlov, Interim Chief Financial Officer and Mark Helms, Assistant Vice President for Facilities Services
[FCI10](#) Building Functional Name Changes..... Colt Little
- 5.0 Discussion Items.....David L. Brandon, Chair
 - 5.1 Deferred Maintenance UpdateCydney McGlothlin and Mark Helms
 - 5.2 Graduate Housing Subcommittee UpdateHeather White, Vice President for Student Life
 - 5.3 Miscellaneous Projects Update Colt Little
 - 5.4 Baby Gator Update....Patrick Zalupski, Trustee and Melissa Curry, Vice President for 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

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 8:59 a.m.

Time Adjourned: 10:04 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, 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 & 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; 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 David Brandon welcomed everyone in attendance and called the meeting to order at 8:59 a.m.

2.0 Verification of Quorum

Interim Vice President Colt Little verified a quorum with all members present, except Chair Hosseini who had excused absence.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Committee Chair Brandon asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee O’Keefe and seconded by Trustee Zalupski. 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

The Construction Projects Budget Report is provided to the Board on a quarterly basis to provide an update on university wide construction activity and highlight any changes to those projects. Any amendments to approved budget thresholds must be presented to the Board for approval. Interim Vice President Colt Little provided a review of the eight Construction Projects Budget Amendments outlined in the action item for approval by the Committee and the Board.

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$20,000,000	\$10,000,000	UF Internal Loan	\$30,000,000
UF-606	Whitney Laboratory for Marine Bioscience	\$41,200,000	\$1,054,353	Donor	\$42,254,353
UF-654	Honors College Residential Facilities	\$224,938,137	(\$23,651,777)	Housing Bond	\$201,286,360
UF-1112	Basic Science 3rd Floor Renovation	\$11,050,000	\$322,894	Interest from Research Bond	\$11,372,894
UF-675	New Disability Resource Center	\$12,450,000	\$65,005	CITF	\$12,515,005
UF-683	Dental Science Building-Envelope Repairs	\$9,953,960	\$475,040	Deferred Maintenance	\$10,429,000
UF-692	Chemical Engineering Renovation & Remodeling	\$43,292,685	\$1,103,560	Transfer from UF-695 & Research Bond	\$44,396,245
UF-693	Communicore 3rd Level Renovation	\$11,141,943	(\$259,270)	Reporting Correction	\$10,882,673

Committee Chair Brandon noted for UF-654 when UF requested Housing Bond from the Board of Governors, we promised the project would be under budget and funds would be reappropriated throughout Housing. This promise has been fulfilled.

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 O’Keefe, and second which was made by Trustee Zalupski. 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 Construction Grant for the 4-H Camp Cherry Lake

Senior Vice President Scott Angle advised over two years ago U.S. Representative Al Lawson, through a congressional earmark, appropriated over \$1.1 million to support a building on the 4-H Campus Cherry Lake. The U.S. Department of Agriculture is administering the funds and included a letter of conditions that must be met as a part of action approval. Interim VP Little noted this approval also includes approval of resolution R25-319 which authorizes the University to implement the provisions.

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 Ridley, and second which was made by Trustee Zalupski. 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 Memorial Statue: Alfred C. Warrington IV

Vice President Maria Gutierrez Martin provided an overview of the proposed memorial statue for Alfred C. Warrington IV. Mr. Warrington made significant contributions to the College of Business and UF. It will be built with non-state funds and maintained by the college. This proposed memorial statue meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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 Cole, and second which was made by Trustee Brandon. Committee Chair Brandon asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI4 Naming: Homer and Dolly Hand Homestead

Vice President Maria Gutierrez Martin provided an overview of the proposed naming for the Homer and Dolly Hand Homestead, the family home and 9.6 acres of property in Palm Beach County gifted to IFAS. The proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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 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.

FCI5 Naming: Linda and Ken McGurn Medical Plaza

Vice President Maria Gutierrez Martin provided an overview of the proposed naming of the Shands Medical Plaza B the Linda and Ken McGurn Medical Plaza. Both are UF alum and significant supporters to the university as well as the Gainesville community. 10% of their gift has been received with the remaining amount to be paid over the next six years plus additional funds from their estate payment will commence upon approval. This proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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 O’Keefe, and second which was made by Trustee Zalupski. 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 Naming: UF Early Childhood Collaboratory at Anita Zucker Hall

Vice President Maria Gutierrez Martin provided an overview of the proposed naming of the Early Childhood Collaboratory at Lake Alice (Baby Gator) to the UF Early Childhood Collaboratory at Anita Zucker Hall. Trustee Zucker’s dedication to UF and passion for childhood education has been inspiring. She was one of the first donors to the Excellence in Early Childhood Studies formally named the Anita Zucker Center for Excellence in Early Childhood Studies in 2014. This proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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 Trustee Ridley, 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.

FCI7 P.K. Yonge Gymnasium Project

Trustee Sarah Lynne reviewed the P.K. Yonge Gymnasium Project. The Board is asked to approve the proposal to utilize capital renewal funding from the College of Education and P.K. Yonge along with philanthropic donations to compliment the PECO funding for this project.

Committee Chair Brandon asked for any questions or further discussion. 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 O’Keefe, and second which was made by Trustee Ridley. 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 Campus Construction Update**

Assistant Vice President Cydney McGlothlin reviewed the construction dashboard. She advised the capital minor project threshold increased and is now defined at \$2M to \$7.5M. UF has over 32 million square feet of facilities. The state has allocated \$148M in deferred maintenance funds to UF, and UF is deploying these funds across 131 deferred maintenance projects. Additionally, there are currently 40 major projects and 682 minor projects currently underway, totaling \$2.6B. She highlighted the progress and anticipated completion dates for projects to be completed this Summer and Fall. Several buildings in the design phase were also noted. UF anticipates holding three ceremonies later this year to commemorate milestones associated with Hamilton Center, the Dental Science Building, and the Music Building. Committee Chair Brandon stated that while it is a discussion item, the committee always vote to ratify the Campus Construction Update for the record. He asked for a motion to approve Discussion Item 5.1 which was made by Trustee O’Keefe, and a second, which was made by Trustee Davis. Committee Chair Brandon asked for all in favor of the motion, any opposed, and the motion was approved unanimously.

5.2 Digital Twin Buildings

Dean Chimay Anumba, Design Construction and Planning, along with assistant professor Karla Saldaña Ochoa provided an update on the Digital Twins (DT). They reviewed the evolution of Digital Twins, current projects at UF highlighting Jacksonville as well as the benefits including cost savings, better understanding of facility utilization, pro-active informed decision making, and emergency response. Leveraging HiPerGator and the AI infrastructure will give UF the opportunity to be a leader in this space.

5.3 Infrastructure and Funding Update

Assistant Vice President Mark Helms provided an update on facilities services utilities and electrical, water, chilled water, steam, and reclaimed water distribution systems. He advised UF utilities assets are worth approximately \$902M and shared significant projects in recent years. He highlighted energy savings of \$1.8M associated with the VetMed Plant over the last four years. He reviewed UF’s consumption against our peers. Interim VP Little added we have legacy systems that will restrain our resources, and we are working on efficiencies.

5.4 Housing Facilities Update

Interim VP Colt Little provided background and a project overview of the initial phase of UF Housing’s 10-year master plan. We are in the solicitation phase for a fee developer on the initial project that involves redevelopment of Trusler/Graham/Simpson Halls which currently has 622 beds. Demolition to hopefully begin in summer and initiate new construction, which will result in 2200 beds. In addition, a subsequent phase would include renovation of Beaty Towers. The fee developer model is slightly different than what has been done. UF will finance and maintain the building as we do in all the undergraduate housing system. The developer will be responsible for overall management of the project and retaining the design firm, engineering, etc. After the selection, they will come back to the Board in June for approval. Committee Chair Brandon advised this is the largest housing initiative ever done to date. VP Heather White thanked the Committee Chair and Board for their support. This will transform housing for UF.

Trustee O’Keefe agreed and added this new student housing experience will elevate the Board’s goal of a culture of excellence.

5.5 FCI Subcommittee Update

VP Heather White advised the subcommittee has met twice since December and meetings have been productive. They have discussed occupancy, existing options, benchmarking, data and financial modeling around graduate and family housing. With the help of Trustee Lynne, Dean of the Graduate School Nicole Stedman, President of the Graduate Student Council Kevin Senior and other subcommittee members a graduate housing survey was launched. Results and recommendations will be shared at the next meeting.

5.6 Miscellaneous Projects Update

Interim VP Colt Little advised the Miami lease has been executed since the December meeting that increases the UF footprint and visibility in south Florida. The space is currently intended for the College of Business MBA program, but other university programming is under discussion.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 10:04 a.m.

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
SUBCOMMITTEE ON GRADUATE STUDENT HOUSING**

Virtual Meeting Minutes

Wednesday, April 23, 2025

Time Convened: 9:00 a.m.

Time Adjourned: 9:49 a.m.

Subcommittee members present:

David L. Brandon (Chair), Rafael Cruzado, Tina Horvath, Colt Little, Sarah D. Lynne, Cydney McGlothlin, Marsha D. Powers, Kevin Senior, Bill Starkey, Nicole Stedman, and Heather White.

Others present:

Members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Subcommittee Chair David Brandon welcomed everyone in attendance and called the meeting to order at 9:00 a.m.

2.0 Verification of Quorum

Associate Secretary Melissa Orth verified a quorum with all members present.

3.0 Discussion Items

• **Financial Update**

University Treasurer Bill Starkey summarized the subcommittee's goal to identify options for graduate and family housing and shared some financial modeling to understand what we can accomplish. Financial modeling comes down to a couple of things: what is the cost of the building, what is the interest rate, what is the coverage and how long will you issue that for. How much money do you need to generate in excess of debt service and then those funds are used to pay O&M. Chair Brandon noted that debt service coverage ratio is 1.2 per statute. There is not a common credit for graduate housing. A list of project assumptions for three funding alternatives were reviewed. The cost for the first phase, \$67-69M, includes \$10M cost to demo existing Maguire site which has to be repaid.

Project Assumptions

- Site: Existing UVS and Maguire Site
- Construction Type: Stick Frame Construction, Expected Useful Life – 20-30 years
- Facility constructed in 2 phases to replace 600 beds previously taken off-line: 300 beds in first phase, 120,000-140,000 sq ft, 100 One-Bedroom (~450 sq ft), 100 Two-Bedroom (~700 sq. ft), Community space consisting of 15,000-20,000 sq ft, Cost of constructing first phase = \$67-69 million
- Operations: Room rates sensitized based on development/financing alternatives, Revenues assume 99% occupancy declining to 95% over time, O&M at \$5/sq ft increasing at 4%

Financing Scenarios

For each scenario, rental rates were solved based on identified coverage requirements.

- **Scenario 1a – University financed and owned**

- Traditional 30-year amortizing UF Housing System debt. Assumes 4.75% cost of capital.
- Rental rates on new facility solved to produce 1.2x coverage such that Housing System debt capacity is not diluted.
- Compares to estimated \$1000/single and \$1650/double market rates.

	Operating Year			
	1	5	10	20
Expenditures				
O&M	661,250	773,569	941,165	1,393,154
Operator Profit	-	-	-	-
Financing Charges	4,386,651	4,386,651	4,386,651	4,386,651
Total	5,047,901	5,160,220	5,327,816	5,779,805
Room Rates Required at 1.2x Coverage				
Single	1,882	1,918	1,971	2,115
Double	3,105	3,164	3,252	3,489

- **Scenario 1b – University financed and owned with incremental charge on existing graduate housing**

- Traditional 30-year amortizing UF Housing System debt. Assumes 4.75% cost of capital.
- Rental rates on new facility solved to produce 1.2x coverage after graduate housing surcharge such that Housing System debt capacity is not diluted.
- Compares to estimated \$1000/single and \$1650/double market rates.
- \$150 surcharge on graduate one-bedroom - average rate from \$772 to \$922. \$250 surcharge on graduate two-bedroom – average rate from \$941 to \$1,191.

	Operating Year			
	1	5	10	20
Incremental Revenues				
Existing Grad Hsg Surcharge	1,515,000	1,515,000	1,515,000	1,515,000
Expenditures				
O&M	661,250	773,569	941,165	1,393,154
Operator Profit	-	-	-	-
Financing Charges	4,386,651	4,386,651	4,386,651	4,386,651
Total	5,047,901	5,160,220	5,327,816	5,779,805
Room Rates Required at 1.2x Coverage				
Single	1,401	1,437	1,490	1,633
Double	2,311	2,370	2,458	2,695

Chair Brandon noted no buildings currently on campus are stick frame with an expected useful life of 20-30 years.

- **Scenario 2 – P3 financed, owned and operated**

UT Starkey advised one of the reasons P3s are used in the public sector is it allows them to build a different type of building. Comparing UF building vs. stick frame construction, the difference would be a lot bigger. In this case, it does not make sense.

- Assumes 6.75% developer required rate of return.
- Near-term financing charges capitalized to lower initial rental rates.
- Operator profit assumed \$1/sqft increasing at 4%.
- Rental rates solved for 1.3x coverage of required developer return.
- No impact on Housing System.

	Operating Year			
	1	5	10	20
Expenditures				
O&M	661,250	773,569	941,165	1,393,154
Operator Profit	132,250	154,714	188,233	148,763
Financing Charges	3,919,981	4,908,981	5,537,525	7,201,705
Total	4,713,481	5,837,263	6,666,923	8,743,622
Room Rates Required to Meet Developer Return				
Single	1,746	1,854	2,139	2,894
Double	2,881	3,059	3,530	4,776

- **Scenario 3 – Purchase of Existing Facility**

UT Starkey advised another option would be to purchase an existing building off campus meeting the same assumptions – not impact undergraduate housing credit and still have enough money for O&M. Current market rates, if building is \$26M, we could use it for graduate and family housing.

- Traditional UF Housing System debt – maturity limited to remaining life.
- Acquisition cost limited to market

Chair Brandon asked if this option, assuming \$26M is the cost, does it include renovation or reoutfitting units. UT Starkey advised it does not. Chair Brandon added this option is beyond what graduate students have answered in the survey they can pay.

UT Starkey advised three things could move the needle 1. if we can figure out a way to build a cheaper building, 2. interest rates lowers, or 3. subsidize the existing housing credit or increase rents on the whole system. Chair Brandon asked how these rents compare to the proposed rents on the new undergraduate housing, noting sizes are different and we can adjust per square footage. UT Starkey advised the private market rentals are \$1000 single \$1650 double. Most of those have multiple students in each of those units so not what we need for the graduate student housing. The other ways to help, as discussed in a previous meeting, include a subsidy or something similar.

- **Stipend Information**

Trustee Sarah Lynne advised she and Dean Stedman gathered graduate student stipend information at UF as well as our top ten public peers. The typical graduate stipends are .5 FTE, 20 hours a week half time, and on a 9- month contract during the academic calendar. She noted separate appointments for summer can also be made but that is not a part of the data shared. In the data shared, there is a mix of master's and doctoral students.

Trustee Lynne shared an evaluation of the graduate stipend minimum amounts, adjusted for cost of living (COLA). She noted places like LA will be more expensive than Florida so COLA were included. The values in purple are those where the total dollar amount goes down when you adjust for cost of living. If the number stays black, it is because the cost-of-living increases when you make the adjustment.

<u>Institution</u>	<u>Location</u>	<u>Minimum Stipend (9-mo, 0.5 FTE)</u>	<u>Minimum COLA Adj</u>
UCLA	Los Angeles, CA	\$36,500	\$31,719
UC San Diego	San Diego, CA	\$25,923	\$22,164
UNC	Chapel Hill, NC	\$27,747	\$28,690
Michigan	Ann Arbor, MI	\$27,539	\$28,172
Illinois	Champaign, IL	\$23,000	\$25,001
UC Davis	Davis, CA	\$25,923	\$23,357
UC- Berkeley	Berkeley, CA	\$28,196	\$23,149
UC Irvine	Irvine, CA	\$25,500	\$22,160
UF	Gainesville, FL	\$20,600	\$21,342
Gtech	Atlanta, GA	\$20,619	\$20,866
UV	Charlottesville, VA	\$12,500	\$12,800
UT Austin	Austin, TX	\$12,480	\$12,630

Trustee Lynne then provided summaries of the UF graduate appointments into three groups Research Assistantship, Teaching Assistantship, and Other Assistantships and how categories have shifted over time from 2015-2016 to 2024-2025. She highlighted the first-year minimum cash salary, average cash salary, max cash salary to show stipend trends over time. Member Kevin Senior noted the 2021-2023 information was missing. Trustee Lynne noted she will get the information. Chair Brandon asked if the top 25% average stipend of our peers was adjusted to mean, with COLA, that may be \$3-4K, which still would not support a new building financial option but may help them offset residence in the private sector. UT Starkey agreed this is a safe assumption. Trustee Lynne will do some calculations and share. Interim Vice President Colt Little advised we would need to consider the disparity between the students who live on campus and those who don't adding the percentage of the whole it's not a large number. Chair Brandon agreed and added we would need to look long term at our existing housing units rates relative to an accrual for capital maintenance.

- **Survey Update**

Vice President for Student Life Heather White provided an update on the graduate housing survey results. This was a partnership with Trustee Lynne, Dean Stedman and Member Senior. The survey was sent to all graduate students not fully online in the system, approximately 20,000, and 339 responded. The survey was open for several weeks and well publicized with at least four reminders sent out via email along with social media and other outreach messaging.

Of the 339 responders, 234 lived off campus, 89 lived in UF Graduate and Family Housing, and fifteen lived on or near a UF IFAS Research Education Center. Trustee Lynne advised that in her work as a science methodology person, this was a good sample size to be able to draw larger generalizations to the population from. There was a decent number of responses from those off campus which is a high priority group for us to get information from because those are the students that were the most interested in understanding what they would need to want to be moving on campus right. Chair

Brandon clarified that 234 of approximately 20,000 graduate students or 1% who were sent the survey replied they lived off campus and seemingly be interested in living on campus. Trustee Lynne confirmed that was accurate.

VP White advised the key survey takeaways included 1. Cost is the most important factor, with the top 5 responses including price, availability, quality, safety and proximity to campus, 2. Students indicated their max price point for living on campus is \$1,000 or less, and 3. Preferred unit type was one- and two-bedroom apartments. It was noted top priorities for those who did write-in responses included affordability, availability, pets, amenities and stipends. VP White reviewed the percentages that stood out for those considering moving next year, 52% considered moving on campus, 6% of which indicated in residence halls, the preferred unit type being a two-bedroom apartment (36%) and a one-bedroom apartment (34%). Chair Brandon asked of the 20,000 survey, how many are married or married with children. VP White advised we have metrics for only those living on campus. Trustee Lynne added the survey did ask if participants were looking for housing for themselves, themselves and adult, or themselves and children. There were a small number who advised they were looking for housing for themselves and children.

- **Recommendations and Next Steps**

Chair Brandon advised a report should be presented at the June UF Board of Trustees (BOT) meeting. Compile the information the subcommittee has gathered including SEC and top ten peer graduate benchmarking on housing rental numbers and stipends, survey results on what students can afford, demand, and location. We will present the report and get feedback from the BOT for the next steps. If we have a recommendation, we can include what to explore.

Trustee Marsha Powers advised the Board needs to understand the options to 1. increase the subsidy and 2. build inexpensive to make this financially feasible and find a clear path for success. We've got to figure out what that is and then determine how to do it within the guidelines and law at competitive market rates. Chair Brandon agreed and advised the answer may be a blended hybrid approach to meet graduate student needs. Trustee Powers thanked UT Starkey for providing financials that give all a clear picture of where we are. Chair Brandon suggested the subcommittee meet in May for a final meeting. All agreed on May 7, 2025 at 2:30pm. He thanked everyone for their hard work and research.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

The committee discussed their next meeting date and Subcommittee Chair Brandon adjourned the meeting at 9:49 a.m.

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
SUBCOMMITTEE ON GRAUDATE STUDENT HOUSING

Virtual Meeting Minutes

Wednesday, May 7, 2025

Time Convened: 2:35 p.m.

Time Adjourned: 3:19 p.m.

Subcommittee members present:

David L. Brandon (Chair), Rafael Cruzado, Tina Horvath, Colt Little, Sarah D. Lynne, Cydney McGlothlin, Marsha D. Powers, Kevin Senior, Bill Starkey, Nicole Stedman, and Heather White.

Others present:

Members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Subcommittee Chair David Brandon welcomed everyone in attendance and called the meeting to order at 2:35 p.m.

2.0 Verification of Quorum

Vice President Heather White verified a quorum with all members present.

3.0 Discussion Items

• **Financial Summary**

University Treasurer Bill Starkey summarized financial paths discussed in previous meetings based on development alternatives, project assumptions and financing scenarios. Of the three development alternatives, none are favorable based on existing construction costs. Trustee Lynne asked if new housing construction costs for undergraduate housing are resulting in affordable housing rates for undergraduates, why isn't it resulting in affordable housing rates for graduate housing. UT Starkey advised graduate units need kitchens and ancillary spaces similar to an apartment that undergraduate units do not, which is a significant cost difference to build. Senior Director Horvath added that undergraduate rates are based on one bed in a unit multiple students rent and share the common spaces including bathrooms. Graduate units are based on an entire unit like an apartment. Director Cruzado added we currently have approximately 40 graduate students living in residence halls. Mr. Senior advised graduate students don't want to live in residence hall complexes with undergraduate students for various reasons. VP White added The Continuum, a graduate housing option UF students have, is at an 84% occupancy and we don't have the demand to fill it. Interim Vice President Colt Little added The Continuum rate is the market price.

- **Housing & Benchmarking Information**

Trustee Lynne reviewed the SEC and Top 10 Benchmarking. Data shows few schools in the SEC offer graduate housing. UF is at the top with more units than all other SEC schools, except one, and our rate is the lowest.

BENCHMARKING: SEC

Institution	Total units	Monthly Rate: 1 Bedroom	Monthly Rates: 2 Bedrooms
University of Alabama	No designated Graduate & Family Housing		
University of Arkansas	No designated Graduate & Family Housing		
Auburn University	No designated Graduate & Family Housing		
University of Florida	624	\$651- \$844	\$727 - \$924
University of Georgia	No designated Graduate & Family Housing		
University of Kentucky	611	\$786 - \$1,372	\$876 - \$917
Louisiana State University	Closed GFH. Now hold 150 spaces for graduate students in apartment complex.		
Mississippi State University	No designated Graduate & Family Housing		
University of Mississippi	No designated Graduate & Family Housing		
University of Missouri	213	\$855	
University of South Carolina	No designated Graduate & Family Housing		
University of Oklahoma	190	\$825	\$910
University of Tennessee	No designated Graduate & Family Housing		
Texas A&M University	418	\$1,134	\$1,414
University of Texas, Austin	1094	\$1,120 - \$1,232	\$1,413
Vanderbilt University	No designated Graduate & Family Housing		

Top 10 peer data show on average our peers have more units in their inventory, but UF has the lowest monthly rate for 1 and 2 bedroom units. Based on data gathered, UF does not need more units. The cost-of-living adjustment (COLA) at other institutions provides those graduate students the ability to afford higher monthly rental rates. To get UF in the top 75 percentile of our peers ultimately, we would need a higher COLA adjustment and a stipend increase. Committee Chair Brandon added this increase would not give our graduate students additional funds to pay for a new building but may provide them with more money to afford housing options in the private sector. Mr. Senior agreed a COLA increase seems like the best option to explore. Dean Stedman noted that in the benchmarking it shows minimum stipends for 9-month students. A large number of UF doctoral students have 12-month appointments not 9 Months but with a 0.5 FTE. Trustee Lynne advised we focus on increasing stipends.

BENCHMARKING: TOP 10

Institution	Total units	Monthly Rate: 1 Bedroom	Monthly Rates: 2 Bedrooms	Minimum Stipends (9-mo, 0.5 FTE)	Minimum COLA Adjustment
UC Los Angeles	2112	\$1,598 - \$2,217	\$1,053 - \$1,793	\$36,500	\$31,719
UC Berkeley	1249+	\$2,155	\$2,370 - \$2,570	\$28,196	\$23,149
University of Michigan	2447	\$1,211 - \$1,286	\$1,470 - \$1,550	\$27,539	\$28,172
University of Virginia	330	\$1,030	\$1,270	\$12,500	\$12,800
UNC Chapel Hill	660	\$1,427	\$1,831	\$27,747	\$28,690
UC San Diego	2937	\$1,590 - \$2,301	\$954 - \$1,485	\$25,923	\$22,164
University of Florida	624	\$651- \$844	\$727 - \$924	\$20,600	\$21,342
University of Texas, Austin	1094	\$1,120 - \$1,232	\$1,413	\$12,480	\$12,630
Georgia Institute of Technology	529	\$1,411	\$1,635	\$20,619	\$20,866
UC Davis		\$1,427	\$1,831	\$25,923	\$23,357
UC Irvine	1929	\$1,185 - \$1,324	\$1,320 - \$2,094	\$25,500	\$22,160
University of Illinois, Urbana Champaign		\$730 - \$830	\$660 - \$880	\$23,000	\$25,001

- 75th percentile of Top 10 peers based on the COLA adjustment (excluding UCLA):
 - Minimum Stipends (9-mo, 0.5 FTE) increases to: \$23,300
 - Minimum COLA Adjustment increases to: \$24,179

Recommendations and Next Steps

The subcommittee agreed it would be fiscally irresponsible to endeavor on a building project as projected monthly rates exceed graduate student thresholds for affordability and the liability to maintenance would be a significant expense to the university. Focused on exploring increasing stipends, based on all of the information gathered, is the next best step. Finding a funding source will be critical. Dean Stedman advised that Chief Negotiator Patrick Keegan should be involved in those conversations. Stipends are a part of collective bargaining with the UF Graduate Assistants United each year. Of the approximately 16,000 graduate students, 4,500 are employed by UF. UT Starkey advised they will need to identify categories of graduate students with and without stipends. Dean Stedman advised there are graduate students who are on federal work study, teaching assistants, and research assistantships. Director Horvath added graduate family housing is open to all graduate and professional students.

4.0 New Business

There was no new business to come before the committee. There was mutual gratitude with the Committee Chair and members for everyone's time and dedication.

5.0 Adjourn

The committee discussed their next meeting date and Subcommittee Chair Brandon adjourned the meeting at 3:19 p.m.

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI1

June 5, 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 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-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

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Construction Projects Report

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

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

University of Florida Board of Trustees											
Major Capital Construction Projects - Update											
Meeting Date: June 5th, 2025											
Report Date: April 11th, 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	\$ -		\$ -		\$ 30,000,000	August-2026	Construction 10% completed.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	\$ 28,500,000	\$ 42,254,353	\$ 29,023	Departmental Funding	\$ 13,754,353		\$ 42,283,376	August-2025	Construction 95% completed. Project extended 2 months for small scope add.
Construction	UF-644	Inner Road Resurfacing & Landscape Improvements	\$ 7,058,000	\$ 7,043,000	\$ -		\$ (15,000)		\$ 7,043,000	August-2025	Construction 91% completed. Note: Only first layer of asphalt is in place and road in use since August 24` as planned. Final layer after completion of UF-644A & B due to heavy equipment use at times.
Construction	UF-644A	Inner Road Thermal Infrastructure Improvements	\$ 14,085,000	\$ 14,085,000	\$ -		\$ -		\$ 14,085,000	August-2025	Construction 93% completed.
Construction	UF-644B-2	Steam and Electrical- Hub to Newell (Phase 2)	\$ 15,070,000	\$ 15,070,000	\$ -		\$ -		\$ 15,070,000	August-2025	Construction 89% 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 75% completed and on schedule.
Construction	UF-653A	Architecture - Renovation/Remodeling	\$ 6,250,000	\$ 2,928,019	\$ 160,000	Facilities Services	\$ (3,321,981)	N	\$ 3,088,019	August-2024	Original Construction 100% complete. Additional FS work-added to project. Project will be transferred to Post Occupancy for next BOT meeting.
Construction	UF-654	Honors College Residential Facilities	\$ 220,000,000	\$ 201,286,360	\$ -		\$ (18,713,640)		\$ 201,286,360	Buildings 1 & 3	Buildings are occupied.
										Building 2	Building is occupied.
										Building 4	Building is occupied.
										Shell Space: August 2025	Construction 95% completed.
Construction	UF-1112	Basic Science Third Floor Renovation	\$ 10,600,000	\$ 11,372,894	\$ 76,954	Interest from Research Bond	\$ 772,894.00	N	\$ 11,449,848	February-2026	Construction 60% completed.
Construction Total		(9 Projects)	\$ 370,313,000	\$ 370,659,917	\$ 265,977		\$ 346,917		\$ 370,925,894		
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 2026 through 2028	Design Development underway.
Design	UAA-530	Basketball Practice Facility Renovation	\$ 8,000,000	\$ -	\$ -		\$ -		\$ 8,000,000	November-2025	Construction was to begin March 2024. UAA has postponed the construction start date to March 2026 due to scope increase.
Design	UF-318	Dental Science Building	\$ 198,647,435	\$ -	\$ -		\$ -		\$ 198,647,435	Addition: October 2029 Reno: August 2031	Pre-design phase complete with program verification. Schematic Phase in progress. Current budget reflects \$103m in house state appropriation with pending FY26 CIP \$47.5m and FY27 CIP \$47.5m funding request.
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	\$ -	\$ -		\$ 65,005		\$ 12,515,005	March-2026	Design Development completed. Project estimate is over available budget. Delays may occur.
Design	UF-677	PK Yonge Gymnasium	\$ 12,000,000	\$ -	\$ 6,780,000	Departmental Funding & Donor	\$ -	N	\$ 18,780,000	May-2027	Design Build selection underway.
Design	UF-689	Hamilton Center for Classical & Civic Education	\$ 55,000,000	\$ -	\$ -		\$ -		\$ 55,000,000	October-2027	Advanced Schematic Design in progress.
Design	UF-692	Chemical Engineering Renovation & Remodeling	\$ 30,000,000	\$ -	\$ (491,836)	Transferring Research Bond Funds to MP09314	\$ 14,396,245	N	\$ 43,904,409	June-2027	100% CDs completed. Awaiting GMP to begin construction phase.
Design	UF-693	Communicore Ground and third level Renovation	\$ 10,000,000	\$ -	\$ 311,626	Research Bond	\$ 882,673	N	\$ 11,194,299	June-2026	100% CDs in progress.

Design	UF-698	Center for Applied Artificial Intelligence - Balm	\$30,000,000	\$-	\$1,500,000	Departmental Funding, Carry Forward & Royalty Funds	\$165,880	N	\$31,665,880	April-2027	Design Development in progress.
Design Total		(10 Projects)	\$821,097,435	\$-	\$8,099,790		\$15,509,803		\$844,707,028		
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-673	Early Childhood Collaborative	\$25,000,000	\$-	\$-		\$-		\$25,000,000	TBD	Project programming in progress. Budget being evaluated.
Planning	UF-688	Gator Corner Refresh	\$12,000,000	\$-	\$-		\$-		\$12,000,000	TBD	Facility Program Development. Business Service might push back the design and construction by several months due to Broward.
Planning	UF-691	Health Science Center IGA ESCO (Dental Tower)	\$34,000,000	\$-	\$-		\$-		\$34,000,000	TBD	Siemens developing Investment Grade Audit, Design basis, Design Development and 100% engineering design. Project on Hold.
Planning	UF-702	Thermal Infrastructure Plant & Distribution Upgrades	\$50,000,000	\$-	\$-		\$-		\$50,000,000	TBD	Engineering firm solicitation in progress. Current budget reflects pending FY26 CIP \$50m funding request
Planning	UF-705	UF Student Housing Development	\$400,000,000	\$-	\$-		\$-		\$400,000,000	TBD	ITN solicitation in progress. Demo of existing buildings slated to start Summer 2025.
Planning	UF-707	Jacksonville Health & Financial Tech Graduate Education Center	\$300,000,000	\$-	\$-		\$-		\$300,000,000	TBD	Facility Program Development
Planning	UF-TBD	IFAS Florida 4H: Camp Cherry Lake Outdoor Learning Center Facilities	\$11,500,000	\$-	\$-		\$-		\$11,500,000	TBD	Facility Program Development. Current budget reflects \$900k in house state appropriation with pending FY26 CIP \$10.6m funding request.
Planning	UF-TBD	Digital Hologram Demonstration Center	\$25,000,000	\$-	\$-		\$-		\$25,000,000	TBD	Facility Program Development. Current budget reflects pending FY26 CIP \$25m funding request.
Planning	UF-TBD	Florida Semiconductor Institute	\$45,000,000	\$-	\$-		\$-		\$45,000,000	TBD	Facility Program Development
Planning Total		(11 Projects)	\$939,500,000	\$-	\$-		\$-		\$939,500,000		
Grand Total	(30 Projects)		\$2,130,910,435	\$370,659,917	\$8,365,767		\$15,856,720		\$2,155,132,922		

*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-200/A	University Public Safety Building (Police Department) & Centrex Building Renovation	\$26,000,000	\$29,787,048	\$-		\$3,787,048		\$29,787,048	May-2023	Closeout proceeding. Archiving July 2025.
Post-Occupancy	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	\$50,000,000	\$56,359,048	\$-		\$6,359,048		\$56,359,048	August-2023	Closeout proceeding. Archiving July 2025.
Post-Occupancy	UF-632	Data Science and Information Technology Building	\$135,000,000	\$154,100,082	\$-		\$19,100,082		\$154,100,082	December-2023	Closeout proceeding. Archiving December 2025.
Post-Occupancy	UF-638	Student Health Care Center Phase 2 (Infirmary)	\$26,000,000	\$26,062,284	\$-		\$62,284		\$26,062,284	March-2023	Closeout proceeding. Archiving July 2025.
Post-Occupancy	UF-668	Racquet Club Dining Renovation	\$7,000,000	\$7,000,000	\$-		\$-		\$7,000,000	August-2023	Closeout proceeding. Archiving July 2025.
Post-Occupancy	UF-685	Holland Law ESCO Heating Hot Water Conversion	\$34,000,000	\$27,614,710	\$-		\$(6,385,290)		\$27,614,710	February-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.

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
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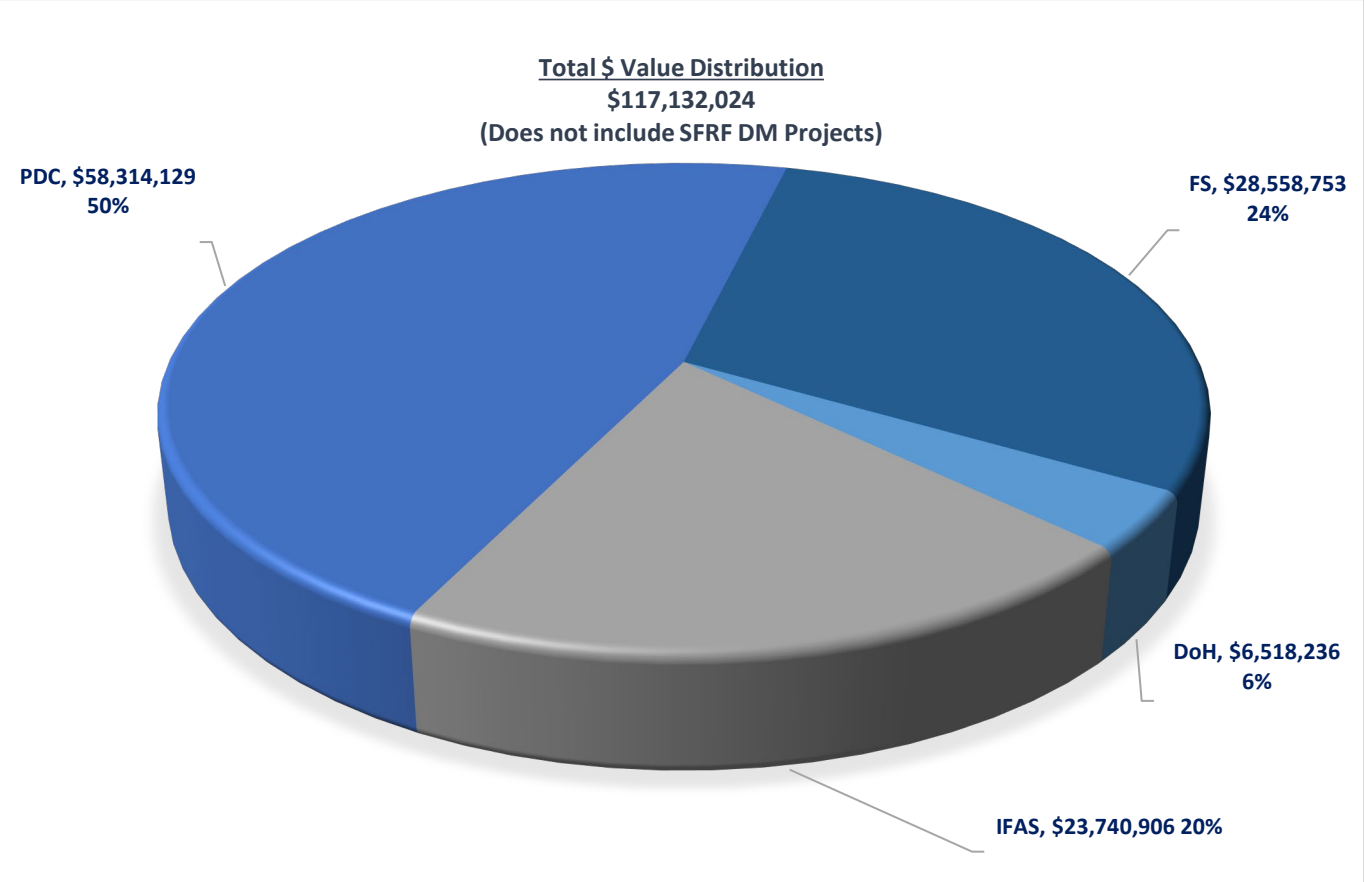
Construction	UF-606	Whitney Laboratory for Marine Bioscience	June 5, 2025	\$ 42,254,353	\$ 29,023	Department Funding	\$ -	\$ 42,283,376	N	Adding \$29,023 from Department Funding to cover final cost of Discovery Lobby.
Construction	UF-653A	Architecture - Renovation/Remodeling	June 5, 2025	\$ 2,928,019	\$ 160,000	Facilities Services	\$ -	\$ 3,088,019	N	Adding \$160,000 from Facilities Services to update and correct existing plumbing issues in building.
Construction	UF-1112	Basic Science Third Floor Renovation	June 5, 2025	\$ 11,372,894	\$ 76,954	Interest from Research Bond	\$ -	\$ 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	\$ -	\$ 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	\$ -	\$ 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	\$ -	\$ 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	\$ -	\$ 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-654	Honors College Residential Facilities	March 27, 2025	\$ 224,938,137	\$ (23,651,777)	Housing Bond	\$ (23,651,777)	\$ 201,286,360	N	Transfer (\$23,651,777) from Housing Bond to fund (67) Housing Minor O&M Projects
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-683	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.
Construction	UF-653A	Architecture Building Renovation	December 12, 2024	\$ 3,628,019	\$ (700,000)	Transfer to UF-653	\$ (700,000)	\$ 2,928,019	N	Transferring remaining funds to UF-653 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.
Planning	UF-695	Black Hall & Material Engineering Renovation	December 12, 2024	\$ 7,261,723	\$ (7,261,723)	Transfer to UF-692	\$ (7,261,723)	\$ -	N	Project UF-695 is closed and funds transferred to various research projects with \$5,450,000 to UF-692. Last report.
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-644	Inner Road Resurfacing & Landscape Improvements	August 12, 2024	\$ 7,058,000	\$ (15,000)	Transfer to UF-687 Broward Hall Project	\$ (15,000)	\$ 7,043,000	N	Transferring (\$15,000) to UF-687 Broward Hall for shared cost and use of ADA pathway during construction.
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-687	Broward Dining Facility Renovation and Addition	August 12, 2024	\$ 25,540,000	\$ 15,000	Transfer from UF-644 Inner Road Project	\$ 15,000.00	\$ 25,555,000	N	Recieving \$15,000 from UF-644 Inner Road for shared cost and use of ADA pathway during construction.
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-653A	Architecture - Renovation/Remodeling	June 13, 2024	\$ 6,250,000	\$ (2,621,982)	Transfer of funds	\$ (2,621,982)	\$ 3,628,018	N	Transfer budget to UF-653 for scope revision to shell and core space only.
Construction	UF-654	Honors College Residential Facilities	June 13, 2024	\$ 220,000,000	\$ 4,938,137	Bond Interest	\$ 4,938,137	\$ 224,938,137	N	Additional \$4,938,137 provided from Bond Interest.
Construction	UF-685	Holland Law ESCO Heating Hot Water Conversion	June 13, 2024	\$ 34,000,000	\$ (6,385,290)	Cost Reconciliation	\$ (6,385,290)	\$ 27,614,710	N	Reducing (\$6,385,290) for cost reconciliation based on updated construction costs.
Construction	UF-685A	Holland Law ESCO ITC	June 13, 2024	\$ 5,000,000	\$ (143,281)	Cost Reconciliation	\$ (143,281)	\$ 4,856,719	N	Reducing (\$143,281) for cost reconciliation based on updated construction costs.
Construction	UF-687	Broward Dining Facility Renovation and Addition	December 7, 2023	\$ 20,000,000	\$ 5,540,000	Business Services, Chartwells and Business Affairs (ADA)	\$ 5,540,000	\$ 25,400,000	N	Additional \$5,000,000 from Chartwells and Business Services to expand the building from 7,800 GSF to 10,000 GSF to accommodate for the additional needed seats in the building. Additional \$540,000 from Business Affairs for ADA pathway design and construction to project which was omitted in original scope.
Construction	UF-692	Chemical Engineering Renovation & Remodeling	December 7, 2023	\$ 30,000,000	\$ 7,885,399	Deferred Maintenance and Carry Forward (MP05287 & MP07456)	\$ 7,885,399	\$ 37,885,399	N	Additional \$7,885,399 provided from MP05287 and MP07456; two HVAC Deferred Maintenance projects that are planned in this building. Major project absorbing them for coordination in order to save time and money on mobilization, staffing and GCs collectively. Project split into UF-692, UF-692A and UF-692B.
Construction	UF-606	Whitney Laboratory for Marine Bioscience	March 16, 2023	\$ 31,200,000	\$ 8,000,000	State Appropriation	\$ 8,000,000	\$ 39,200,000	Y	Additional \$8,000,000 is the adjustment to account for construction cost escalation to meet the program for the Whitney Lab. The additional funding has been requested as a CIP State Appropriation in the amount of \$6.5M and \$1.5M donor funds.
Design	UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	March 16, 2023	\$ 45,000,000	\$ 1,263,600	Donor	\$ 1,263,600	\$ 46,263,600	N	Additional \$1,263,600 is the adjustment to account for construction cost escalation to meet the program for the Architecture Building and DCP Collaboratory Addition. The additional funding has been provided from Donor gifts.
Construction	UF-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

<div>University of Florida Board of Trustees</div> <div>Minor Capital Construction Projects (\$2M - \$7.5M in Construction Costs)</div> <div>(Summary Below for Projects <\$2M)</div> <div>Meeting Date: June 5th, 2025</div> <div>Report Date: April 11th, 2025</div>											
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 25% Completed.
Construction	UF-703	Stetson Medical Science Roof Replacement	\$ 5,552,948	\$ 5,552,948	\$ 20,000	UF Strategic Funds	\$ -	N	\$ 5,572,948	August-2025	Construction 80% Completed.
Construction	IF23190	Suite 1012 and Room 1173 Renovation	\$ 4,647,503	\$ -	\$ -		\$ -		\$ 4,647,503	June-2025	Construction 75% Completed.
Construction	IF24011	IFAS Microbiology Teaching Lab Addition	\$ 3,962,000	\$ -	\$ -		\$ -		\$ 3,962,000	April-2026	Construction Started. Pending CIP FY26 \$3.5m for Phase II. Budget will increase to \$7,462,000.
Construction	MP08459	Constans Theatre Ceiling Repairs	\$ 3,900,000	\$ 4,725,000	\$ -		\$ 825,000		\$ 4,725,000	March-2025	Construction 70% Completed.
Construction	MP08172	Communicore Roof - Replace	\$ 3,587,133	\$ -	\$ -		\$ -		\$ 3,587,133	May-2025	Construction 80% Completed.
Construction	UT00861	Center Drive Steam & Waste Water Piping Replacement	\$ 3,000,000	\$ 3,000,000	\$ -		\$ -		\$ 3,000,000	December-2024	Construction 70% Completed.
Construction	UF-266D	Chemical Engineering Student Center corrections	\$ 2,952,529	\$ 4,128,450	\$ -		\$ 1,175,921		\$ 4,128,450	January-2025	Construction 75% Completed.
Construction	MP07381	Nuclear Field Building Renovation	\$ 2,945,923	\$ 3,467,922	\$ -		\$ 521,999		\$ 3,467,922	July-2025	Construction 50% Completed.
Construction	HS24501	Graham Hall Elevator Modernization & Fire Sprinkler	\$ 2,855,100	\$ 2,855,100	\$ -		\$ -		\$ 2,855,100	October-2025	Construction 30% Completed.
Construction	UT00348	Water Reclamation Facility Filtration System Replacement	\$ 2,851,500	\$ 2,851,500	\$ -		\$ -		\$ 2,851,500	September-2024	Construction 15% Completed.
Construction	MP06892	Baby Gator Diamond Village	\$ 2,665,390	\$ -	\$ -		\$ -		\$ 2,665,390	May-2025	Construction 90% Completed.
Construction	MP08475	E-Sports Facility	\$ 2,140,000	\$ -	\$ -		\$ -		\$ 2,140,000	July-2026	Construction 15% Completed.
Construction	MP04860	Reitz Union, Elevator Upgrade	\$ 2,000,864	\$ 2,030,964	\$ -	\$ -	\$ 30,100		\$ 2,030,964	August-2025	Construction 90% Completed.
Construction	IF23234	HTU Student Residence	\$ 1,992,650	\$ -	\$ 507,350	Departmental Funding	\$ -	N	\$ 2,500,000	October-2025	Construction 50% Completed.
Construction Total		(15 Projects)	\$ 51,605,544	\$ 33,132,924	\$ 527,350		\$ 2,553,020		\$ 52,654,950		
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-671	Harn Museum American Art Wing	\$ 5,698,000	\$ -	\$ -		\$ -		\$ 5,698,000	April-2026	100% CDs in progress
Design	MP08676	COM 4th Floor Renovation	\$ 5,300,000	\$ -	\$ 800,000	Research Bond & Research Bond Interest	\$ -	N	\$ 6,100,000	August-2025	Design Proceeding
Design	IF23190	B0981-Suite 1012 Renovation	\$ 4,647,503	\$ -	\$ (450,000)	Transferring Bond Funding to IF24082	\$ -	N	\$ 4,197,503	June-2025	Design at 60% CDs.
Design	UT00881	Substation 2 Relay and Breaker Replacement	\$ 4,000,000	\$ -	\$ -		\$ -		\$ 4,000,000	June-2026	Design Development
Design	IF24049	Agricultural & Biological Engineering Teaching Lab	\$ 3,700,000	\$ -	\$ 1,005,000	UF Bridge Loan	\$ -	N	\$ 4,705,000	November-2025	Design Development.
Design	MP09130	Demolition of University Village Apartments - Section 3	\$ 3,550,100	\$ -	\$ -				\$ 3,550,100	December-2025	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	May-2025	Design at 100% CDs.
Design	MP09139	Demolition of McGuire Village - Section 1	\$ 3,350,000	\$ -	\$ -		\$ -		\$ 3,350,000	December-2025	Design Proceeding
Design	MP09143	Demolition of McGuire Village - Section 2	\$ 3,250,000	\$ -	\$ -		\$ -		\$ 3,250,000	December-2025	Design Proceeding
Design	MP09105	CSE - 1st Floor Renovation for UF Space Institute	\$ 2,950,000	\$ -	\$ -		\$ -		\$ 2,950,000	December-2025	Design at 60% Design.
Design	MP08959	Jennings Creek Headwall	\$ 2,750,000	\$ -	\$ -		\$ -		\$ 2,750,000	August-2026	Design Development.
Design	IF23169	B0717 - Convert Classrooms into Labs	\$ 2,614,220	\$ -	\$ -		\$ -		\$ 2,614,220	June-2025	Design at 100% CDs.
Design	IF24062	Crop Transformation Center Ag Containers	\$ 2,500,000	\$ -	\$ -		\$ -		\$ 2,500,000	June-2025	Design at 50% CDs.

Design	MP08120	Phillips Center Rm 110 Acoustics	\$2,280,767	\$-	\$-		\$-		\$2,280,767	September-2025	Design Proceeding.
Design	MP06133	Harn Museum - Upgrade security surveillance/burglar/access controls	\$2,100,000	\$-	\$-		\$-		\$2,100,000	December-2025	Design at 100% CDs.
Design	MP09002	Renovation of HUB Chick-Fil-A	\$2,065,000	\$-	\$-		\$-		\$2,065,000	December-2025	Design at 100% CDs.
Design Total		(17 Projects)	\$55,558,590	\$-	\$1,355,000		\$-		\$56,913,590		
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	MP09477	Renovation of Jax Bay Street Building	\$7,000,000	\$-	\$-		\$-		\$7,000,000	February-2026	Project in Planning.
Planning	MP09399	Veterinary Clinical Sciences VH-79, 80, 87, 89 - Renovation	\$4,901,000	\$-	\$-		\$-		\$4,901,000	May-2026	Project in Planning.
Planning	MP09438	East Campus Utility Yard - Data Center Chiller Replacement	\$4,828,500	\$-	\$-		\$-		\$4,828,500	December-2025	Project in Planning.
Planning	MP08441	Engineering 2nd Floor Admin Suite Renovation	\$3,999,000	\$-	\$-		\$-		\$3,999,000	October-2025	Project on hold.
Planning	MP09470	Norman Fixel Institute - E10-CH2MHILL- Property Construction of Access Road	\$3,900,000	\$-	\$-		\$-		\$3,900,000	TBD	Project in Plnning.
Planning	MP09037	Computer Sciences/Engineering E112, E107, E118, E122 Classroom Reno	\$3,532,101	\$-	\$-		\$-		\$3,532,101	December-2025	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	MP09306	Cypress Hall Shared-Use Path	\$2,400,000	\$-	\$-		\$-		\$2,400,000	TBD	Project in Planning.
Planning	MP08708	Field and Fork Food Pantry Expansion and Renovation	\$2,156,825	\$-	\$-		\$-		\$2,156,825	January-2026	Project in Planning.
Planning	MP09448	Demolish Trusler Hall	\$2,100,000	\$-	\$-		\$-		\$2,100,000	August-2028	Project in Planning.
Planning	MP09449	Demolish Simpson Hall	\$2,100,000	\$-	\$-		\$-		\$2,100,000	August-2028	Project in Planning.
Planning	MP09450	Demolish Graham Hall	\$2,100,000	\$-	\$-		\$-		\$2,100,000	August-2028	Project in Planning.
Planning	MP09451	Demolish Graham Commons	\$2,100,000	\$-	\$-		\$-		\$2,100,000	August-2028	Project in Planning.
Planning	MP09098	Jennings Creek Bridge Replacement	\$2,000,000	\$-	\$-		\$-		\$2,000,000	December-2025	Project on hold.
Planning Total		(16 Projects)	\$52,531,995	\$-	\$-		\$-		\$52,531,995		
Grand Total		(48 Projects)	\$159,696,129	\$33,132,924	\$1,882,350		\$2,553,020		\$162,100,535		

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 - \$7.5m in Construction Costs and Summary Below for Projects <\$2M

Meeting Date: June 5th, 2025

Report Date: April 11th, 2025

Major Projects

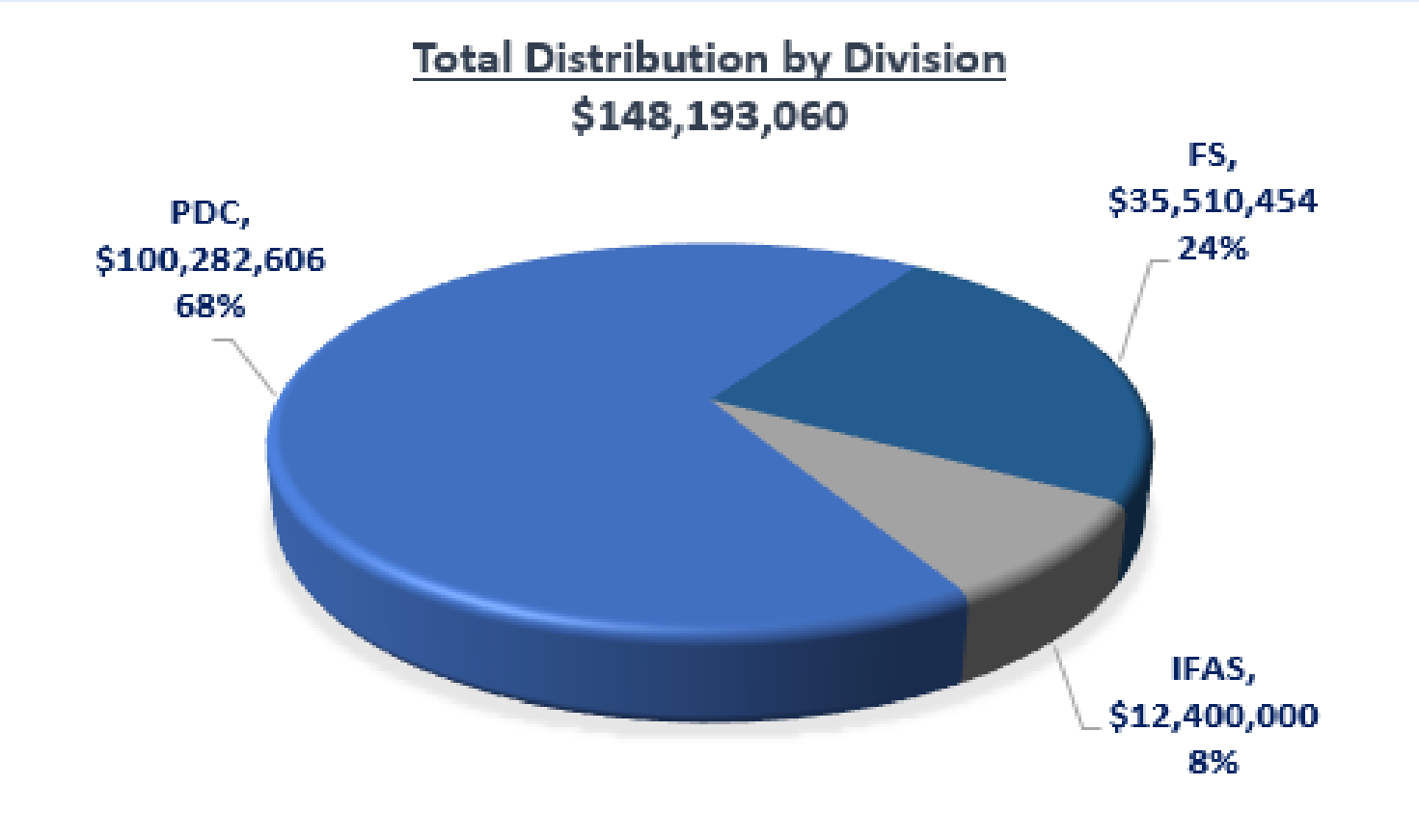
Project Phase	Project Number	Project Title	Program Planning Budget	Ratified Budget	Requested Budget Amendment	Requested Budget/ Amendment Funding Source	Net Changes To Date	Requires BOG/FCO Amendment (Y)	Final Project Cost	Planned Completion	Status/Comments:
Construction	UF-684	O'Connell Center Replace Roof and Recoat Flumes (Phase 1 & 2)	\$ 6,714,800	\$ 6,714,800	\$ -		\$ -		\$ 6,714,800	February-2026	Construction Proceeding- 10%
Construction Total		(1 Projects)	\$ 6,714,800	\$ 6,714,800	\$ -		\$ -		\$ 6,714,800		
Design	UF-683	Dental Science Building- Envelope Repairs	\$ 10,000,000	\$ 10,429,000	\$ -		\$ 429,000		\$ 10,429,000	June-2026	Design in Progress- 100% CDs
Design Total		(1 Projects)	\$ 10,000,000	\$ 10,429,000	#REF!		\$ 429,000		\$ 10,429,000		
Planning Total		(0 Projects)	\$ -	\$ -	\$ -		\$ -		\$ -		
Total Majors		(2 Projects)	\$ 16,714,800	\$ 17,143,800	#REF!		\$ 429,000		\$ 17,143,800		

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	MP08468	Communicore- Electrical Distribution Throughout	\$ 4,271,300	\$ 4,271,300	\$ -		\$ -		\$ 4,271,300	December-2025	Construction Starting
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- 10%
Construction	MP09049	Exhaust Fan Replacement Deferred Maintenance	\$ 4,194,397	\$ 4,194,397	\$ -		\$ -		\$ 4,194,397	December-2025	Construction Proceeding- 15%
Construction	MP08348	Florida Pool Repairs - Phase 1	\$ 3,357,400	\$ 3,999,414	\$ -		\$ 642,014		\$ 3,999,414	June-2025	Construction Proceeding- 10%
Construction	MP08297	William Bartram Hall Recondition or Replace AHU-1	\$ 3,974,249	\$ -	\$ -		\$ -		\$ 3,974,249	December-2026	Construction Starting
Construction	MP07468	Reitz Union - Repair South Terrace Concrete and Seawall	\$ 3,810,367	\$ 3,810,367	\$ -		\$ -		\$ 3,810,367	August-2025	Construction Starting
Construction	MP08364	DSB Sewer Line from Shands to Dental Repair- Ph 2	\$ 3,631,420	\$ 3,764,142	\$ -		\$ 132,722		\$ 3,764,142	June-2025	Construction Proceeding- 20%
Construction	MP07887	Turlington Hall Basement AHU Systems and HHW Replacement	\$ 3,080,331	\$ -	\$ -		\$ -		\$ 3,080,331	December-2026	Construction Starting
Construction	MP07886	Phillips Center AHU Replacement	\$ 2,847,201	\$ 3,741,957	\$ -		\$ 894,756		\$ 3,741,957	August-2025	Construction Proceeding- 60%
Construction	MP08308	McCarty Hall C Replace AHU	\$ 2,881,957	\$ 2,881,957	\$ -		\$ -		\$ 2,881,957	February-2026	Construction Starting
Construction	MP08365	Computer Sciences/Engineering AHU Replacement	\$ 2,863,251	\$ 2,863,251	\$ -		\$ -		\$ 2,863,251	March-2026	Construction Starting
Construction	MP08366	Engineering Building HVAC Controls System Wet	\$ 2,797,900	\$ 2,797,900	\$ -		\$ -		\$ 2,797,900	December-2024	Construction Proceeding- 80%
Construction	IF23144	State Defer Maintenance - Replace Third Floor HVAC	\$ 2,600,000	\$ 2,600,000	\$ 911,162	Research Grant	\$ (511,162)	N	\$ 3,000,000	April-2025	Construction Proceeding- 15%
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	August-2025	Construction Proceeding- 50%
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- 15%
Construction	MP08185	Replacement of 14 AHU Units (1J-14J) at Weimer Hall	\$ 2,324,884	\$ 2,324,884	\$ 972,540	Facilities Services Utilities Fund	\$ -	N	\$ 3,297,424	August-2025	Construction Proceeding- 75%
Construction	MP08359	Communicore Sanitary Cast Iron Replacement	\$ 2,100,000	\$ 2,100,000	\$ -		\$ -		\$ 2,100,000	June-2025	Construction Starting
Construction	MP08179	Harn Museum - Replacement/Retro Fitted/Maintenance of AHU	\$ 2,100,000	\$ 2,100,000	\$ -		\$ -		\$ 2,100,000	December-2025	Construction Proceeding- 05%
Construction Total		(18 Projects)	\$ 53,646,226	\$ 51,157,856	\$ 1,883,702		\$ 4,055,048		\$ 59,584,976		
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	\$ -	\$ -		\$ -		\$ 4,000,000	December-2026	Design Development
Design	MP07892	Veterinary Clinical Sciences AHU & Controls Replacemnt	\$ 3,628,256	\$ -	\$ -		\$ -		\$ 3,628,256	March-2026	Design in progress.
Design	UF-692B	Chemical Engineering Renovation & Remodeling	\$ 2,797,900	\$ -	\$ -		\$ -		\$ 2,797,900	October-2026	Design Development

Design	IF23142	Animal Sciences- HVAC Duct & BAS Replacement	\$ 2,350,000	\$ -	\$ 1,050,000	Departmental Carry Forward	\$ -	N	\$ 3,400,000	May-2026	Design Progressing- 100% CDs
Design	UF-695A	Black Hall Ground Floor HVAC Replacement	\$ 2,100,000	\$ -	\$ -		\$ -		\$ 2,100,000	October-2025	Design in progress.
Design Total		(5 Projects)	\$ 14,876,156	\$ -	\$ 1,050,000		\$ -		\$ 15,926,156		
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 (>\$4m)		(2 Projects)	\$ 16,714,800	\$ 17,143,800	#REF!		\$ 429,000		\$ 17,143,800		
Total Capital Minors (\$2m-\$4m)		(23 Projects)	\$ 68,522,382	\$ 51,157,856	\$ 2,933,702		\$ 4,055,048		\$ 75,511,132		
Total Minors (<\$2m)		(106 Projects)	\$ 62,955,878	\$ -	\$ -		\$ -		\$ 55,538,128		
Grand Total		(131 Projects)	\$ 148,193,060	\$ 68,301,656	#REF!		\$ 4,484,048		\$ 148,193,060		

Funding Distribution by Division "Graphical Summary"



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC12

June 5, 2025

SUBJECT: Capital Minor Projects

BACKGROUND INFORMATION

The Capital Minor Projects Report is a component of the Construction Projects Report (attached to Action Item FC11) 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 \$7,500,000 in project 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
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

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI3
June 5, 2025

SUBJECT: UF-672 Music Building Design Team Selection

BACKGROUND INFORMATION

The proposed project will provide for an addition and remodel/renovation to the Music Building. The current facility which was constructed in 1970 is in dire need of major renovations to correct numerous deficiencies. This project will address a programmatic deficiency for acoustically sensitive performance space. The addition will include a new auditorium, chamber space and support spaces. The existing building will have a remodel/renovation component. When completed, this facility will provide the opportunity for the School of Music to fully support its current and future programs, as well as expand the number of students seeking undergraduate and graduate degrees in the various music disciplines.

The UF Technical Review Committee conducted interviews and ranked three (3) design teams on May 6th, 2025, which were shortlisted based upon their qualifications. This action item is to approve the selection of the highest ranked team, Bora Architecture with Walker Architects, and to negotiate the fee and contract, which will be reviewed and approved by the Board Chair. If a reasonable contract is not negotiable, UF has the option to negotiate with the second-ranked team.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Improvements is being asked to approve finalizing negotiations and signing a contract for design services with the top-ranked design team.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI4
June 5, 2025

SUBJECT: UF-672 Music Building Construction Management Team

BACKGROUND INFORMATION

The proposed project will provide for an addition and remodel/renovation to the Music Building. The current facility which was constructed in 1970 is in dire need of major renovations to correct numerous deficiencies. This project will address a programmatic deficiency for acoustically sensitive performance space. The addition will include a new auditorium, chamber space and support spaces. The existing building will have a remodel/renovation component. When completed, this facility will provide the opportunity for the School of Music to fully support its current and future programs, as well as expand the number of students seeking undergraduate and graduate degrees in the various music disciplines.

The UF Technical Review Committee conducted interviews and ranked three (3) construction teams on May 27th, 2025, which were shortlisted based upon their qualifications. This action item is to approve the selection of the highest ranked team, Barr & Barr, Inc., and to negotiate the fee and contract, which will be reviewed and approved by the Board Chair. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked team.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Improvements is being asked to approve finalizing negotiations and signing a contract for construction management with the top ranked team.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCIS
June 5, 2025

SUBJECT: Facilities Spending Plan for Fiscal Year Ending June 30, 2026

BACKGROUND INFORMATION

During the 2025 Florida Legislative session, the University of Florida anticipates that the Legislature will adopt a budget that includes legislative appropriations to the University for some or all of the facilities detailed on the following spending plan for the fiscal year ending June 30, 2026 (the "Spending Plan"):

• (PECO) Dental Science Building	\$	47,500,000
• (PECO) Thermal Infrastructure Plant & Distribution Upgrades	\$	20,000,000
• (PECO) Digital Hologram Demonstration Center	\$	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
• (CITF) E-Sports Facility	\$	2,060,000
• (CITF) Collegiate Veterans Success Center	\$	1,831,631
• (CITF) Counseling and Wellness Center	\$	1,520,000
• (CITF) Walking/Running Trails at the Flavet Outdoor Rec Complex	\$	1,000,000
• (CITF) UF Online	\$	790,590
• (CITF) Security at the Reitz Union	\$	590,000
• (CITF) Disability Resource Center Specialty Equipment	\$	375,000
• (CITF) Reitz Union Game Room	\$	200,000
• (CITF) Security at Recreational Sports Complex	\$	150,000
• (CITF) Brown Center/Machen Florida Opportunity Scholars	\$	100,000
• (CITF) First-Generation Student Program	\$	75,000

As the budget has not yet been adopted by the Florida Legislature, it is also requested that the Chair of the Board of Trustees be delegated the authority to approve such modifications to the preliminary Spending Plan as may be necessary to reflect the appropriations actually received by the University.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the preliminary Facilities Spending Plan for Fiscal Year ending June 30, 2026, and to delegate to the Board Chair the authority to approve modifications to the Spending Plan needed for consistency with the

budget adopted by the Florida Legislature, for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Submission to the Board of Governors is required for CITF projects.

Supporting Documentation Included: 25-2026 CITF Committee Approval Letter & 2025-2026 CITF Project List Certification Representations Letter

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

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



2025-2026 CITF Project List

University Name: University of Florida

2025-2026 CITF Project List Certification Representations

I hereby certify to the Board of Governors that the projects and proposed funding amounts reflected in the 2025-2026 CITF Project List are hereby submitted to the Board of Governors for approval only after prior consultation with the student government association, pursuant to Section 1013.74(3), Florida Statutes. I understand that any unsubstantiated, false, misleading, or withheld information relating to this statement may render this certification void. My signature below acknowledges that I have read and understand this statement.

Certification: _____


President

Date _____

April 7, 2025

April 2, 2025
Dr. Ken Fuchs
Interim President
University of Florida PO Box 113150
Gainesville, FL 32611

Dear President Fuchs,

The University of Florida's Capital Improvement Trust Fund (CITF) Committee met on March 28, 2025, to recommend the expenditure of fiscal year 2025-2026 funds. The committee was comprised of the following individuals and the student members were appointed by Student Body President John Brinkman.

Nancy Chrystal-Green (Chair), Associate Vice President for Student Life
Cydney McGlothlin, University Architect, Planning Design and Construction
Aretha Minor, Associate Vice President of Enrollment Management
Brian Kelley, Director of Operations, Housing & Residence Life
Kevin Senior, student member
Laura Thomas, student member
Noor Golesorkhi, student member
Tyler Schoeberlein, student member
Saketh Damera, student member alternate

Florida Statute 1013.74(3) states that "no project proposed by a university which is to be funded from Capital Improvement Trust Fund fees or building fees shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university."

As per the Board of Governors, the University of Florida's net allocation of CITF funding is \$8,062,395. Also, \$3,500,000 from the UF Online CITF allocation was added to the pool for a total of \$11,562,395.

Therefore, the committee's final recommended capital improvement project list for FY 2025-2026 is as follows:

1. \$4,572,395 for UF 675 Disability Resource Center. The intent of this funding is to complete the program for the new Disability Resource Center facility.
2. \$3,000,000 for the roadway and parking enhancements at Lake Wauburg. The intent of this funding is to improve vehicle and pedestrian traffic within the park.

3. \$2,400,000 for the Reitz Union building envelop. The intent of this funding is to repair damage to the exterior caused by weather, age and bats.
4. \$500,000 for the Division of Student Life space master plan. The intent of this funding is to complete a space audit, a needs assessment and feasibility study.
5. \$400,000 for the Cypress Lodge Expansion at Lake Wauburg. The intent of this funding is to develop a program and design for an expansion project.
6. \$400,000 for gateway enhancements at Lake Wauburg. The intent of this funding is to improve the safety and visibility of the entrance to the park.
7. \$290,000 for shoreline enhancements at Lake Wauburg. The intent of this funding is to improve the shoreline and beach area.

The committee also discussed a recommendation in the case that the University of Florida's allocation is slightly different. If the university receives greater than \$11,562,395 for FY26, the committee recommends these funds be allocated to UF 675 Disability Resource Center. If the university receives less than \$11,562,395 for FY26, the committee recommends decreasing the allocation to the Cypress Lodge Expansion.

The CITF Committee also recommends that, if any funds remain from one of the above projects at the time of completion, those funds should be transferred to another fiscal year 2025-2026 project. If there is not a project with funding needs, then the remaining funds can be transferred to a CITF project from a different year. The need for additional funds will be determined by Planning, Design & Construction in consultation with the appropriate departments.

On behalf of the CITF Committee, we appreciate your support of these capital projects as they will positively impact the student experience on campus.

Sincerely,



Heather White, Ed.D.
Vice President for Student Life

cc. Dr. Joe Glover, Senior Vice President and Provost
Mr. John Brinkman, Student Body President
Mr. Brian Giunta, Associate Director of Finance, Planning, Design & Construction
Dr. Nancy Chrystal-Green, Associate Vice President for Student Life



2025-2026 CITF Project List

University Name: University of Florida

2025-2026 CITF Project List Certification Representations

I hereby certify to the Board of Governors that the projects and proposed funding amounts reflected in the 2025-2026 CITF Project List are hereby submitted to the Board of Governors for approval only after prior consultation with the student government association, pursuant to Section 1013.74(3), Florida Statutes. I understand that any unsubstantiated, false, misleading, or withheld information relating to this statement may render this certification void. My signature below acknowledges that I have read and understand this statement.

Certification: _____


President

Date _____

April 7, 2025

April 2, 2025
Dr. Ken Fuchs
Interim President
University of Florida PO Box 113150
Gainesville, FL 32611

Dear President Fuchs,

The University of Florida's Capital Improvement Trust Fund (CITF) Committee met on March 28, 2025, to recommend the expenditure of fiscal year 2025-2026 funds. The committee was comprised of the following individuals and the student members were appointed by Student Body President John Brinkman.

Nancy Chrystal-Green (Chair), Associate Vice President for Student Life
Cydney McGlothlin, University Architect, Planning Design and Construction
Aretha Minor, Associate Vice President of Enrollment Management
Brian Kelley, Director of Operations, Housing & Residence Life
Kevin Senior, student member
Laura Thomas, student member
Noor Golesorkhi, student member
Tyler Schoeberlein, student member
Saketh Damera, student member alternate

Florida Statute 1013.74(3) states that "no project proposed by a university which is to be funded from Capital Improvement Trust Fund fees or building fees shall be submitted to the Board of Governors for approval without prior consultation with the student government association of that university."

As per the Board of Governors, the University of Florida's net allocation of CITF funding is \$8,062,395. Also, \$3,500,000 from the UF Online CITF allocation was added to the pool for a total of \$11,562,395.

Therefore, the committee's final recommended capital improvement project list for FY 2025-2026 is as follows:

1. \$4,572,395 for UF 675 Disability Resource Center. The intent of this funding is to complete the program for the new Disability Resource Center facility.
2. \$3,000,000 for the roadway and parking enhancements at Lake Wauburg. The intent of this funding is to improve vehicle and pedestrian traffic within the park.

3. \$2,400,000 for the Reitz Union building envelop. The intent of this funding is to repair damage to the exterior caused by weather, age and bats.
4. \$500,000 for the Division of Student Life space master plan. The intent of this funding is to complete a space audit, a needs assessment and feasibility study.
5. \$400,000 for the Cypress Lodge Expansion at Lake Wauburg. The intent of this funding is to develop a program and design for an expansion project.
6. \$400,000 for gateway enhancements at Lake Wauburg. The intent of this funding is to improve the safety and visibility of the entrance to the park.
7. \$290,000 for shoreline enhancements at Lake Wauburg. The intent of this funding is to improve the shoreline and beach area.

The committee also discussed a recommendation in the case that the University of Florida's allocation is slightly different. If the university receives greater than \$11,562,395 for FY26, the committee recommends these funds be allocated to UF 675 Disability Resource Center. If the university receives less than \$11,562,395 for FY26, the committee recommends decreasing the allocation to the Cypress Lodge Expansion.

The CITF Committee also recommends that, if any funds remain from one of the above projects at the time of completion, those funds should be transferred to another fiscal year 2025-2026 project. If there is not a project with funding needs, then the remaining funds can be transferred to a CITF project from a different year. The need for additional funds will be determined by Planning, Design & Construction in consultation with the appropriate departments.

On behalf of the CITF Committee, we appreciate your support of these capital projects as they will positively impact the student experience on campus.

Sincerely,



Heather White, Ed.D.
Vice President for Student Life

cc. Dr. Joe Glover, Senior Vice President and Provost
Mr. John Brinkman, Student Body President
Mr. Brian Giunta, Associate Director of Finance, Planning, Design & Construction
Dr. Nancy Chrystal-Green, Associate Vice President for Student Life



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI6

June 5, 2025

SUBJECT: Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2027

BACKGROUND INFORMATION

The Florida Board of Governors requires an annual submission from each university of its Fixed Capital Outlay Legislative Budget Request. This update is used by the Florida Board of Governors to develop the annual Fixed Capital Outlay Legislative Budget Request. Several items are included in this submission as follows:

- Five-year Capital Improvement Plan – PECO Eligible Project Requests
- Five-year Capital Improvement Plan – Non-State Supplemental Funding

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to provide guidance regarding the “preliminary” 2026-2027 Fixed Capital Outlay Legislative Budget Request as described in the attached letter. The Committee is also asked to recommend to the Board of Trustees its approval on the Consent Agenda, an action authorizing the President and Board Chair to develop and direct the submission of final approved lists to be submitted to the Florida Board of Governors by its July 1st deadline and contemporaneously shared with the Board of Trustees.

ADDITIONAL COMMITTEE CONSIDERATIONS

Submission to the Board of Governors is required.

Supporting Documentation Included: (CIP-1) Cover Letter (Draft) & (CIP-2A & CIP-2B) Five Year Capital Improvement Plans

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

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

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

July 1, 2025

Mr. Tim Jones, Senior Vice Chancellor for Finance & Administration
Florida Board of Governors
State University System
325 West Gaines Street
Suite 1652 Turlington Building
Tallahassee, Florida 32399-0400

Dear Mr. Jones:

Enclosed is the University of Florida 2026-27 Fixed Capital Outlay Legislative Budget Request submission as originally requested on April 02, 2025, with the due date of July 1, 2025.

The preliminary 2026-27 Fixed Capital Outlay Legislative Budget Request was approved by the UF Board of Trustees on June 05, 2025, and the final list was developed in consultation with and has been approved both by me and by the UF Board Chair. Prioritization of UF capital improvement projects is based on the strategic goals of the university as set forth by the UF Board of Trustees and the rest of the leadership team. It is also based on a thorough evaluation of the utilization and condition of existing facilities, as well as the programmatic and technical requirements for new facilities that meet the unique challenges of a leading academic and research institution. In light of changing needs and conditions, the university developed new priorities for this submission. Furthermore, the proposed projects being presented reflect the university's commitment to revitalize existing facilities both to extend their useful lives and to provide higher quality spaces for the nationally ranked academic programs occupying these facilities.

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
- Priority #6 – Rolfs Hall Renovation/Remodel

Please contact Colt Little, Interim VP for Construction, Facilities and Real Estate (352-392-1358, coltl@ufl.edu), if you have questions pertaining to this submission.

Sincerely,

Dr. W. Kent Fuchs

Approved University of Florida Board of Trustees: _____
Morteza "Mori" Hosseini, Chair

Summary of Projects

(PECO-Eligible Project Requests)

coltl@ufl.edu
(email)

1) Pursuant to s. 1001.706(12)c., F.S., new projects that have not already been partially appropriated funding must be Recommended in the latest Educational Plant Survey (EPS) in order to be included in the final prioritized list of projects (for the FCO LBR). If a project was partially appropriated funding without an EPS Recommendation, please cite the General Appropriations Act year and (\$) amount(s) appropriated, for reference.

Summary of Projects
('Back of Bill' Legislative Project Authorizations) *

University: University of Florida

Contact: Colt Little
(name)

;(352) 392-1358
(phone)

;coltl@ufl.edu
(email)

						Estimated Annual Operating & Maintenance Cost	
Project Name *	Brief Description of Project	GSF	Project Location	Project Cost	Project Funding Source(s)	Amount (\$)	Funding Source(s)
UAA-62 Ben Hill Griffin Stadium Facility Upgrades	Renovations to Football Stadium	500,000	Ben Hill Griffin Stadium	\$400,000,000	Bond & Donor	\$4,000,000	University Athletic Association
UF-705 UF Student Housing Development	New on-campus student housing Complex	TBD	Main Campus	\$400,000,000	Bond & Donor	\$4,000,000	UF Department of Housing
Recreation Sports Complex- Eastside	Creation and development of Eastside sports complex	233,500	Eastside of Campus	\$165,000,000	Bond	\$1,650,000	UF Rec Sports

* List all proposed FCO projects for FY 2026-27 to be constructed, acquired and financed by the university or DSO via Debt or P3 that require Legislative (Back-of-Bill) authorization. Projects meeting the requirements listed in s. 1010.62(7)(a) are Legislatively approved and do not require Legislative 'back-of-bill' authorization.

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**ACTION ITEM FCI7****June 5, 2025****SUBJECT:** UF Jacksonville Campus Redevelopment Agreement

BACKGROUND INFORMATION

State and local leaders and University donors have collectively provided the University with more than \$300 million for the development of a campus in Jacksonville. The City of Jacksonville has also committed to donating roughly 25 acres of real property in the LaVilla area of downtown Jacksonville to the University for the campus. As part of the donation, the City requires that the University enter into a Re-Development Agreement (“RDA”) with the City and its Downtown Investment Authority (“DIA”) that will provide for the donation of the land and govern certain aspects of development and operation of the campus.

University staff negotiated with the DIA to establish the essential terms on which the real property would be conveyed to the University. As required by the City’s regulatory disposition process, the DIA then publicly solicited offers to develop the real property on terms better than those offered by the University. Because the DIA did not timely receive any competing offers for development of the real property, the property may now be conveyed to the University on terms established during the disposition process. The major terms of the disposition, which have been incorporated into the RDA, are detailed in the Executive Summary enclosed with this action item. The University is now seeking Board approval to enter into the negotiated RDA with the City and the DIA.

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 entering into the negotiated Re-Development Agreement with the City and the DIA on the terms described in the Executive Summary.

ADDITIONAL COMMITTEE CONSIDERATIONS

The Jacksonville City Council will consider for approval both the Re-Development Agreement and the budget that will award an additional \$50 million to the University for the campus (subject to the reimbursement provisions in the RDA) at its June 24, 2025, meeting.

Supporting Documentation: Executive Summary

Submitted by: Kurt Dudas, Vice President for Strategic Initiatives and Colt Little, Interim Vice President for Construction, Facilities, and Real Estate

Approved by The University of Florida Board of Trustees on June 5, 2025

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Redevelopment Agreement Executive Summary

The following is a summary of the business terms of the Redevelopment Agreement (“RDA”) among The City of Jacksonville, The Downtown Investment Authority (the “DIA”), and The University of Florida Board of Trustees. The RDA is the product of negotiations between the University and the City and must be approved by both the Board and the City before it will be effective.

- **Land and Initial Closing.** The City will initially convey to the University approximately 6.5 acres of real property, including an existing building and parking lot located at 801 West Bay Street; an undeveloped adjacent parcel called Site A; and an undeveloped parcel across the street called Site B. This initial closing is expected to occur in late summer or early fall of 2025, but may not occur later than December 20, 2025 (unless the University extends for up to 180 days for the City’s failure to timely acquire 801 West Bay Street or the Vestcor parcel described below).
- **Option.** The City also will grant the University a 20-year option (from the RDA effective date) to acquire approximately 19 additional acres of real property, including: the Prime F. Osborn III Convention Center; Jacksonville’s historic train station; and an adjacent parcel currently owned by an affiliate of the Vestcor Companies (the “Option”). The City does not currently own the Vestcor parcel, but it is expected to acquire the parcel by the closing on the initial campus property, at which point it is deemed subject the Option. If the City does not acquire the Vestcor parcel by 180 days after such closing, the University may acquire the parcel from Vestcor directly and the City will reimburse the University up to \$5 million for its acquisition costs.
- **Permitted Use.** The property will be use restricted to a higher education campus.
- **Performance Schedules.** The University is required to comply with the following performance schedules, with all deadlines subject to extension for force majeure events:
 - **801 West Bay.** 2 degree programs with at least 50 students combined across both programs and offices for the Florida Semiconductor Institute (“FSI”) must be established at 801 West Bay by December 31, 2026. The University will thereafter use commercially reasonable efforts to grow student enrollment and other campus operations.
 - **Site A and Site B.** For Site A and Site B in the aggregate, the University must complete at least \$100 million in capital improvements containing at least 80,000 square feet, including retail space and FSI improvements, in accordance with the below schedules:
 - **Site A.** The University must: (a) apply for building permits for a building of at least 60,000 square feet by 24 months after closing; (b) commence construction of horizontal improvements within 6 months of receipt of permits; and (c) commence vertical improvements within 6 months of substantial completion of horizontal improvements but not later than 18 months after receipt of vertical construction permits; and (d) substantially complete the building by 3 years after starting vertical improvements.
 - **Site B.** The University must: (a) commence design of at least one building containing 20,000 square feet by 6 years after closing (b) commence horizontal improvements by 7 years after closing; (c) commence vertical construction within 6 months of substantially completing horizontal improvements but not later than 18 months after receipt of permits for vertical construction; and (d) substantially complete such building by 10 years after closing.
 - **Train Station.** Before exercising the Train Station Option, the University must complete at least 60,000 square feet of improvements on Site A and B with an investment of at least \$80 million and have complied with the Site A and B performance schedule. For the Train Station Parcel, the University must: (a) invest at least \$5 million on renovations; (b) commence design of

renovations within 6 months of closing on this parcel; (c) apply for permits within 18 months of such closing; (d) commence renovations within 6 months of receipt of permits, and (e) substantially complete the improvements within 2 years of commencement.

- **Convention Center.** Before exercising the Convention Center Option, the University must have invested at least \$100 million in Site A and B and have complied with the Site A and B performance schedule. For the Convention Center Parcel, the University must: (a) provide DIA with a conceptual site plan for its planned improvements within 180 days of closing on such parcel; (b) commence design of at least one building with at least 40,000 square feet, with a minimum capital investment of \$40 million, by 6 months after closing on this parcel; (c) apply for building permits within 18 months after such closing; (d) commence horizontal improvements by the later of 6 months after receipt of necessary permits or closing; (e) commence vertical improvements within 6 months after substantial completion of horizontal improvements but not later than 18 months after receipt of necessary permits; and (f) substantially complete the required improvements no later than 3 years after commencing vertical improvements.
- If the University does not elect to improve a particular parcel within the applicable development timelines, then such parcel may be returned to the City.
- **City Funding.** The City will reimburse the University for up to \$100 million of the costs of design and construction for the Jacksonville campus, which amounts will be reimbursed quarterly in an amount equal to 50% of the amounts expended by the University, and in accordance with the other conditions of the RDA.
- **Repurchase Option.** If the University ceases operations on a parcel for a period of 5 consecutive years, then the City may ask the University to use commercially reasonable efforts to return the parcel to productive use within 2 years thereafter (by recommencing campus uses or, with City approval, finding a third party user). If the University is not able to so return the parcel to productive use, then the City may purchase the parcel from the University at fair market value determined by appraisal.
- **General.** The RDA includes such other provisions as are typical of an agreement for the conveyance and development of real property, such as those related to due diligence, transfer, and closing.

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**ACTION ITEM FCI8****June 5, 2025****SUBJECT:** Undergraduate Housing Project Phase I Predevelopment Agreement

BACKGROUND INFORMATION

At the direction of the Board of Trustees, the University's department of Housing & Residence Life developed a 10-year capital plan for the construction and renovation of more than 5,700 new beds in modern residential communities to meet the needs of UF students and enhance the UF student experience. The first phase of the project involves the redevelopment of Trusler, Simpson, and Graham Halls into approximately 2,200 new beds for delivery in fall 2028 and fall 2029 and, at the University's option, the renovation of Beaty East and Beaty West (collectively, the "Initial Project"). The Initial Project represents a net increase of more than 1,500 residential beds.

In accordance with applicable regulations, University staff publicly issued an Invitation to Negotiate ("ITN") for the Initial Project and received eleven qualified responses from nationally recognized development teams. After extensive comparative analysis and interviews, the University ranked the finalists as follows: (1) Balfour Beatty Campus Solutions; (2) Gilbane Development Company; (3) American Campus Communities; and (4) Radnor Property Group.

After selection, the University commenced negotiations with Balfour Beatty Campus Solutions ("Developer") of a Pre-Development Agreement ("PDA") 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, including with respect to enforcement of the University's remedies. Attached hereto is a summary of the essential terms of the PDA expected to be finalized with the Developer. The Developer will be authorized to spend up to the maximum spend cap submitted in their ITN response (\$11,300,000) with UF contingently liable for reimbursement if the PDA is terminated prior to the start of construction.

If the PDA is negotiated and the pre-construction process meets the University's needs, the University and the Developer will negotiate a Development Agreement for construction of the Initial Project, which Development Agreement will be presented to the Board for approval. The Developer's expenses incurred under the PDA will be reimbursed at financial close and incorporated into the total project cost.

The University is now seeking Board approval of the finalists ranked through the ITN and, if negotiations as successful with such finalist(s), to enter into the negotiated PDA with the Developer (or, if necessary, another finalist). The University further requests that the Board delegate to Chairman Hosseini the authority to approve the final, negotiated PDA. The University will utilize a blend of internal and external funding sources for the Initial Project as confirmed by the University Chief Finance Officer (CFO).

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 the ITN; (2) Chairman Hosseini being delegated the authority to approve the final, negotiated PDA; and (3) subject to such approval, the University's entering into the negotiated Pre-Development Agreement with the Developer (or, if necessary, another finalist) to complete pre-construction and design work for the Initial Project and to negotiate the terms of the Initial Project's construction work.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required at this time but will be required for the financing to be secured to support construction of the Initial Project.

Supporting Documentation: Executive Summary

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

Approved by The University of Florida Board of Trustees on June 5, 2025

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

**UNIVERSITY OF FLORIDA
STUDENT HOUSING DEVELOPMENT PROJECT**

PRE-DEVELOPMENT AGREEMENT EXECUTIVE SUMMARY

The University of Florida (“UF”) has procured a project (the “Project”) consisting of the redevelopment of the existing Trusler, Simpson and Graham student residence halls into a neighborhood of up to 2,200 beds, and potentially renovations to the existing Beaty East and Beaty West Apartments. UF has through a competitive procurement process selected Balfour Beatty Campus Solutions (the “Developer”) to be responsible for the development, design, and construction of the Project. As the first step in the post-procurement development process, UF and Developer will enter into a pre-development agreement (the “PDA”) under which the Developer will advance pre-construction/design work and negotiate the terms of completion of design work and construction work (anticipated to be delivered on a phased basis).

The PDA is the product of negotiations between UF and the Developer during the procurement phase, and the business terms are summarized below. Certain elements of the PDA are still being negotiated between UF and the Developer but the terms of the PDA will be no less favorable to UF than the terms described in this Executive Summary.

- **Scope of PDA.** The PDA will cover pre-development work for the Project including site visits, design work, construction pricing, environmental work, site prep work and procuring third-party approvals for the Project (excepting Beaty East/West for which only preliminary feasibility services are required). Developer and UF will work together during the PDA phase to develop final plans and cost estimating for the Project, and negotiate one or more development agreements (the “Development Agreement”). UF may reduce the scope (with reasonable deduction to Developer compensation) in its sole discretion and expand/modify the scope with additional compensation paid to Developer.

- **Developer Compensation.** Developer will be compensated for performance under the PDA via payment from UF when the parties move to the development phase. Payment is limited to PDA expenses actually incurred consistent with the mutually agreed PDA budget (plus Developer’s bid profit/overhead) and subject to Developer’s bid PDA cost cap for the applicable phase (i.e., \$11,300,000). The fee percentages for the Developer and contractors are set forth below.

- Developer Fee (Balfour Beatty Campus Solutions): 3.00% of total Project costs
- Design Fees:
 - 4.15% of direct construction costs
 - Clark Nexsen (Design Architect), Walker Architects (Architect of Record) and additional engineers and consultants).
 - Fee calculation excludes FF&E, general contractor fees, bonds, insurances and any developer costs.
- Construction Fees:
 - 2.57% of construction costs (Balfour Beatty Construction)
 - 1.38% of construction costs (Stellar Construction)
 - Fee is calculated on the Guaranteed Maximum Price. Fee calculation excludes the following: General contractor fee and any developer costs.

- **Phasing.** The Project will be delivered in the following phases:
 - New Construction Phase #1 (comprising approximately 1,100 beds)
 - New Construction Phase #2 (comprising approximately 1,100 beds)
 - Beaty East and Beaty West (with only preliminary services delivered under the PDA and a separate PDA to govern in the event the parties agree upon Developer development of Beaty East/West)
- **UF Review Timing.** UF to have between 14-28 days to review most Developer submittals.
- **Negotiation of Development Agreements.** Both parties required to work in good faith to negotiate the form of the Development Agreement. Development Agreement terms must be consistent with Developer's bid profit/overhead mark-ups, contingency sharing apportionment, and per-bed cost maximums. As established through the ITN process, the maximum per bed cost under the Development Agreement is to be \$175,000/bed for Phase #1 and \$180,000/bed for Phase #2, resulting in a maximum project budget of approximately \$400,000,000 for the new construction, though both parties will work to deliver the project under budget.
- **Subcontractors.** Developer's bid subcontractors will be deemed pre-approved with replacement/removal and any new subcontractors subject to UF approval. UF also has rights to require removal of subcontractors/personnel.
- **Work Product.** UF to own all Project-specific work product (with payment for the value thereof upon early termination).
- **UF Protections.** Developer to provide industry-standard insurance and indemnification to UF. Project will be delivered in accordance with UF's guidelines and processes unless deviations are approved by UF.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI9

June 5, 2025

SUBJECT: Cancer and Genetics District Energy Efficiency Performance Contract

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 performance-based energy efficiency contracts throughout campus. Board-approved Energy Service Contract (ESCO) projects completed to date by Siemens Industry, Inc. ("Siemens") have proved successful, namely at the IFAS Entomology & Nematology facility, at the College of Veterinary Medicine Chilled Water & Steam Plant, and in the Holland Law District of Campus. Most recently, the Board authorized Siemens to assess the possibility of an ESCO project in the Cancer and Genetics District of Campus ("Cancer and Genetics District"). Siemens began with Board-approved a Detailed Feasibility Assessment ("DFA") for \$397,280 to identify energy and infrastructure improvements that will lead to significant cost savings for the University.

Based on the results of the DFA, in 2024, the Board approved Siemens conducting an Investment Grade Audit (the "IGA") for \$3,402,587 to more fully develop an ESCO project in the Cancer and Genetics District. Through the IGA, Siemens has determined that the following infrastructure improvements offer significant energy-saving opportunities for the University (collectively, the "Cancer and Genetics ESCO Project"):

- Replacement of rooftop Air Handling Units (AHUs) to improve HVAC reliability for research, controls, building comfort, and renew end of life infrastructure
- Facility-wide LED lighting upgrade to enhance facility aesthetics and improve efficiency, while also providing space utilization data for University planning
- Replacement of Boiler system with new equipment for efficiency and reliability and to renew end of life infrastructure
- Building Automation upgrades for energy efficiency and comfort control
- Lab air system upgrades for improved energy performance and safety
- Chilled water system optimization
- Battery Energy Storage System (BESS) and Solar Electric system for utility rate reduction and resiliency

The University is now seeking Board approval to enter into a Performance Contracting Agreement with Siemens to complete the Cancer and Genetics ESCO Project with a total final design and construction budget not to exceed \$93.1M (including previously approved and expended IGA and issuance costs of \$3,799,867) and guaranteed utility savings of at least \$156M. The Cancer and Genetics ESCO Project would also eliminate \$39M in deferred maintenance. Many of the direct and indirect benefits of the Cancer and Genetics ESCO Project will be offset by debt service until the debt is repaid. The University will utilize a blend of internal and external funding sources as confirmed by the University Chief Finance Officer (CFO).

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:

- (a) the University's entering into a Performance Contracting Agreement (the "PCA") with Siemens to implement the performance-based energy efficiency project known as the Cancer and Genetics ESCO Project;
- (b) the University's entering into a Finance Agreement (the "FA") for the PCA related financing, if required to meet the project goals; and
- (c) authorization of the University President, and the Interim Vice President for Construction, Facilities, and Real Estate, as designee, acting singly to perform all acts and execute all documents necessary or desirable and in the interests of the University, in their respective judgment, in connection with negotiating, documenting, and entering into the PCA, except that the terms of the PCA must be consistent with the following:
 - i. The PCA must be produced in a manner consistent with University procedures as well as with the processes outlined in Florida Statutes 489.145 and 1013.23.
 - ii. The length of the term of the developed project concepts and financial pro-forma utilized in the PCA may not exceed the expected useful life of the proposed energy efficiency equipment and improvements installed in the Cancer and Genetics ESCO Project.
 - iii. Siemens must identify, quantify, and guarantee all savings resulting from the developed improvements installed in the Cancer and Genetics ESCO Project.
 - iv. All fees paid to Siemens in connection with the PCA must be commercially reasonable and commensurate with such fees as the University would typically pay on a performance project of similar nature, scope, size, and complexity.
 - v. The total final design and construction budgets for the Cancer and Genetics ESCO Project may not exceed \$93,107,323 based on the current scope, which includes previously approved and expended Investment Grade Audit and issuance costs of \$3,799,867.
 - vi. The amount financed in the FA may not exceed \$90,000,000 and all fees paid in connection with the FA must be commercially reasonable and commensurate with such fees as the University would typically pay for financing of similar nature, scope, size, and complexity.
 - vii. Principal payments on the loan may not commence until construction is complete.

- viii. Closing and prepaid costs of financing must be at commercially reasonable, market rates and terms.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required to enter into a Performance Contracting Agreement where the associated external financing will exceed \$10M.

Supporting Documentation: Executive Summary

Submitted by: Colt Little, Interim Vice President for Construction, Facilities & Real Estate, and Nicholas Kozlov, Interim Chief Financial Officer

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

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Cancer & Genetics District ESCO Project

Project Program

Executive Summary

The University of Florida (UF) is collaborating with Siemens on an Energy Service Company (ESCO) project to enhance energy efficiency and infrastructure in the Cancer & Genetics District. This initiative addresses critical infrastructure needs, such as replacing end-of-life Air Handling Units (AHUs) and steam boilers, and integrates advanced energy solutions like Battery Energy Storage Systems (BESS) and solar canopies.

Key components of the project include:

- Replacement of AHUs and steam boilers
- Facility-wide lighting upgrades
- Lab area control systems upgrades
- Deployment of BESS and integration with the campus microgrid

The project is legally supported by Florida Statutes 1013.23 & 489.145, which promote performance-based contracting for energy savings. The guaranteed maximum price (GMP) for the construction phase is \$89,281,933. The total project cost including development and issuance costs estimated to be \$93.3 million.

Once the project is complete, the expected benefits to the project are:

- Direct annual benefits of \$7.4 million of utility savings (in 2030 and increasing thereafter). These benefits are guaranteed by the developer
 - Until the loan is repaid, direct annual benefits will be used primarily for loan repayment
- Additional annual maintenance, operational, and infrastructure savings of \$2.4 million

The loan will be structured so that debt service on the project approximately matches the direct reduction in utility costs, meaning that:

- Until the loan is repaid (~ 2045), the primary benefit to the University will be the reduction in deferred maintenance and avoiding the need to invest in aging infrastructure. Benefits will also include lower maintenance and operational costs.
- Additionally, the University will benefit from the lower utility costs after the loan is repaid

ESCO projects are often evaluated by looking at how long it takes the direct and indirect operational savings to exceed the project cost. The breakeven for this project is estimated to be 11 years.

This project aligns with UF's mission to provide functional, reliable, and efficient infrastructure, supporting the university's educational and research goals. The savings will benefit both Educational & General (E&G) buildings and other UF stakeholders, reinforcing UF's commitment to sustainability and cost-effective infrastructure improvements.

In the June 2025 Board meeting, University Trustees are asked to approve a maximum project size of \$89,281,933 and a maximum amount borrowing of \$90 million. The difference between the Board current approval request and the project cost of \$93,107,323 represents the IGA and DFA costs previously approved by the Board.

ESCO BACKGROUND

An Energy Service Company (ESCO) is a business that provides energy solutions focused on improving efficiency, reducing operational costs, and integrating renewable energy. ESCOs operate under a performance-based business model, where they guarantee energy savings and are compensated based on the actual cost reductions achieved. These companies offer services such as energy audits, equipment retrofits, and ongoing energy management.

The ESCO process at the University of Florida follows a structured approach to energy efficiency and infrastructure improvements, ensuring projects align with sustainability goals while delivering guaranteed cost savings. The process begins with a Detailed Feasibility Assessment (DFA), where key stakeholders, including Facilities Services and the selected ESCO (Siemens, in this case), collaborate to identify infrastructure needs, define priorities, and analyze utility data. This includes benchmarking against peer institutions to determine areas of greatest improvement.

Once key opportunities are identified, Energy-Related Concept Projects are developed to address deferred maintenance issues and optimize energy use. This involves energy modeling, budget cost development, and financial analysis to ensure project viability. Simultaneously, Preliminary Construction and Implementation Plans are formulated to assess feasibility, mitigate risks—such as supply chain disruptions—and plan for critical system upgrades.

The ESCO model is legally supported by Florida Statutes 1013.23 & 489.145, which encourage performance-based contracting for energy savings projects. Under this model, the Energy Services contractor guarantees a reduction in utility costs from existing levels, with the savings used to pay project debt service. In the event savings fall short, the contractor covers the difference. This model has been successfully implemented in multiple UF projects, including the IFAS Entomology facility upgrade, the Reitz Student Union project, the College of Veterinary Medicine utility plant project, and the ongoing Holland District project, reinforcing UF's commitment to sustainable and cost-effective infrastructure improvements.

THE PROJECT

The Cancer & Genetics District ESCO project is one of many infrastructure projects and initiatives being developed and lead by the Business Affairs department of the University and is a collaboration between University of Florida Facility Services, and Planning Design and Construction. The Cancer & Genetics District is an area of campus consisting of several Education & General (E&G) buildings, including the Cancer & Genetics building

and the Emerging Pathogens building. For the purposes of the project, Parking Garage 14 is also being addressed and considered part of the District.

The project grew out of a significant infrastructure issue and need in the Cancer & Genetics District of campus. The issue at the heart of the project is a deteriorating Air Handling Units on service the Cancer & Genetics building. After a 2016 facility condition assessment by ISES and a 2024 assessment by Siemens, it was determined that the existing rooftop Air Handling Units (AHU) are in an end-of-life state that could cause significant risk of disruption of air distribution to this critical lab facility. If a proactive AHU replacement project is not executed, the University will be faced with service interruptions and non-planned emergency maintenance and infrastructure replacement in the very near future. This District of campus was also selected as a focus as the Cancer & Genetics and Emerging Pathogens buildings have some of the highest utility bills on campus and they are clear candidates for energy improvements as well as infrastructure upgrades related to the cooling and heating utility plants in the facilities as detailed in the 2022 Jacobs engineering report and 2024 Siemens DFA report.

Siemens was engaged to perform a Detailed Feasibility Assessment (DFA) to explore the possibility of developing solutions as an Energy Services Contract (ESCO) project. ESCO projects are encouraged by Florida State Statutes 1013.23 & 489.145. A holistic assessment of all energy and utility related systems in the Cancer & Genetics District was performed to ensure that energy and utility related systems could be optimized while also addressing significant deferred maintenance and infrastructure projects as part of the effort. The results of this DFA, initially presented on August 28, 2024, are attached to this document package for reference. A summary of the proposed scope of the resulting project is summarized as follows:

- Replacement of End-of-Life Air Handling Units
- Replacement of End-of-Life Steam Boiler System with New Boiler System
- Facility-wide Lighting Upgrades, Including Advanced Lighting Control
- Lab Area Control Systems Upgrades to Reduce Air Changes for Energy Efficiency
- Battery Energy Storage System (BESS) Deployed at Cancer & Genetics and Parking Garage #14
- Integration of BESS to Campus Microgrid for Load Shedding to Capture Utility Curtailment Rate
- Parking Garage #14 Solar Canopy for Integration into the BESS and to Support Curtailment

In August of 2022, the University Board of Trustees approved engaging Siemens to complete a Detailed Feasibility Assessment (DFA) and an Investment Grade Energy Audit (IGA) and final design services for a batch of projects that were selected by the University based on their ability to produce energy efficiencies, address deferred maintenance and infrastructure, and advance sustainability. Additional funds to complete the Detailed Feasibility Assessment and Investment Grade Energy Audit in December 2024. The IGA is now complete and the contractor has established a Guaranteed Maximum Price (GMP) of \$89,281,933.

Sources and Uses of Funds

Sources of Funds

Utilities ESCO Loan Portion (18 Month Schedule)	19,822,766
Utilities ESCO Loan Portion (36 Month Schedule)	13,151,012
E&G ESCO Loan Portion (36 Month Schedule)	56,333,678
Total ESCO Loan	89,307,456
University Funds	3,799,867
Total Project Funding	93,107,323

Uses of Funds

E&G Project Expenditures	56,333,678
Utilities Project Expenditures	32,973,779
IGA Development and Issuance Costs	3,799,867
Total Uses of Funds	93,107,323

	Estimated Project Cash Flows														
	2026	2027	2028	2029	2030	Fiscal Year									
						2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Cost Savings															
E&G															
Direct Utility Savings from Cancer Genetics	-	-	-	711,647	972,584	996,899	1,021,821	1,047,367	1,073,551	1,100,389	1,127,899	1,156,097	1,184,999	1,214,624	1,244,990
Indirect E&G Energy Savings - Curtailable Tariffs	-	-	4,946,494	5,070,157	5,196,910	5,326,833	5,460,004	5,596,504	5,736,417	5,879,827	6,026,823	6,177,493	6,331,931	6,490,229	6,652,485
E&G Savings Subtotal	-	-	4,946,494	5,781,803	6,169,494	6,323,732	6,481,825	6,643,871	6,809,967	6,980,217	7,154,722	7,333,590	7,516,930	7,704,853	7,897,474
Utilities															
Indirect Energy Savings to UF Stakeholders	-	-	1,154,752	1,183,620	1,213,211	1,243,541	1,274,630	1,306,495	1,339,158	1,372,637	1,406,953	1,442,127	1,478,180	1,515,134	1,553,013
Total Cost Savings	-	-	6,101,246	6,965,424	7,382,705	7,567,273	7,756,455	7,950,366	8,149,125	8,352,853	8,561,675	8,775,717	8,995,110	9,219,987	9,450,487
Direct Costs															
Measurement and Verification	-	-	63,654	87,418	90,041	92,742	95,524	98,390	101,342	104,382	107,513	110,739	114,061	117,483	121,007
Ongoing Costs associated with Battery Infrastructure	-	-	198,919	273,182	281,377	289,819	298,513	307,468	316,693	326,193	335,979	346,058	356,440	367,133	378,147
Debt Service	1,339,612	4,018,836	4,807,645	6,190,150	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656
Interest on unspent bond proceeds	(2,609,374)	(2,674,068)	(1,609,097)	(48,198)	-	-	-	-	-	-	-	-	-	-	-
Direct Costs Subtotal	(1,269,762)	1,344,768	3,461,120	6,502,552	7,944,074	7,955,216	7,966,693	7,978,514	7,990,690	8,003,231	8,016,148	8,029,453	8,043,157	8,057,272	8,071,810
Subtotal Direct Net Benefits	1,269,762	(1,344,768)	2,640,125	462,872	(561,368)	(387,943)	(210,238)	(28,148)	158,436	349,623	545,527	746,264	951,953	1,162,716	1,378,677
Indirect Benefits															
Maintenance, Operational, & Infrastructure Savings	1,094,633	2,233,051	2,277,712	2,323,266	2,369,732	2,417,126	2,465,469	2,514,778	2,565,074	2,616,375	2,668,703	2,722,077	2,776,518	2,832,049	2,888,690
Total Benefits	2,364,395	888,283	4,917,837	2,786,138	1,808,364	2,029,183	2,255,231	2,486,630	2,723,509	2,965,998	3,214,230	3,468,341	3,728,471	3,994,764	4,267,367
Cumulative Direct & Indirect Operational Savings	1,094,633	3,327,684	11,706,642	20,995,332	30,747,769	40,732,169	50,954,092	61,419,237	72,133,436	83,102,665	94,333,042	105,830,836	117,602,464	129,654,500	141,993,677

As shown in the estimated cash flows, projected average utility savings is \$7.4 million annually in 2030, an amount which increases over time as utility rates increase. 84% of the utility savings are expected to accrue to Education and General (E&G) sources, while the remainder will accrue to other UF stakeholders, including Shands, UAA, IFAS, Housing, and other main campus electric customers. Debt service is expected to be structured with the final principal payment in 2045, at which point all energy savings will accrue to the University.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI10
June 5, 2025

SUBJECT: Building Functional Name Changes

BACKGROUND INFORMATION

Certain University buildings have historically been named based on their functions and user groups. Over time, the uses of some of those buildings have changed such that the previously designated names no longer match the use of the buildings. Formally updating the building names will require coordination with third parties providing such services as emergency and mail services. Subject to necessary coordination efforts, the University proposes updating the names of the following buildings as follows to reflect their current uses:

Existing Building Name	Proposed Building Name
Mechanical & Aerospace Engineering C	Traffic Lab
Electronic Communications Lab	FLARE: Florida Applied Research in Engineering
UF Mail and Document Services	Print & Mail Services
Crops and Soils Field Lab	Chiller & Steam Shop
Nuclear Field Building	EH&S Support Services

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the University taking all necessary and appropriate steps to update the names of the above-listed buildings to reflect their current uses, including those steps required by third parties providing such services as emergency and mail services, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

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

Approved by the University of Florida Board of Trustees on June 5, 2025

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



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

AGENDA

Thursday, June 5, 2025

~2:30 p.m.

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

Committee Members:

Marsha D. Powers (Committee 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
[March 27, 2025](#)
- 4.0 Action ItemsMarsha D. Powers, Chair
[FSPPM1](#) Preliminary Operating Budget FY26..... Nick Kozlov, Interim Chief Financial Officer
[FSPPM2](#) Estimated Direct Support Organization Use of University Resources Nick Kozlov
FSPPM3 Undergraduate Housing Reimbursement Nick Kozlov
[FSPPM4](#) Cancer and Genetics ESCO Financing Nick Kozlov
[FSPPM5](#) UFICO Investment Policy Update Nick Kozlov
[FSPPM6](#) Bookstore Operations and Management Services..... Nick Kozlov
[FSPPM7](#) Pouring Rights and Beverage Services..... Nick Kozlov
- 5.0 Discussion ItemsMarsha D. Powers, Chair
5.1 CFO Update Nick Kozlov
5.2 UF Health Update Steve Motew, UF Health President and System Chief Executive Officer
5.3 UFICO Update..... Mark Baumgartner, UFICO Chief Executive Officer and Chief Investment Officer
- 6.0 New Business.....Marsha D. Powers, Chair
- 7.0 AdjournMarsha D. Powers, Chair



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

Meeting Minutes

Thursday, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:46 p.m.

Time Adjourned: 2:28 p.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, 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; 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 Marsha Powers welcomed everyone in attendance and called the meeting to order at 1:46 p.m.

2.0 Verification of Quorum

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

3.0 Review and Approval of Minutes

• December 12, 2024 and February 25, 2025

Committee Chair Powers asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Corr and seconded by Trustee 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 Discussion Items

- **4.1 CFO Update**

Interim CFO Kozlov advised the importance to recognize that a university of our size operates as a collection of dozens if not hundreds of unique business models. Two weeks ago, Moody's issued a report down grading its outlook for the higher education industry from stable to negative. It is more important to be proactive and flexible in how we manage our resources. Strong sound financial management and the ability to adapt as conditions change to ensure we have the financial resources and agility to keep advancing our mission is critical. He reviewed the Quarterly Financial Summary for Q1 FY25. He advised the CFO's office is actively monitoring and assessing the impacts of potential changes in the federal funding of key policy areas including direct and indirect research funding as well as tax-exempt status. He summarized the actual and projected federal contracts and grants revenues, which will be updated as impacts become clear. He provided an update on the FY26 budget including the timeline and approach using the One UF approach. The CFO's office is working with stakeholders across the University to evaluate efficiency opportunities and response to the changing macro environment. They are preparing a 'Plan A' and 'Plan B' budget within administrative units to protect our core teaching, research and service activities. Interim CFO Kozlov then provided an update on Radical Financial Transparency. We are quantifying the exposure of risk, identifying short term strategies, articulating long term strategies to continuously reinvest in our mission and shape our financial future. He advised of the use of a Unit Dashboard for the CFO Intelligence & Analytics Dashboard Suite serves as a great benefit to all. The strength our financial results reflect both the resilience of our enterprise and the quality of our leadership at every level. We are developing the tools of data and decision-making processes that will allow us to navigate uncertainty with confidence. Committee Chair Powers recognized Board Chair Hosseini who urged the committee a couple of years ago to start the financial transparency initiative. We sit in a better position than most universities because we know what and where we are spending our money.

- **4.2 UF Health Update**

System Chief Executive Officer Steve Motew reviewed recent celebrations by the UF Health system including high ratings in quality safety outcomes, UF Health transplant programs ranking number one in Florida and top ten in the U.S., and UF researchers identifying a new genetic mutation linked to Alzheimer's disease. We are investing in strategic priorities and working to achieve a unified vision of excellence for what we provide to our communities and to UF to become Florida's premier health system by 2030. There is incredible progress in moving ourselves from a holding company of six different hospitals and three separate markets into through unified operating company which is leveraged by hiring of incredible talent both from academic medical centers and large integrated health systems. System CEO Motew reviewed the key performance indicators all system leaders are accountable to which allows everyone to think more broadly and share across the enterprise as a system. Performance targets across all entities are set at the guidance of the UF Health Corporation Board. Goals are set very high to achieve top decile performance which aligns with the Board of Trustees and Chairman's direction to be the best. The first component of that is quality. We are reaching our stretch

goals on those that keep our patients safe and avoid harm, but we do have several areas of ongoing improvement. He reviewed the year-to-date FY25 financials and recent accomplishments related to key integration. Finally, he shared the three highest level strategic focus areas including vision and culture, clinical excellence and sustainability that ties into the Health Sciences colleges in close partnership with College of Medicine in Gainesville, Dean Hunt, and Jacksonville, Dean Edwards as well our overall mission as a land grant university, and finally systemness. Committee Chair Powers echoed her thanks. Trustee Corr asked if they share their income statements with the Board. System CEO Motew advised they do share on a quarterly basis with the UF Health Corporation Board, system performance, and they are happy to share with this Board.

Committee Chair Powers thanked System CEO Motew. We are on our way to developing the type of system that we want to be known for and to be the leader in the state of Florida. Vice Chair Patel noted the combined brand of Gainesville and Jacksonville into a singular UF Health brand is excellent. System CEO Motew added from a data-driven perspective and from a sentiment analysis we compete in an incredibly diverse and competitive market in the healthcare landscape and the key to our strategic success is the brand. Vice Chair Patel noted the importance of this initiative to the UF enterprise in general as UF Health is two-thirds of our budget.

- **4.3 UFICO Update**

Chief Investment Officer Mark Baumgartner advised he is new to the role but not to Gainesville. He reviewed the asset summary through the lenses of clients, portfolios, and sub-portfolios. He noted UFICO's clients' benchmarks and secondary objectives differ between one another. They will revisit asset allocation and portfolio construction for each client on an individualized / custom basis. He provided a fiscal year to date financial summary that reviewed the long-term pool of the UFF Endowment and UF Operating long-term reserves. Additionally, he showed peer data and a summary of asset allocation. He advised opportunities and risks over the next ten years. He reviewed the UF operating liquidity, discussed operating asset strategy and the investment of the liquidity portfolio.

5.0 New Business

President Fuchs thanked Committee Chair Powers for all her time, work, and wisdom for this committee as well as the UF Health Corporation Board.

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 2:28 p.m.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM1
June 5, 2025**

SUBJECT: Preliminary Operating Budget FY 25-26

BACKGROUND INFORMATION

The Board of Trustees is requested to approve the University's Preliminary Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2026.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the University's Preliminary 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 2025-2026 preliminary budget of revenues and expenses. Given the extension to the state legislative process the Board delegates to the Board Chairman authority to approve the budget once state appropriations are finalized.

Supporting Documentation Included: Preliminary Operating Budget FY26

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

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

	FY 2024-2025 Operating Budget								
	University of Florida	Athletic Association	Faculty Practice	UF Foundation	Shands Gainesville	Shands Jacksonville	GatorCare	Other DSOs	Total
Revenues									
Tuition and Fees	484,163	0	0	0	0	0	0	0	484,163
State Appropriations	1,276,527	3,612	0	0	7,050	0	0	21,550	1,308,739
Contracts and Grants	952,217	0	0	0	0	0	0	737	952,954
Federal and State Financial Aid	241,617	0	0	0	0	0	0	0	241,617
Patient Service Revenue	0	0	1,069,929	0	3,651,498	1,171,363	0	0	5,892,790
Contributions/Donations	0	0	2	150,000	2,867	0	0	41,408	194,277
Investment Income	44,100	800	3,674	221,710	45,652	7,935	300	16,541	340,712
Licensing and Royalties	0	79,971	0	0	0	0	0	56,250	136,221
Sales of Goods & Services	214,528	58,291	288,434	0	0	0	293,266	17,128	871,647
Other Cash Receipts	18,650	0	12,310	11,628	91,909	64,498	310	13,440	212,745
Component Unit Transfers In/(Out)	1,152,647	34,174	(863,867)	(190,000)	(90,232)	(139,195)	0	(94,844)	(191,317)
Total Revenues	4,384,449	176,848	510,482	193,338	3,708,744	1,104,601	293,876	72,210	10,444,548
Expenses									
Salaries & Benefits	2,991,878	78,531	160,844	26,151	1,523,643	494,490	1,431	9,391	5,286,359
Other Operating Expenses	1,230,331	114,060	336,724	28,937	1,863,931	563,147	292,439	67,804	4,497,373
Total Expenses	4,222,209	192,591	497,568	55,088	3,387,574	1,057,637	293,870	77,195	9,783,732
Net Change	162,240	(15,743)	12,914	138,250	321,170	46,964	6	(4,985)	660,816

	FY 2025-2026 Preliminary Operating Budget								
	University of Florida	Athletic Association	Faculty Practice	UF Foundation	Shands Gainesville	Shands Jacksonville	GatorCare	Other DSOs	Total
Revenues									
Tuition and Fees	494,595	4,000	0	0	0	0	0	0	498,595
State Appropriations	1,187,137	3,799	0	0	7,050	0	0	8,248	1,206,234
Contracts and Grants	922,217	0	5,210	0	0	67,500	0	159	995,086
Federal and State Financial Aid	265,460	0	0	0	0	0	0	0	265,460
Patient Service Revenue	0	0	1,061,312	0	3,858,586	1,262,290	0	0	6,182,188
Contributions/Donations	0	0	106	165,000	0	0	0	43,427	208,533
Investment Income	60,000	1,000	3,480	169,740	51,508	4,950	400	17,530	308,608
Licensing and Royalties	0	82,139	0	0	0	0	0	51,775	133,914
Sales of Goods & Services	226,992	70,516	274,513	0	0	0	308,485	20,624	901,130
Other Cash Receipts	22,508	0	14,105	8,808	76,389	32,363	310	14,172	168,656
Component Unit Transfers In/(Out)	1,187,930	38,377	(865,093)	(199,000)	(107,000)	(148,939)	0	(82,288)	(176,013)
Total Revenues	4,366,839	199,830	493,633	144,548	3,886,533	1,218,164	309,195	73,647	10,692,389
Expenses									
Salaries & Benefits	3,195,677	80,301	180,110	27,048	1,596,078	524,465	1,569	10,849	5,616,097
Other Operating Expenses	1,176,094	121,030	325,245	26,448	2,166,279	601,464	307,588	62,113	4,786,260
Total Expenses	4,371,770	201,331	505,355	53,496	3,762,357	1,125,929	309,157	72,962	10,402,357
Net Change	(4,932)	(1,500)	(11,722)	91,052	124,176	92,235	39	685	290,032



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM2
June 5, 2025**

SUBJECT: Estimated Direct Support Organization Use of University Resources for FY26

BACKGROUND INFORMATION

The Auditor General in their Operational Audit Report No. 2019-193 for the FY2016 recommended that the BOT consider a number of actions to improve its understanding and oversights of the university DSOs and their use of University resources. In response, UF staff working with DSOs and BOT leadership have accumulated estimated summary information regarding the DSO use of University personnel, facilities and systems for the coming FY 2026.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the Estimated Summary of the University Support for UF DSOs for the Fiscal Year ended June 30, 2026 for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Estimated DSO Use of University Resources for FY26

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Estimated DSO Use of University Resources for FY 26

The Auditor General in their Operational Audit Report No. 2019-193 for the FY2016 recommended that the BOT consider a number of actions to improve its understanding and oversights of the university DSOs and their use of University resources.

In response, UF staff working with DSOs and BOT leadership have accumulated estimated summary information regarding the DSO use of University personnel, facilities and systems for the coming FY 2026.

The attached report provides estimates for the fiscal year that begins July 1, 2025 and ends June 30, 2026. All 13 currently active DSOs are represented in this report and summarized in the report is as follows:

- University FTE's – number of full-time positions paid through the UF payroll system
- University personnel salary costs – estimated costs of salary and benefits for budgeted positions
- Salary amount reimbursed to the University – amount of personnel costs the DSO is expected to reimburse the University
- Main source of reimbursement to the University – revenue source the DSO will use to reimburse
- Travel expenses using State funds – payment not allowed by State statute
- Administrative overhead/other – amount of administrative overhead or other expenses paid by the DSO
- University facilities – number of University owned buildings occupied by DSO
- University facilities – square feet of University space utilized

The table at the bottom of the report (orange/blue blocks) represents other University services directly supporting the DSO activities such as use of PeopleSoft Accounting System.

University Support for UF Direct Support Organizations
Estimates For the Fiscal Year Ended June 30, 2026

University Resources used by the DSO:	UF Foundation	University Athletic Association	Cattle Enhancement Board	Citrus Research & Development Foundation	UF Development Corporation	Florida Foundation Seed Producers	Florida 4-H Club Foundation	Gator Boosters	GatorCare Health Management Corporation	UF Leadership & Education Foundation	UF Historic St. Augustine	UF Investment Corporation	UF Research Foundation
University FTEs	428	5	0	3.1	1.14	7	1.73	0	0	8	5	0	38
University Personnel Salary Costs	\$ 56,342,971	\$ 485,000	\$ -	\$ 450,000	\$ 197,968	\$ 823,941	\$ 149,659	\$ -	\$ -	\$ 716,458	\$ 340,000	\$ -	\$ 5,616,000
Salary Amount Reimbursed to the University	\$ 34,872,130	\$ 485,000	\$ -	\$ 450,000	\$ 197,768	\$ 823,941	\$ 149,659	\$ -	\$ -	\$ 716,458	\$ 340,000	\$ -	\$ 5,616,000
Main Source of Reimbursements to the University	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	N/A	DSO Revenues
Travel Expenses using State Funds*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead/Other	\$ 900,000	\$ 3,707,000	\$ 41,500	\$ -	\$ -	\$ 3,202	\$ 545,014	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 1,000,000
University Facilities - (number of buildings occupied)	5	36	NONE	3	1	NONE	1	2	NONE	1	1	NONE	3
University Facilities - (square feet utilized)	66,262	1,116,893	NONE	1,480	1,914	NONE	310	9,556	NONE	2,166	250	NONE	4,929

**Per FS 1004.28 it is not permitted for any university DSO to use State Funds for travel expenses.*

Other University Services:

PeopleSoft System	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y
AP Processing	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y
Payroll Processing	Y	N	N	Y	Y	Y	Y	N	N	Y	Y	N	Y
Pcard Issuance	N	N	N	Y	N	N	Y	N	N	N	Y	N	N
Purchase Order Issuance	N	N	N	N	N	Y	N	N	N	N	Y	N	Y
Travel Processing	Y	N	N	N	N	N	Y	N	N	Y	Y	N	Y
Transaction Processing by UF Shared Services	N	N	Y	N	N	N	N	N	N	N	Y	N	N
Support for Financial Statement Preparation	N	N	Y	N	Y	N	N	N	N	N	Y	N	N

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

ACTION ITEM FSPPM4

June 5, 2025

SUBJECT: Cancer and Genetics District Energy Efficiency Performance Contract

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 performance-based energy efficiency contracts throughout campus. Board-approved Energy Service Contract (ESCO) projects completed to date by Siemens Industry, Inc. ("Siemens") have proved successful, namely at the IFAS Entomology & Nematology facility, at the College of Veterinary Medicine Chilled Water & Steam Plant, and in the Holland Law District of Campus. Most recently, the Board authorized Siemens to assess the possibility of an ESCO project in the Cancer and Genetics District of Campus ("Cancer and Genetics District"). Siemens began with Board-approved a Detailed Feasibility Assessment ("DFA") for \$397,280 to identify energy and infrastructure improvements that will lead to significant cost savings for the University.

Based on the results of the DFA, in 2024, the Board approved Siemens conducting an Investment Grade Audit (the "IGA") for \$3,402,587 to more fully develop an ESCO project in the Cancer and Genetics District. Through the IGA, Siemens has determined that the following infrastructure improvements offer significant energy-saving opportunities for the University (collectively, the "Cancer and Genetics ESCO Project"):

- Replacement of rooftop Air Handling Units (AHUs) to improve HVAC reliability for research, controls, building comfort, and renew end of life infrastructure
- Facility-wide LED lighting upgrade to enhance facility aesthetics and improve efficiency, while also providing space utilization data for University planning
- Replacement of Boiler system with new equipment for efficiency and reliability and to renew end of life infrastructure
- Building Automation upgrades for energy efficiency and comfort control
- Lab air system upgrades for improved energy performance and safety
- Chilled water system optimization
- Battery Energy Storage System (BESS) and Solar Electric system for utility rate reduction and resiliency

The University is now seeking Board approval to enter into a Performance Contracting Agreement with Siemens to complete the Cancer and Genetics ESCO Project with a total final design and construction budget not to exceed \$93.1M (including previously approved and expended IGA and issuance costs of \$3,799,867) and guaranteed utility savings of at least \$156M. The Cancer and Genetics ESCO Project would also eliminate \$39M in deferred maintenance. Many of the direct and indirect benefits of the Cancer and Genetics ESCO Project will be offset by debt service until the debt is repaid. The University will utilize a blend of internal and external funding sources as confirmed by the University Chief Finance Officer (CFO).

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda:

- (a) the University's entering into a Performance Contracting Agreement (the "PCA") with Siemens to implement the performance-based energy efficiency project known as the Cancer and Genetics ESCO Project;
- (b) the University's entering into a Finance Agreement (the "FA") for the PCA related financing, if required to meet the project goals; and
- (c) authorization of the University President, and the Interim Vice President for Construction, Facilities, and Real Estate, as designee, acting singly to perform all acts and execute all documents necessary or desirable and in the interests of the University, in their respective judgment, in connection with negotiating, documenting, and entering into the PCA, except that the terms of the PCA must be consistent with the following:
 - i. The PCA must be produced in a manner consistent with University procedures as well as with the processes outlined in Florida Statutes 489.145 and 1013.23.
 - ii. The length of the term of the developed project concepts and financial pro-forma utilized in the PCA may not exceed the expected useful life of the proposed energy efficiency equipment and improvements installed in the Cancer and Genetics ESCO Project.
 - iii. Siemens must identify, quantify, and guarantee all savings resulting from the developed improvements installed in the Cancer and Genetics ESCO Project.
 - iv. All fees paid to Siemens in connection with the PCA must be commercially reasonable and commensurate with such fees as the University would typically pay on a performance project of similar nature, scope, size, and complexity.
 - v. The total final design and construction budgets for the Cancer and Genetics ESCO Project may not exceed \$93,107,323 based on the current scope, which includes previously approved and expended Investment Grade Audit and issuance costs of \$3,799,867.
 - vi. The amount financed in the FA may not exceed \$90,000,000 and all fees paid in connection with the FA must be commercially reasonable and commensurate with such fees as the University would typically pay for financing of similar nature, scope, size, and complexity.
 - vii. Principal payments on the loan may not commence until construction is complete.
 - viii. Closing and prepaid costs of financing must be at commercially reasonable, market rates and terms.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required to enter into a Performance Contracting Agreement where the associated external financing will exceed \$10M.

Supporting Documentation Included: District Energy Efficiency Projects Executive Summary

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer, and Colt Little, Interim Vice President for Construction, Facilities, and Real Estate

Approved by The University of Florida Board of Trustees, June 5, 2025

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary

Cancer & Genetics District ESCO Project

Project Program

Executive Summary

The University of Florida (UF) is collaborating with Siemens on an Energy Service Company (ESCO) project to enhance energy efficiency and infrastructure in the Cancer & Genetics District. This initiative addresses critical infrastructure needs, such as replacing end-of-life Air Handling Units (AHUs) and steam boilers, and integrates advanced energy solutions like Battery Energy Storage Systems (BESS) and solar canopies.

Key components of the project include:

- Replacement of AHUs and steam boilers
- Facility-wide lighting upgrades
- Lab area control systems upgrades
- Deployment of BESS and integration with the campus microgrid

The project is legally supported by Florida Statutes 1013.23 & 489.145, which promote performance-based contracting for energy savings. The guaranteed maximum price (GMP) for the construction phase is \$89,281,933. The total project cost including development and issuance costs estimated to be \$93.3 million.

Once the project is complete, the expected benefits to the project are:

- Direct annual benefits of \$7.4 million of utility savings (in 2030 and increasing thereafter). These benefits are guaranteed by the developer
 - Until the loan is repaid, direct annual benefits will be used primarily for loan repayment
- Additional annual maintenance, operational, and infrastructure savings of \$2.4 million

The loan will be structured so that debt service on the project approximately matches the direct reduction in utility costs, meaning that:

- Until the loan is repaid (~ 2045), the primary benefit to the University will be the reduction in deferred maintenance and avoiding the need to invest in aging infrastructure. Benefits will also include lower maintenance and operational costs.
- Additionally, the University will benefit from the lower utility costs after the loan is repaid

ESCO projects are often evaluated by looking at how long it takes the direct and indirect operational savings to exceed the project cost. The breakeven for this project is estimated to be 11 years.

This project aligns with UF's mission to provide functional, reliable, and efficient infrastructure, supporting the university's educational and research goals. The savings will benefit both Educational & General (E&G) buildings and other UF stakeholders, reinforcing UF's commitment to sustainability and cost-effective infrastructure improvements.

In the June 2025 Board meeting, University Trustees are asked to approve a maximum project size of \$89,281,933 and a maximum amount borrowing of \$90 million. The difference between the Board current approval request and the project cost of \$93,107,323 represents the IGA and DFA costs previously approved by the Board.

ESCO BACKGROUND

An Energy Service Company (ESCO) is a business that provides energy solutions focused on improving efficiency, reducing operational costs, and integrating renewable energy. ESCOs operate under a performance-based business model, where they guarantee energy savings and are compensated based on the actual cost reductions achieved. These companies offer services such as energy audits, equipment retrofits, and ongoing energy management.

The ESCO process at the University of Florida follows a structured approach to energy efficiency and infrastructure improvements, ensuring projects align with sustainability goals while delivering guaranteed cost savings. The process begins with a Detailed Feasibility Assessment (DFA), where key stakeholders, including Facilities Services and the selected ESCO (Siemens, in this case), collaborate to identify infrastructure needs, define priorities, and analyze utility data. This includes benchmarking against peer institutions to determine areas of greatest improvement.

Once key opportunities are identified, Energy-Related Concept Projects are developed to address deferred maintenance issues and optimize energy use. This involves energy modeling, budget cost development, and financial analysis to ensure project viability. Simultaneously, Preliminary Construction and Implementation Plans are formulated to assess feasibility, mitigate risks—such as supply chain disruptions—and plan for critical system upgrades.

The ESCO model is legally supported by Florida Statutes 1013.23 & 489.145, which encourage performance-based contracting for energy savings projects. Under this model, the Energy Services contractor guarantees a reduction in utility costs from existing levels, with the savings used to pay project debt service. In the event savings fall short, the contractor covers the difference. This model has been successfully implemented in multiple UF projects, including the IFAS Entomology facility upgrade, the Reitz Student Union project, the College of Veterinary Medicine utility plant project, and the ongoing Holland District project, reinforcing UF's commitment to sustainable and cost-effective infrastructure improvements.

THE PROJECT

The Cancer & Genetics District ESCO project is one of many infrastructure projects and initiatives being developed and lead by the Business Affairs department of the University and is a collaboration between University of Florida Facility Services, and Planning Design and Construction. The Cancer & Genetics District is an area of campus consisting of several Education & General (E&G) buildings, including the Cancer & Genetics building

and the Emerging Pathogens building. For the purposes of the project, Parking Garage 14 is also being addressed and considered part of the District.

The project grew out of a significant infrastructure issue and need in the Cancer & Genetics District of campus. The issue at the heart of the project is a deteriorating Air Handling Units on service the Cancer & Genetics building. After a 2016 facility condition assessment by ISES and a 2024 assessment by Siemens, it was determined that the existing rooftop Air Handling Units (AHU) are in an end-of-life state that could cause significant risk of disruption of air distribution to this critical lab facility. If a proactive AHU replacement project is not executed, the University will be faced with service interruptions and non-planned emergency maintenance and infrastructure replacement in the very near future. This District of campus was also selected as a focus as the Cancer & Genetics and Emerging Pathogens buildings have some of the highest utility bills on campus and they are clear candidates for energy improvements as well as infrastructure upgrades related to the cooling and heating utility plants in the facilities as detailed in the 2022 Jacobs engineering report and 2024 Siemens DFA report.

Siemens was engaged to perform a Detailed Feasibility Assessment (DFA) to explore the possibility of developing solutions as an Energy Services Contract (ESCO) project. ESCO projects are encouraged by Florida State Statutes 1013.23 & 489.145. A holistic assessment of all energy and utility related systems in the Cancer & Genetics District was performed to ensure that energy and utility related systems could be optimized while also addressing significant deferred maintenance and infrastructure projects as part of the effort. The results of this DFA, initially presented on August 28, 2024, are attached to this document package for reference. A summary of the proposed scope of the resulting project is summarized as follows:

- Replacement of End-of-Life Air Handling Units
- Replacement of End-of-Life Steam Boiler System with New Boiler System
- Facility-wide Lighting Upgrades, Including Advanced Lighting Control
- Lab Area Control Systems Upgrades to Reduce Air Changes for Energy Efficiency
- Battery Energy Storage System (BESS) Deployed at Cancer & Genetics and Parking Garage #14
- Integration of BESS to Campus Microgrid for Load Shedding to Capture Utility Curtailment Rate
- Parking Garage #14 Solar Canopy for Integration into the BESS and to Support Curtailment

In August of 2022, the University Board of Trustees approved engaging Siemens to complete a Detailed Feasibility Assessment (DFA) and an Investment Grade Energy Audit (IGA) and final design services for a batch of projects that were selected by the University based on their ability to produce energy efficiencies, address deferred maintenance and infrastructure, and advance sustainability. Additional funds to complete the Detailed Feasibility Assessment and Investment Grade Energy Audit in December 2024. The IGA is now complete and the contractor has established a Guaranteed Maximum Price (GMP) of \$89,281,933.

Sources and Uses of Funds

Sources of Funds

Utilities ESCO Loan Portion (18 Month Schedule)	19,822,766
Utilities ESCO Loan Portion (36 Month Schedule)	13,151,012
E&G ESCO Loan Portion (36 Month Schedule)	56,333,678
Total ESCO Loan	89,307,456
University Funds	3,799,867
Total Project Funding	93,107,323

Uses of Funds

E&G Project Expenditures	56,333,678
Utilities Project Expenditures	32,973,779
IGA Development and Issuance Costs	3,799,867
Total Uses of Funds	93,107,323

	Estimated Project Cash Flows														
	2026	2027	2028	2029	2030	Fiscal Year 2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Cost Savings															
E&G															
Direct Utility Savings from Cancer Genetics	-	-	-	711,647	972,584	996,899	1,021,821	1,047,367	1,073,551	1,100,389	1,127,899	1,156,097	1,184,999	1,214,624	1,244,990
Indirect E&G Energy Savings - Curtailable Tariffs	-	-	4,946,494	5,070,157	5,196,910	5,326,833	5,460,004	5,596,504	5,736,417	5,879,827	6,026,823	6,177,493	6,331,931	6,490,229	6,652,485
E&G Savings Subtotal	-	-	4,946,494	5,781,803	6,169,494	6,323,732	6,481,825	6,643,871	6,809,967	6,980,217	7,154,722	7,333,590	7,516,930	7,704,853	7,897,474
Utilities															
Indirect Energy Savings to UF Stakeholders	-	-	1,154,752	1,183,620	1,213,211	1,243,541	1,274,630	1,306,495	1,339,158	1,372,637	1,406,953	1,442,127	1,478,180	1,515,134	1,553,013
Total Cost Savings	-	-	6,101,246	6,965,424	7,382,705	7,567,273	7,756,455	7,950,366	8,149,125	8,352,853	8,561,675	8,775,717	8,995,110	9,219,987	9,450,487
Direct Costs															
Measurement and Verification	-	-	63,654	87,418	90,041	92,742	95,524	98,390	101,342	104,382	107,513	110,739	114,061	117,483	121,007
Ongoing Costs associated with Battery Infrastructure	-	-	198,919	273,182	281,377	289,819	298,513	307,468	316,693	326,193	335,979	346,058	356,440	367,133	378,147
Debt Service	1,339,612	4,018,836	4,807,645	6,190,150	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656	7,572,656
Interest on unspent bond proceeds	(2,609,374)	(2,674,068)	(1,609,097)	(48,198)	-	-	-	-	-	-	-	-	-	-	-
Direct Costs Subtotal	(1,269,762)	1,344,768	3,461,120	6,502,552	7,944,074	7,955,216	7,966,693	7,978,514	7,990,690	8,003,231	8,016,148	8,029,453	8,043,157	8,057,272	8,071,810
Subtotal Direct Net Benefits	1,269,762	(1,344,768)	2,640,125	462,872	(561,368)	(387,943)	(210,238)	(28,148)	158,436	349,623	545,527	746,264	951,953	1,162,716	1,378,677
Indirect Benefits															
Maintenance, Operational, & Infrastructure Savings	1,094,633	2,233,051	2,277,712	2,323,266	2,369,732	2,417,126	2,465,469	2,514,778	2,565,074	2,616,375	2,668,703	2,722,077	2,776,518	2,832,049	2,888,690
Total Benefits	2,364,395	888,283	4,917,837	2,786,138	1,808,364	2,029,183	2,255,231	2,486,630	2,723,509	2,965,998	3,214,230	3,468,341	3,728,471	3,994,764	4,267,367
Cumulative Direct & Indirect Operational Savings	1,094,633	3,327,684	11,706,642	20,995,332	30,747,769	40,732,169	50,954,092	61,419,237	72,133,436	83,102,665	94,333,042	105,830,836	117,602,464	129,654,500	141,993,677

As shown in the estimated cash flows, projected average utility savings is \$7.4 million annually in 2030, an amount which increases over time as utility rates increase. 84% of the utility savings are expected to accrue to Education and General (E&G) sources, while the remainder will accrue to other UF stakeholders, including Shands, UAA, IFAS, Housing, and other main campus electric customers. Debt service is expected to be structured with the final principal payment in 2045, at which point all energy savings will accrue to the University.

**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM5
June 5, 2025**

SUBJECT: UFICO Investment Policy Update

BACKGROUND INFORMATION

The current version of the University of Florida Investment Policy ("Policy") was approved by the Board of Trustees' Committee on Finance, Strategic Planning and Performance Metrics, and the Committee on Governance, Government Relations and Internal Affairs, on June 10, 2021. The Policy applies to investable University operating funds ("UOF") 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 University intends to update the strategy with respect to the investment of UOF. To better align with university operations, University and UFICO staff are proposing certain revisions to the existing Policy, and such revisions are reflected in redlined version of the Policy attached hereto. The primary change to the Policy is to define objectives, set expectations and clarify responsibilities for the three Investment Pools. Under the revised Policy, Working Capital (as defined in the Policy) will be primarily allocated to SPIA and the Florida PRIME money market funds. The CFO and University Treasurer are responsible for managing these allocations to meet operating needs. Intermediate Investments (as defined in the Policy) and Long-term Investments will be allocated to UFICO Investment Pools. UFICO will manage the allocations within the guidelines as set by this Policy. The asset allocation of the UFICO Investment Pools are approved by the UFICO Board of Directors. Income generated by the Intermediate and certain Long-term Investments will be made available to the University at the direction of the CFO and Treasurer. Long-term Investments allocated to the UFICO Long-Term Pool will continue to provide a quarterly payout for strategic purposes.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the proposed revisions to the University of Florida Investment Policy for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Revised University Investment Policy

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer

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

University of Florida Investment Policy

1. Purpose, Scope and Definitions

- A. Purpose - The purpose of the UF Investment Policy (“Policy”) is to govern the investment of certain operating funds in accordance with sections 1011.42(5) and 218.415, Florida Statutes. This Policy addresses these requirements in the order as laid out in the Statutes.
- B. Scope - This Policy applies to investable operating funds held for the benefit of the University of Florida (“University”). For the purposes of this Policy, these funds will be designated University Operating Funds (“UOF”). (The Policy shall not apply to funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds.)
- C. Definitions –
 - a. UOF – University Operating Funds held for the benefit of the University, which are further designated as either Working Capital or Investments.
 - b. Working Capital – the portion of UOF required to meet current expenses (in accordance with statute, cash needs and anticipated cash-flow requirements for 6 months) as well as the portion of UOF held in Restrictive Accounts (such as Federal or Grant Restricted Funds, State Appropriated Funds, Student Related Funds, etc.) as determined by the CFO and Treasurer.
 - c. Investments – the portion of UOF determined to be operating funds suitable for investment as established by the CFO, Treasurer and UFICO. Investments are further defined as Intermediate or Long-term.
 - d. Intermediate Investments – the portion of Investments with an investment horizon of less than five years as determined by the CFO, Treasurer and UFICO.
 - e. Long-term Investments - the portion of Investments with an investment horizon of greater than five years as determined by the CFO, Treasurer and UFICO.
 - f. Internal Loan Program – an internal program designed to make intermediate-term (typically 5 to 10 years, but not to exceed 20 years) loans to departments/units within UF from the UOF.

- g. UF Strategic Fund – the investment income from the certain Long-term Investments which is used for strategic purposes as determined by the UF President or his/her designee
- h. UFICO Statement of Investment Policy – the Statement of Investment Policy approved by the UFICO Board of Directors as amended from time to time and which serves as an operating document to guide the investment activities of UFICO.

2. Investment Objectives

- A. The primary objective is to place the highest priority on the safety of UOF principal and liquidity. **The optimization of investment income shall be secondary to the requirements for safety and liquidity.**
- B. A secondary objective is to generate an investment return that meets annual initiatives by assuming an appropriate amount of risk while ensuring adequate liquidity to meet cash flow needs.
- C. A tertiary objective is to outperform the investment's pre-specified benchmarks.

3. Roles and Responsibilities

- A. Board of Trustees – Finance, Strategic Planning & Performance Metrics Committee

The Finance, Strategic Planning & Performance Metrics Committee of the UF Board of Trustees will approve the Policy, as well as any future changes.

- B. University of Florida Investment Corporation (“UFICO”)

UFICO is a Direct Support Organization that oversees the investments of the University and its affiliates. UFICO is governed by a Board of Directors, with appropriate oversight and control by the University Board of Trustees. UFICO's bylaws require its Board of Directors to include a member of the Board of Trustees, the University Senior Vice President and Chief

Financial Officer, and other University representatives. UFICO's bylaws also require the organization to comply with the University's Governance Standards, as implemented by the Board of Trustees in December 2018, and as amended thereafter.

UFICO is responsible for implementing the UOF asset allocation as set forth in the Policy as well as recommending to the Board of Trustees changes in the Policy. Investments are primarily invested in pooled investment portfolios managed by UFICO. UFICO typically does not invest in direct securities, but rather pools assets with similar objectives and seeks to partner with specialized third-party investment managers and/or passive investment strategies to implement the UOF asset allocation. UFICO is responsible for manager due diligence and manager selection.

C. Office of the Senior Vice President and Chief Financial Officer ("CFO") & Assistant Vice President and Treasurer ("Treasurer")

The CFO oversees the UOF. The Treasurer assists with the oversight of UOF. As part of this oversight, the CFO and Treasurer ensure proper accounting and reporting of investments and maintains accurate records based on information provided by UFICO to monitor compliance with applicable Florida Statutes.

The CFO and Treasurer are responsible for monitoring University cash flow needs and determining the amount of UOF designated as Working Capital. The CFO and Treasurer maintain open communication with UFICO to provide timely information related to the University's short-term and longer-term cash needs.

4. Performance Measurement

- A. The total portfolio will be evaluated relative to meeting the primary investment objective (safety and liquidity) as well as the secondary investment objective (target funding for strategic initiatives). Additionally, the total portfolio will be benchmarked relative to a policy portfolio constructed using the target allocations and respective allocation benchmarks, as appropriate.
- B. Working Capital is benchmarked to the Short U.S. Treasury Index.
- C. Intermediate Investments are benchmarked to the 1 – 5 Year U.S.

Treasury Index.

- D. Long-term Investments are benchmarked to the primary benchmark(s) of the pooled investment portfolio(s) managed by UFICO as approved by the UFICO Board of Directors.

5. Prudence and Ethical Standards

- A. Investments shall be made in accordance with the “Prudent Person” rule which states the following: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.
- B. University employees involved in the investment process shall comply with the University’s financial conflicts of interest policy and refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions.
- C. UFICO shall maintain a compliance and conflict of interest policy covering its employees and board of directors which includes the disclosure of any activity that could conflict with the proper execution of the investment program or which could impair their ability to make impartial investment decisions.

6. UOF Portfolio Authorized Investments

As outlined in 218.415 F.S. authorized investments shall include the following:

- A. The Local Government Surplus Funds Trust Fund (Florida PRIME) or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969, as provided in s. 163.01.
- B. Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally

recognized rating agency.

- C. Accounts as outlined in 1011.42, F.S, including interest-bearing time deposits or savings accounts, in qualified public depositories as defined in s. 280.02, F.S. These accounts will be selected through competitive solicitation.
- D. Direct obligations of the United States Treasury.
- E. Federal agencies and instrumentalities.
- F. Rated or unrated bonds, notes, or instruments backed by the full faith and credit of the government of Israel.
- G. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.

Other investments authorized by the Board of Trustees shall include the following:

- H. State Treasury Investment Pool ("SPIA")
- I. Such investments authorized by this section include the pooled investment portfolios managed by UFICO and governed by the UFICO Statement of Investment Policy.
- J. Investments as otherwise authorized by the Board of Trustees.
- K. University Internal Loans: Excess funds may be invested in the operations of university departments, auxiliaries and centers through the University's Internal Loan Program.

7. Maturity and Liquidity Requirements

- A. The UOF investment portfolio shall be constructed in such manner as to provide sufficient liquidity to pay obligations as they come due. To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash-flow requirements.
- B. Working Capital, as outlined below, will generally invest in assets that can be readily liquidated to meet University needs. In addition, given the significant level of Restrictive Accounts, the State Treasury Investment Pool will comprise a significant portion of the allocation.
- C. Intermediate Investment, as outlined below, will generally invest in liquid, high quality fixed income investments, which will prioritize safety of UOF assets while also generating a prudent level of income.
- D. Long-term Investments, as outlined below, will generally invest in return generating strategies that are less liquid in nature or require a longer investment horizon.

8. Portfolio Composition

At least annually, the CFO and Treasurer will determine the Working Capital. UFICO, the CFO and Treasurer will then determine the Intermediate and Long-term Investments.

Once balances are determined, a transition plan may be required to shift UOF balances to/from Working Capital, Intermediate Investments and Long-term Investments. Long-term Investments will typically require a multi-year transition plan to prudently move assets to/from the longer-horizon investments. UFICO, the CFO and Treasurer will determine this transition plan and maintain an open dialog with the Board of Trustees throughout the transition. As part of this plan, UFICO may temporarily utilize various investment pools to ensure a smooth transition.

Fluctuations in UOF total balance due mainly to normal University operations will typically be held in Working Capital throughout the year; however, should a change in Working Capital needs be determined during the year Investment balances may be adjusted.

Pursuant to this Policy, funds will be invested as follows.

- A. Working Capital will generally be comprised of Florida PRIME, SPIA, cash, U.S. Treasuries, money market instruments and those investments deemed to meet the primary safety requirements of UOF principal and liquidity. The CFO and Treasurer is responsible for the allocations based on University operating needs. UFICO is responsible for performing due diligence and monitoring for each investment as applicable.
- B. Intermediate Investments will be invested in the UFICO Intermediate Pool. The underlying investments will generally be comprised of fixed income securities, including U.S. Treasuries, money market instruments, and those investments deemed by UFICO to meet the liquidity and return objectives of the University. Income generated by Intermediate Investments will be made available to support University initiatives at the direction of the CFO and Treasurer. UFICO will manage the allocations within the guidelines as set by this Policy and will be opportunistic to capitalize on the current investment environment as well as to proactively manage risks.

The UFICO Statement of Investment Policy, which is approved by the UFICO Board of Directors, establishes detailed guidelines for investments and limits for UFICO's underlying investments.

- C. Long-term Investments will either be invested in the UFICO Long-Term Pool ("LTP") or other UFICO pooled portfolios that meet the guidelines and objectives in the Policy.

LTP is designed to accomplish two goals: 1) provide a total return from assets invested that will preserve or increase the purchasing power of the capital, and 2) generate the maximum current spendable income stream to support the University's needs. Investments in LTP are long-term in nature and include allocations to growth assets, such as public equity, hedged strategies and private assets, as well as diversifying strategies and fixed income. LTP investments are made alongside the University of Florida Foundation ("UFF") Endowment. LTP Investors receive a quarterly payout in-line with the UFF Endowment Payout Policy. The LTP payout is used to support UF Strategic Fund.

Long-term Investments may also be made to other UFICO pooled investment portfolios. The decision to allocate to alternative UFICO pooled investment portfolios may be considered for various reasons, such as the allocation's investment horizon, liquidity needs, forward return expectations, ownership limitations, size, etc. UFICO, in

consultation with the CFO and Treasurer and with oversight of the UFICO Board of Directors, will determine the most appropriate portfolio for these investments and regularly update the Board of Trustees with these allocations. Income generated by Long-term Investments not otherwise invested in LTP will be made available to support University initiatives at the direction of the CFO and Treasurer. UFICO will manage the allocations within the guidelines as set by this Policy and will be opportunistic to capitalize on the current investment environment as well as to proactively manage risks.

The UFICO Statement of Investment Policy, which is approved by the UFICO Board of Directors, establishes detailed guidelines for investments and limits for UFICO's underlying investments.

Long-term Investments, to a limited extent, may be invested in Internal Loans approved as part of the University's Internal Loan Program as well as direct investments made by the University as authorized by the Board of Trustees.

9. Risk and Diversification

Investments held shall be diversified, in accordance with the guidelines set above, to the extent practicable to control the risk of loss resulting from overconcentration of assets in a specific maturity, issuer, instrument, dealer or bank through which financial instruments are bought and sold. Diversification strategies within these guidelines shall be reviewed and revised periodically, as deemed necessary by UFICO.

The UFICO Statement of Investment Policy, which is approved by the UFICO Board of Directors, establishes detailed risk and diversification guidelines.

10. Authorized Investment Institutions and Dealers

As stated above, UFICO typically does not invest in direct securities. As part of UFICO's due diligence process, a review of the execution of underlying managers that directly purchase securities is undertaken to ensure best execution, where applicable. Should UFICO consider the purchase of direct securities, a review will be conducted on the securities dealer, issuer and/or bank to ensure best execution.

11. Third-Party Custodial Agreements

All securities purchased directly by the University shall be properly designated as an asset of the University, and, where applicable, held in safe keeping by a third party custodial bank or other third party custodial institution. Investments managed by UFICO shall be held in safe keeping in accordance with the UFICO Statement of Investment Policy.

No withdrawal of securities, in whole or in part, shall be made from safekeeping except by those designated within the Investment Management and Custodial Agreement, or other applicable document, between the Custodian and the University.

12. Master Repurchase Agreement

The University will establish and maintain a master repurchase agreement prior to transacting any repurchase agreements and will require all approved institutions and dealers transacting repurchase agreements to adhere to the requirements of the master repurchase agreement.

13. Bid Requirement

Direct securities purchased on behalf of the University shall require, where feasible and appropriate, purchases and sales to be executed in a competitive bid environment wherein at least three (3) offers or bids are obtained for each security. Exceptions to this approach may be made when (1) prices for purchases/sales are compared to systems providing current market prices and deemed reasonable, (2) when the security to be purchased is unique to one institution or (3) the security has recently been issued and is trading at the same price by all financial institutions.

This requirement does not apply to investments that are managed by UFICO.

14. Internal Controls

The CFO will establish a system of written internal controls and operational procedures. The controls will be designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees and officers of the University.

UFICO shall maintain internal controls, including written due diligence procedures for the engaging and monitoring of investment managers, designed to prevent losses of funds which might arise from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees.

15. Continuing Education

University staff involved with investments must annually complete eight (8) hours of continuing education in subjects or courses related to investment practices and products.

16. Reporting

Unless otherwise indicated, the following are the responsibilities expected of the University:

- A. Monthly reporting of holdings and transactions occurring in the portfolio - This report is to include at least (1) all assets held by the University by class/type, book value, approximate market value, income earned, accrued income and (2) all transactions occurring in the portfolio during the month.
- B. Quarterly reporting of the portfolio's performance - The University will report the portfolio's total rate of return, which reflects the true earnings of the portfolio and incorporates cash flows, changes in market value and income earned.
- C. UFICO will report typically quarterly, and at least annually, to the Board of Trustees on the investment performance.

17. Investment Decisions

- A. As used in this subsection, the term "pecuniary factor" means a factor that UFICO prudently determines is expected to have a material effect on the risk or returns of an investment based on appropriate investment horizons consistent with applicable investment objectives and funding policy. The term does not include the consideration of the furtherance of any social, political, or ideological interests.
- B. Notwithstanding any other law, when deciding whether to invest and when investing public funds pursuant to this section, UFICO makes decisions based solely on pecuniary factors and may not subordinate

the interests of the people of this state to other objectives, including sacrificing investment return or undertaking additional investment risk to promote any nonpecuniary factor. The weight given to any pecuniary factor must appropriately reflect a prudent assessment of its impact on risk or returns.

18. Evaluation and Compliance

This policy shall be reviewed by UFICO and the CFO on an annual basis. Any changes to the policy must be approved by the UF Board of Trustees.

Investments currently held that do not meet the guidelines of this policy shall be exempted from the requirements of the policy until maturity or liquidation. Such monies shall be reinvested only as provided by this policy.

History: New September 8, 2006. Revised December 1, 2006, Revised December 8, 2008, Revised September 21, 2012, Revised March 22, 2013, Revised June 4, 2015, Revised March 28, 2019, Revised June 6, 2019, Revised June 10, 2021, Revised July 1, 2023, Revised June XX, 20XX.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM6
June 5, 2025**

SUBJECT: Bookstore Operations and Management Services - Partner Selection

BACKGROUND INFORMATION

The university opened an ITN process in September 2024 to identify the bookstore provider for the next contract period which begins July 1, 2025. The ITN Committee consisted of seven (7) faculty and staff members representing various key stakeholder areas of the university including 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. The committee evaluated the proposals of three (3) firms and provided a recommendation for the selection of our bookstore provider.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is being asked to approve finalizing negotiations and signing a contract for the bookstore operations and management services provider that best aligns with UF's stated goals and expectations.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM7
June 5, 2025**

SUBJECT: Pouring Rights and Beverage Services

BACKGROUND INFORMATION

The university opened an ITN process in October 2024 to identify the pouring rights and beverage services provider(s) for UF, University Athletic Association, Inc. (UAA), and UF Health for the next contract period which begins August 16, 2025. The ITN Committee consisted of eight (8) staff members representing various key stakeholder areas including UF Health, UAA, Business Affairs, Strategic Communications and Marketing, Division of Student Life, and the Office of the Senior Vice President and CFO. To support the process, the university engaged Bonham/Wills & Associates, a consulting firm specializing in market research and negotiations. The consultants provided valuable insights, market analysis, and strategic recommendations to guide the committee's decision-making. The committee reviewed proposals from three (3) firms and conducted a thorough evaluation. Based on this process, the committee provided a recommendation for the selection of UF's next pouring rights and beverage services partner(s).

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is being asked to approve finalizing negotiations and signing a contract with the pouring rights and beverage services provider(s) that best aligns with UF's stated goals and expectations.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Nicholas Kozlov, Interim Chief Financial Officer

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

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, Interim President and Corporate Secretary