



COMMITTEE ON ADVANCEMENT

Meeting Minutes

December 2, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 8:54 a.m.

Time Adjourned: 9:25 a.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, and Fred S. Ridley.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Zucker welcomed everyone in attendance and called the Advancement Committee meeting to order at 8:54 a.m. She asked Vice President Mitchell to verify the quorum.

2.0 Verification of Quorum

Vice President Tom Mitchell verified a quorum. Trustee Powers had a conflict and did not attend.

3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the June 10, 2021, committee meeting and the pre-meeting conference call held on October 27, 2021, which was made by Trustee Cole and a second, which was made by Trustee Corr. The Committee Chair asked

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

4.0 Discussion Items

Committee Chair Zucker called attention to one handout – the Early Childhood brochure – and some updated Advancement recruiting materials that were not on the agenda for discussion but provided for information only. She called on Trustee Cole to present an update on the campaign.

4.1 Go Greater Campaign Update

Trustee Cole reported that we have surpassed our original \$3 billion campaign goal and are currently at \$3.8 billion. We have tentatively set a new campaign target of \$4.2 billion. We have also surpassed our endowment goal of \$1 billion, and we continue to work on our cash into endowment target of \$375 million. Our current alumni participation rate of 19% ranks us #1 in the AAU public university category, and this year we hope to increase that to 20%. All in all, it's been a year for the history books. He then turned it over to Vice President Mitchell to share some details on new gifts.

Vice President Mitchell noted that we are seeing new people engaging with UF, and he highlighted some recent phenomenal gifts that we have received:

- **Ken Griffin – College of Education, Computer Science Education**
Ken, who has no natural connection to UF, conducted a nationwide search for an excellent computer science program that he could invest in, and he signed a gift agreement to invest in the Computer Science Education Program within the College of Education. (A brief video about this gift was shared.)
- **Sandy Fackler – UF Health, Fackler Family Neuromedicine**
Sandy recently made a leadership gift in her late husband's name to establish an endowment in Neuromedicine.
- **Hugh Hathcock – Athletics, Facilities**
Hugh made a transformational gift to Athletics to help them with their facilities projects.
- **Lauren and Lee Fixel – UF Health, Fixel Institute Campus**
Building on their investment two years ago to form the Norman Fixel Institute for Neurological Diseases, this second gift from the Fixels will create the Fixel Institute Campus.

4.2 Alumni Participation Rate/FY 2022 Strategy

Trustee Patel noted that as impressive as our fundraising numbers are, the alumni participation rate is equally impressive. He showed a chart showing the trend in the APR, which started at 11% – a rate that put us well outside the top 10. Our steady climb in the APR has nearly doubled the percentage, and now we are #1 in public universities, which is really incredible. Alumni engagement is an area where UF is outpacing everything else, and it's one of the key factors in our rise in the U.S. News rankings. Our goal is to reach 20% this year.

UFAA past presidents were recognized in the presentation for creating a vision to transform and showcase the value of alumni engagement through the extensive alumni participation rate strategic priority. Without their leadership, inspiration and dedication, our recent emergence in the top 5 wouldn't be possible.

Trustee Patel stated that all of this actually happened as a result of Vice President Mitchell, who led this group of UFAA presidents to focus on and improve our APR score, so it's really his work, inspiration and leadership that has led to these incredible APR scores.

A short video on our APR strategy was shown, after which Vice President Mitchell noted that we are now setting a new goal to catch up with the private institutions and kick off our campaign for 20%.

Chair Hosseini offered his congratulations, noting that five years ago one of our impediments was the alumni participation rate. Vice President Mitchell was given an assignment to move the rate up, and it's incredible how he accomplished this. Committee Chair Zucker extended her thanks and recognized the amazing team led by Vice President Mitchell.

4.3 Early Childhood Collaboratory

Committee Chair Zucker reported that she and Trustee O'Keefe have been involved with a very important project – the Early Childhood Collaboratory – and she encouraged the Trustees to look at the brochure provided, which contains a lot of great ideas. Trustee O'Keefe and Committee Chair Zucker noted that great progress has been made on this initiative, which has three phases:

- **Phase 1 (current)** – will expand the Lake Alice Facility and increase the number of families supported by this facility to nearly 50%. The capacity will increase from 130 children to 190 children.
- **Phase 2 (FY23)** – will expand the Diamond Village Facility and double the capacity of this facility to support over 100 additional children
- **Phase 3 (FY24)** – will result in a newly created facility and a reimagined program that will support an additional 300 children and raise the total number of supported families to 766, including those outside the UF community. This will establish a national model for Early Childhood research and demonstration. (The image provided on the slide was conceptual only.)

Progress to date includes the establishment of a steering council that meets regularly with Vice President Mitchell and his team; leadership briefings with key internal and external stakeholders; and four significant commitments toward the project.

Following a short video on Early Childhood, Committee Chair Zucker introduced Vice President Gentry, who was attending her last Board meeting.

Vice President Gentry shared that it has been her dream, along with the dreams of many of our faculty and staff, to not only expand our facilities for early childhood learning but to also have new modern, technologically advanced facilities that would provide 21st century teaching and learning environments for children. She announced that we have received the naming gift for our new Early Childhood Learning Collaboratory and asked that the Board and all of her colleagues join with her in thanking Committee Chair Zucker for her extraordinary commitment to early childhood learning and for her very generous naming gift. This will have far-reaching

impact beyond UF and our faculty, staff and students. Key early learning will impact our state, country and world.

Committee Chair Zucker stated she is honored to have the opportunity to be a catalyst in creating this incredible space that will help build the foundation for our youngest children (0 – 5). She offered her thanks to Trustee O’Keefe, Vice President Gentry and Vice President Mitchell for the opportunity to work with them on this project.

Vice President Gentry recognized Director Stacy Ellis and Associate Director Kelly Jamison from Baby Gator who were in attendance.

Chair Hosseini inquired as to the timing of Phases 1 and 2. Vice President Gentry responded that construction on Phase 1, Lake Alice, will begin this summer and last approximately 10 months. Once it’s wrapped up, Phase 2, Diamond Village will begin. The phases will happen sequentially rather than concurrently in order to avoid disrupting the children. Phase 3 will happen in 2024. We are targeting a capacity of 600 children, but we’ll probably have closer to 700 spaces. This takes into account our current population as well as our waiting list and allows for additional capacity, which may include community children.

5.0 New Business

Committee Chair Zucker asked if anyone had any new business to share.

Vice President Mitchell said that he thought it would be fun to close today’s meeting with a short Top 5 video, which he proceeded to show.

Following the video, Chair Hosseini and Vice Chair Kuntz moved to the podium to make a surprise presentation to Provost Glover. In recognition of his leadership in helping us reach our goal of top 5 and knowing of his deep love and affection for Lilly Pulitzer, they presented Provost Glover with a special top 5 memento – a Lilly Pulitzer jacket. Mary Lane was invited to join them for the presentation, and she noted that this particular Lilly Pulitzer print was from 2010 and was called “Gator Alley.”

President Fuchs reflected that it’s been everyone on the academic side of the university, led by Provost Glover and the deans and including admissions and student life, who has played a role in helping us reach top 5. It was Provost Glover who told Vice President Mitchell that we had to get to 20% in APR, and Vice President Mitchell and the Alumni Association made it happen. He stated how proud he was that Committee Chair Zucker made her gift to early childhood while Vice President Gentry is still with us, as she cares deeply about young people and children, and it’s exciting to see this expansion, renovation and growth of Baby Gator. He went on to predict that this month will be the best month ever in UF history for fundraising. The gifts we are working to close now are staggering. Back in 2014/2015, we didn’t know we would even get to \$3 billion and now it’s really going to be bigger than \$4.2 billion. This is all due to our long-time amazing Gators who want to be part of something that’s exciting and want to make a difference in people’s lives. He extended his thanks to everyone and noted that good things are happening because the Board embraced the campaign.

Vice President Mitchell called attention to the extraordinary work of his team, some of whom were in the audience.

Chair Hosseini noted that it takes a team, and our leaders are taking up all of these initiatives and doing amazing work at UF. UF has a culture of excellence to aspire to, and we thank Vice President Gentry for being part of that and helping us get to where we are today. After 30 years of service, we can't thank her enough. Future generations of students will get educated at UF, and Vice President Gentry can say she was a part of that.

6.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 9:25 a.m.



COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

December 2, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:30 a.m.

Time Adjourned: 9:40 a.m.

Committee and Board members present:

Richard P. Cole (Acting Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President UF Health; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Dhanesh Raniga, Chief Audit Executive; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer, Olga Weider, Assistant Vice President and University Controller, and members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Acting Committee Chair Richard P. Cole welcomed everyone in attendance and called the meeting to order at 9:30 a.m.

2.0 Verification of Quorum

Chief Compliance Officer (CCO) Terra DuBois conducted a roll call of Committee members present and verified a quorum.

3.0 Review and Approval of Minutes

Acting Committee Chair Cole asked for a motion to approve the minutes of the June 10, 2021 Audit and Compliance Committee meeting and the October 14, 2021, and November 10, 2021 Audit and Compliance Committee Pre-Meetings, which Trustee Brown made, and a second, which was made by Trustee Brandon. Acting Committee Chair Cole asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

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

Chief Audit Executive (CAE) Raniga gave an overview of the internal audit report and advised that there were good controls and no reportable issues noted regarding data integrity or the information submitted. He noted that the University received significant funds that are linked to the performance based funding (approximately \$106m for FY2022). The performance based data integrity certification is required to be signed by President Fuchs and Board Chair Hosseini. Board of Governors' approval is not required, but the signed certification form is required to be submitted to the Board of Governors after approval by the Board of Trustees. With no questions presented, Acting Committee Chair Cole asked for a motion to approve Action Item AC1, which was made by Board Chair Hosseini, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. The motion was approved unanimously.

AC2: Institutional Compliance Annual Report

CCO Terra DuBois presented a few highlights of the Institutional Compliance Annual Report. The report this year is organized around 12 compliance focus areas. It includes a successful external review of the compliance program and significant outreach efforts across campus. With no questions presented, Acting Committee Chair Cole asked for a motion to approve Action Item 2, which Board Chair Hosseini made, and second, which was made by Trustee Brown. The motion was approved unanimously.

5.0 Discussion Items

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

CAE Raniga and Assistant Vice President and University Controller Olga Weider gave an update on the BOG-initiated review of financial and internal controls of the University's 27 support organizations which the University's Office of Internal Audit and Controller's office is managing with Crowe. The process is progressing as scheduled. Phase 1 of the review is underway and includes information gathering, and Phase 2 will include testing to be done virtually with Crowe. The final report by Crowe is due in June 2022, with a draft report expected in late Spring 2022.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Acting Committee Chair Cole adjourned the meeting at 9:40 am.



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

Meeting Minutes

December 2, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:39 a.m.

Time Adjourned: 10:20 a.m.

Committee and Board members present:

Morteza "Mori" Hosseini (Board and Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. "Bill" Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chair Hosseini welcome everyone in attendance and called the meeting to order at 9:39 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the committee minutes of the June 10, 2021 meeting and November 1, 2021 pre-meeting, which was made by Trustee Zucker, and a second, which was made by Trustee Brandon. The Committee Chair asked for further discussion, after

which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

GGRIA1 Direct Support Organization Appointments

Vice President and General Counsel Amy Hass reviewed the 23 Direct Support Organization Appointments before the board noting that their bios are included with the materials and all have been reviewed including their service on other DSOs and UF affiliated boards, which is noted on each appointment, including the following:

- Cattle Enhancement Board (6): Clint Richardson, John Yelvington, Roger West, Ken Griner, Woody Larson, David Geho
- Florida 4-H Club Foundation, Inc. (4): B. Nax Joye, Richard Scott Mixon, Jack Burges, Danita Thomas Heagy
- UF Development Corporation (1): Svein Dyrkolbotn
- UF Historic St. Augustine (1): Doug Wiles
- UF Foundation (9): Josta Costa III, Chris Malachowsky, David Nelms, Ann O'Brien, Christy Powell, Jon Pritchett, Jane Jie Sun, Karen Unger, Anita Zucker
- UF Leadership & Education Foundation (1): Andra Johnson
- Shands Teaching Hospital and Clinics, Inc. (1): Anita Zucker

Trustee Zucker announced that she would abstain from the voting on this item as she was included on two appointments up for consideration and approval.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and a second, which was made by Trustee Cole. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously noting Trustee Zucker abstained from the vote.

GGRIA2 UF Regulations

Vice President and General Counsel Amy Hass reviewed six regulations including:

1.300 Direct Support Organizations, Health Services Support Organizations - This proposed regulation amendment updates the language to meet the current legislative and BOG requirements for direct support organizations and health services support organizations.

1.400 Major Gifts Challenge Grant Program or Matching Gifts - This regulation consolidates and codifies existing University policy and procedures for the administration of the matching funds received in the Major Gifts Challenge Grant Program.

2.019 Alcoholic Beverages - The proposed regulation amendment clarifies the University's governance of alcoholic beverages on campus and moves the relevant operational guidelines and procedures to a UF policy, which can be found on the UF policy page at <https://policy.ufl.edu>.

2.020 Food Service on Campus - The Office of Business Affairs proposes to repeal Regulation 2.020 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

3.0031 Volunteers - The University of Florida Human Resources proposes to repeal Regulation 3.0031 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

4.040 Student Honor Code and Student Conduct Code - This proposed regulation amendment further aligns this regulation with current federal law. This regulation amendment accounts for the operational needs of the University, clarifies the language for student readers, and includes other substantive changes.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and a second, which was made by Trustee Brandon. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA3 Board Self-Evaluation

Board and Committee Chair Hosseini reminded the board that state university boards are expected to complete board self-evaluations regularly to evaluate their responsibilities and expectations. This is a part of the SACS compliance. We complete an evaluation every other year. Vice President and University Secretary Mark Kaplan reviewed the evaluation results.

Board and Committee Chair Hosseini noted he has had a conversation with the president regarding succession planning for the university's senior leadership. President Fuchs added Vice President Gentry has led an internal focus on this topic.

Board and Committee Chair Hosseini noted in the responses there are areas to work on and they will. Board Vice Chair Kuntz asked if SACS provides the questions for the evaluation and if we look at what other universities are doing. Provost Glover responded there are standards of Governance followed and we do look at other universities. Trustee Patel mentioned that he and Vice President and General Counsel Amy Hass helped develop the list of questions in 2019 that did include looking at other institutions among other information. Vice Chair Kuntz added we should include in our report to SACs not just the results but the comprehensive approach that is taken in the list of questions included on the evaluation.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRI3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and a second, which was made by Trustee Brandon. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA4 UF Health Project

Chief Executive Officer of UF Health Shands Ed Jimenez presented a UF Health Instrument Processing Facility. This would centralize, modernize, and create additional capacity in a new facility. This project is needed as the health system continues to grow and add complexity. The UF Health Shands Board of Directors has reviewed the project and endorsed it. Vice Chair Kuntz, who serves on the UF Health Shands Board of Directors, said this was discussed at length with that board. It is clear from those discussions this facility is needed. Board and Committee Chair Hosseini asked about the former Nationwide Insurance building that was purchased and its occupancy. CEO Jimenez shared that ‘professional park’ is full. It has given faculty growth and support. It is a good example of efficiencies and moves faculty closer to the hospital.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRI4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and a second, which was made by Trustee Cole. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Item

5.1 Government Update

Vice President for Government and Community Relations and University Secretary Mark Kaplan provided a government update including an update on federal relations potential earmarked projects, new fiscal year funding, Pell grant increase and AI. We will also have a Gator Day in April in Washington. VP Kaplan shared a state update including our legislative priorities, progress on the New Worlds Reading Initiative, and important dates of note – session begins January 11, 2022 and Gator Day in Tallahassee is February 15, 2022. Vice Chair Kuntz asked about the UF’s team in DC and added he liked what we would be doing at Gator Day in DC.

VP Kaplan also provided a community update noting enhancements at University Avenue and 13th Street corner, the Partnership for Reimaging Gainesville, AI Central with the Greater Gainesville Chamber of Commerce, Howard Bishop Middle School, Sparc352 (collaboration between UF and community members to create a place-based initiative that will operate a community site as a Space for People, Arts, Research, and Creative Collaboration and Community), and the UF Campaign for Charities. The campaign ranks first in participation among our SEC peers.

VP Kaplan also mentioned the challenge coins that each trustee had at their seat. He provided a brief background about the challenge coin. Trustees should check with the Government and Community Relations office for more.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 10:20 a.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

December 2, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 10:36 a.m.

Time Adjourned: 11:08 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David C. Bloom, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David Brandon welcomed everyone in attendance and called the meeting to order at 10:36 a.m.

2.0 Verification of Quorum

Vice President Curtis Reynolds verified a quorum with all members.

3.0 Review and Approval of Minutes

Committee Chair Brandon asked for a motion to approve the minutes of the June 10, 2021, August 17, 2021, August 24, 2021 (FCI subcommittee), October 19, 2021 and November 9, 2021 committee meetings, which was made by Trustee Kuntz and a second, which was made by

Trustee Zucker. 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.

4.0 Action Items

Committee Chair Brandon asked Curtis Reynolds, Vice President for Business Affairs to present the FCI1 action item as follows:

FCI1 The Construction Projects Report

Vice President Reynolds briefly discussed the FCI1 action item requesting changes to the approved project budget of the following projects: UF-200 University Public Safety Building (Police Department) & Centrex Building Renovation, UF-623B Thermal Utilities Infrastructure (Museum Rd), and UF-642 SW Campus Transportation Road Improvement. Vice President Reynolds identified the funding and explained the rationale for the requested changes to the project budgets.

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

Committee Chair Brandon asked Tom Mitchell, Vice President for Advancement to present the naming action items as follows:

FCI2 Naming: Shade Courtesy of Tom & Kathy Shannon Family

Vice President Mitchell gave an overview of the Shade Courtesy of Tom & Kathy Shannon Family. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

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

FCI3 Naming: Norman Fixel Institute Campus

Vice President Mitchell gave an overview of the Norman Fixel Institute Campus proposed naming. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

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

FCI4 Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

Vice President Mitchell gave an overview of the Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex proposed naming. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 which was made by Trustee Kuntz, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI5 Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

Vice President Mitchell gave an overview of the Judy Hathcock Family Cove at the Heavener Football Training Center proposed naming. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

Committee Chair Brandon asked for a motion to approve Action Item FCI5 which was made by Trustee Kuntz, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI6 Naming: James E. Horner Hitting Facility at Florida Ballpark

Vice President Mitchell gave an overview of the James E. Horner Hitting Facility at Florida Ballpark proposed naming. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

Committee Chair Brandon asked for a motion to approve Action Item FCI6 which was made by Trustee Kuntz, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

Committee Chair Brandon asked Dr. Charlie Lane, Senior Vice President and Chief Operating Officer to present discussion item 5.1, the Landscape Master Plan and Wayfinding Update.

5.1 Landscape Master Plan and Wayfinding Update

Senior Vice President Lane presented a Landscape Master Plan PowerPoint presentation including a video outlining the implementation of 13 priority projects valued at \$51.1 million, with a goal of completion in 2026. Senior Vice President Lane shared information regarding the status of the following Landscape Master Plan and Wayfinding initiatives: Newell Gateway,

Northeast Gateway, Shared Use Path at Physics/DSIT, Inner Road, Reitz Union (Lawn East), Union Walk, Tower Plaza, Reitz Union (Lawn North), Gator Plaza, Stadium Road, Stadium Lawn, Reitz Union Entry/Drop Off, and Emerson Courtyard.

Senior Vice President Lane discussed the Landscape Master Plan timeline emphasizing several projects would incur timing constraints, noting the following: Union Walk will be delayed until Inner Road is completed; Tower Plaza will be delayed until Inner Road is completed and should be delayed until after Spring Graduation; Gator Plaza and Stadium Lawn need to happen after football season and Inner Road is constrained by the opening of Museum Road. Senior Vice President Lane gave a brief overview of project funding and acknowledged the need for future fundraising for partially funded projects.

Senior Vice President Lane provided an update regarding the Wayfinding Plan noting Phase 1 included approximately 230 signs highlighting important venues, parking locations and major destinations. Senior Vice President Lane informed the committee of the next steps, noting Phase 2 of the Wayfinding plan would focus on replacing existing signage for campus buildings and signage for new facilities would adhere to the new signage standard.

Senior Vice President Lane noted these projects addressed the infrastructure of campus, safety and deferred maintenance issues.

Committee Chair Brandon thanked Senior Vice President Charlie Lane for his update on the Landscape Master Plan and Wayfinding. Committee Chair Brandon asked if there were any questions; being none, Committee Chair Brandon asked Vice President Curtis Reynolds to present the Construction Update.

5.2 Construction Update

Vice President Reynolds explained the Construction Update was a comprehensive list of projects that have been board approved for some phase of work (i.e., planning, design and construction) and the changes that were approved during this meeting via FCI1 The Construction Projects Report. Vice President Reynolds presented the Construction Update as a video fly-over highlighting the following projects under construction: VetMed (Plant Performance Contract), Data Science & Information Technology (DSIT), University Public Safety Building, Museum Road infrastructure, and the Honors Residence College site. Vice President Reynolds noted the VetMed project funding is a product of a performance contract the University entered with Siemens. Vice Presidents Reynolds reminded the committee the project savings are exceeding the anticipated amounts needed for the cost of the work and reduced over \$20 million in deferred maintenance.

Committee Chair Brandon noted the relationship with Siemens was strategic and will provide some other opportunities in the future. Committee Chair Brandon stated the Construction Report has been revamped and is now a video presentation. Committee Chair Brandon also asked the committee for feedback or recommendations for future videos to the Construction Report. Committee Chair Brandon acknowledged there were some campus traffic concerns due to construction projects running concurrently on campus, as it is associated with progress.

Trustee Kuntz asked Vice President Reynolds how overall project budgets are managed through the planning process. Vice President Reynolds responded that the planning process for all construction projects utilizes internal staff, therefore, external expenses are minimal. Vice President Reynolds also noted if projects require external planning support, minimal funds are provided for engagement and confirmed with the Chief Financial Officer.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 11:08 a.m.



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

Meeting Minutes

December 2, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:07 a.m.

Time Adjourned: 12:15 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; William Reeser, Chief Investment Officer for UFICO, members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 11:07 a.m.

2.0 Verification of Quorum

Senior Vice President Chris Cowen verified a quorum with all members present except for Trustee Powers, who was excused.

3.0 Review and Approval of Minutes

Committee Chair Kuntz asked for a motion to approve the minutes of the June 10, 2021 committee meeting and August 18, 2021, September 27, 2021, October 4, 2021, and November 16, 2021 committee pre-meetings, which was made by Trustee Brandon and a second, which was made by Trustee O'Keefe. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

Committee Chair Kuntz began the discussion by explaining that the two action items being presented have been reviewed in a pre-meeting by the committee, but Senior Vice President Cowen will spend some additional time discussing them today.

FSPPM1: Shands Jacksonville Bond Issue

SVP Cowen gave a brief overview of the action item, indicating that it has been reviewed and approved by both Shands Jacksonville Healthcare Inc. and Shands Jacksonville Medical Center Inc. Boards of Directors. He also briefly discussed the term sheet and explained that the bond issuance will allow for new construction of Shands Jacksonville north tower and the restructure of current debt at lower rates. Committee Chair Kuntz called on Senior Vice President for Health Affairs and President of UF Health, David Nelson, to provide comments on the item. SVP Nelson noted that the bond issuance and construction of the north tower is critical to Shands Jacksonville expansion and growth. Committee Chair Kuntz explained that the item has been thoroughly reviewed by all involved, and that SVP Cowen had one on one conversation with many of the committee members to discuss the item in advance. Board Chair Hosseini mentioned that there are plans for expansion in Jacksonville and requested that Shands create a roadmap of projects to be reviewed and approved by UF Health then brought to the Board of Trustees for their review. Committee Chair Kuntz requested that SVP Nelson take the lead with SVP Cowen's involvement and support.

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

FSPPM2: Expansion of Off-Campus Graduate Housing Program

SVP Cowen provided updates to the Graduate housing program, explaining that good progress is being made. He noted that many of the needs expressed by graduate students will be met, and that the new/renovated location will be primarily for families and international students. Committee Chair Kuntz asked SVP Cowen to explain what needs approval. SVP Cowen explained that he is requesting approval to amend the current housing agreement to allow for the expansion. Committee Kuntz asked about rates and affordability, and for SVP Cowen to mention all who were involved in the project. SVP Cowen explained that it was a priority to keep rates affordable and that many people have collaborated on the project including Vice President D'Andra Mull, Tina Horvath, Colt Little, Dr. Nicole Stedman, and graduate students. There was a conversation about the needs expressed by graduate students, and how the Board of Trustees

took action to address these needs. Board Chair Hosseini suggested the university look at the graduate student stipends and compare it to other institutions to ensure UF is remaining competitive.

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

5.0 Discussion Items

Due to time constraints, the Committee Chair asked that items 5.7 and 5.8 be discussed first.

5.7: Faculty Hiring Report

Committee Chair Kuntz began the discussion by thanking Vice President Gentry for her hard work in finally achieving the goal of hiring 500 net new faculty under the Faculty 500 Initiative. Vice President Gentry explained that the final number was 525 net new faculty and explained how it was a collective effort from her staff and the Deans throughout campus. She stated that going forward there will be a focus on achieving the AI initiative, noting that the university is about halfway to the goal of 100 new hires.

5.8: UFICO Update

Chief Investment Officer Bill Reeser began the update by explaining that both the endowment and operating portfolios had record years with the endowment ending the year with a 33.6% return and the operating ending with a 7% return. He also explained that both remain strong over 3, 5, and 10 years. There was also a discussion about spend policies in which Mr. Reeser explained that there is no current spend policy in place for the operating portfolio, but he suggested they look to one. Additionally, Mr. Reeser gave an overview of the endowment policy explaining that there is a need to incorporate a smoothing mechanism to reduce volatility and provide stability to support the annual budget process. Committee Kuntz agreed that we need to look at the policy, stating that it's a bit out of sync with other foundations but that the Board of Trustees does not have governance over it. Trustee Anita Zucker stated that she supports the change and noted that it needs to be brought to the UFF Finance Committee and then the UFF Board in the Spring for approval. Chair Hosseini asked that Trustee Patel look at the governance and stated that it will be revisited. Bill Reeser also gave a brief update on UFICO's Environment, Social, and Governance investment considerations. There were no questions and no further discussion.

5.1: CFO Report

SVP Cowen briefly reviewed his CFO report by highlighting important changes and updates. Beginning with quarterly financials, SVP Cowen explained that the university has seen a significant rebound and is moving towards growth and pre-pandemic normalcy. He noted that the presentation and reports have changed and that he and his team are open to any suggestions for changes. Next, SVP Cowen gave an update on the budget process indicating that his office is still working closely with consultants to improve the budget process so that it aligns with

university objectives. He then gave an update on DSO and Affiliate oversight, explaining that he currently sits on many of the large DSO Boards and that VP Curtis Reynolds and VP Scott Angle sit on the others. He also noted that there will be an annual DSO summit in which the DSO's will present to the CFO and submit a formal budget request which he will have to approve. ~~SCP~~ SVP Cowen provided an update on the Central Energy Plant project and briefly discussed the housing fee increase mentioning that market data and an overview of proposed rates were provided in the trustee materials. Committee Chair Kuntz asked that this data be provided annually, and SVP Cowen agreed that it would be. Finally, SVP Cowen gave an overview of his first year as CFO and highlighted accomplishments made by the division. There were no questions.

Items 5.2-5.6 were discussed during item 5.1: CFO Report.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 12:15 p.m.



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

Meeting Minutes

December 3, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:34 a.m.

Time Adjourned: 11:03 a.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:34 a.m.

2.0 Verification of Quorum

Senior Vice President Glover confirmed a quorum. Trustee Heavener was unable to attend due to a conflict.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes from June 10, 2021, August 4, 2021, and November 2, 2021, meetings, which was made by Trustee Kuntz and seconded by

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

4.0 Action Items

Committee Chair Patel indicated that the committee went through the action items at the pre-meeting held on November 2 and asked Provost Glover to review the action items.

AFSSPRSC1 Tenure Upon Hire

Provost Glover indicated there were 8 Tenure Upon Hire cases. The candidates have met the criteria for tenure and have been recommended to receive tenure. The 8 cases are as follows:

1. Dr. Jose Ignacio Reyes De Corcuera – College of Agricultural and Life Sciences
Associate Professor, Department of Agricultural and Biological Engineering
2. Dr. Henry Medeiros – College of Agricultural and Life Sciences
Associate Professor, Department of Agricultural and Biological Engineering
3. Dr. Michael Scharf – Institute of Food and Agricultural Sciences
Professor, Department of Entomology and Nematology
4. Dr. Suzanne Thornsbury – Institute of Food and Agricultural Sciences
Professor, Department of Food and Resource Economics
5. Dr. Ramona Caponegro – George A. Smathers Libraries
Associate University Librarian and Curator, Baldwin Library of Historical Children's Literature, Department of Special and Area Studies Collections
6. Dr. Feifei Xiao – Colleges of Public Health and Health Professions and Medicine
Associate Professor, Department of Biostatistics
7. Dr. Angela Starkweather – College of Nursing
Professor, Department of Biobehavioral Nursing Science
8. Dr. Riche J. Daniel Barnes – College of Liberal Arts and Sciences
Associate Professor, Department of Anthropology

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

AFSSPRSC2 New Degrees

Provost Glover indicated that there are 3 proposed new degrees as follows:

The proposed Bachelor of Arts in Education-Early Childhood Education major in the College of Education as Limited Access will teach individuals interested in working with diverse children and their families in preschool, kindergarten, and early elementary grades. The graduates of this program will be prepared to pursue Florida's aged three to grade three teacher certifications.

Trustee Kuntz asked whether someone was keeping track of the limited access programs to determine if in the future they need to dedicate more resources. Provost Glover indicated that the Board of Governors is doing a thorough review of all the Limited Access Programs.

The proposed Master of Science with a major in Applied Data Science in the Herbert Wertheim College of Engineering will provide studies with a working knowledge of techniques and software commonly used in Data Science. This degree will help meet the demand for Data Science in multiple engineering disciplines and prepare engineering students to work as data scientists in industry.

The proposed Master of Integrated Sustainable Development in the College of Design, Construction and Planning will integrate research into required core courses and collaborative studio projects. The students will learn the skills and strategies to facilitate a quadruple bottom line of ecological, cultural, and social and economic sustainability and resiliency across local, state, national and international scales of the built environment.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brown, and second which was made by Trustee Bloom. 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 HB 1261 Career Planning for First-Year Undergraduate Students

Provost Glover indicated that House Bill 1261 was recently enacted that requires the universities to establish a mechanism to connect state university undergraduate students to career information expectations read career readiness. UF Career Connections Director Ja'Net Glover went through the requirements that UF has created to ensure they have met this requirement.

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

AFSSPRSC4 Honorary Degrees

Provost Glover indicated that there are 2 Honorary Degrees up for consideration as follows: James Hines, Doctor of Science and Thomas Petty, Doctor of Music.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC4 (James Hines) for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Kuntz, and second which was made by Trustee Bloom. 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.

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

5.0 Discussion Items

5.1 Admissions Update

Vice President Mary Parker gave an update on how the total applications over time have increased. She indicated that last year we completed the year with 55,000 applications and by November 1 this year we increased applications to 60,000. President Fuchs stated that the best universities are getting a record number of applicants and with UF reaching Top 5 we are up there as well. Board Chair Hosseini indicated that we are comparing ourselves to the University of Virginia, UCLA, and University of Michigan. Executive Chief of Staff and Senior Advisor to the President Win Phillips asked what the acceptance rate was, and Vice President Parker indicated it was 32%.

Vice President Parker stated that her office was focusing on yield. Specifically, what can they do to get students to accept once they have received their offer to UF. She indicated her office would involve the Deans because students want to know specific college-oriented information once they have been accepted. Such as what students and alumni are doing and what is the value of a UF degree. Trustee Kuntz wanted to know what we were doing with yield vs. other in-state schools. Vice President Parker said that about 6 weeks ago they implemented a marketing plan of making personal phone calls to students that had been accepted and that they were seeing the benefits. Chair Hosseini stated that UF allocated \$5M for 4 years for students who were able to get Pell grants but could not afford to attend UF. Vice President Parker said that incentive was helping. Trustee Zucker asked when students are notified that they qualify for the Machen Florida Opportunity Scholarship. Vice President Parker indicated they have other programs in place like Promise to identify and notify these students. Trustee Brandon asked how you strategically change the process to get the net number desired. Vice President Parker noted her team has great strategies in place and they are focusing on rebuilding data strategies and will come up with new ways. Trustee Brandon then asked if we collaborate with other Top 5 institutions on strategies. Vice President Parker confirmed that we do work with our AAU peers and other land grant institutions.

Board Chair Hosseini commented that the boards' goal is to have a 16:1 student to faculty ratio. Provost Glover stated that he had issued Vice President Parker a charge to look at enrollment numbers for undergraduate and graduate students to ensure our numbers in the various categories (on-campus, online, transfers, Innovate, undergraduates, graduates, 1st time Freshmen, PACE, non-degree) are within the limits.

5.2 Faculty Senate Update

Faculty Senate Chair David Bloom gave an update on numerous matters that were going on in the Faculty Senate and with the faculty. He said the faculty are extremely happy with the Baby Gator Expansion and the Graduate Student Housing Expansion. Chair Bloom indicated that he had created several Task Forces to address some issues of concern. He stated that the Faculty Senate approved a change to the academic calendar that allowed the UF Spring Break to align with the Alachua County public schools Spring Break beginning in Calendar Year 2025. He also indicated that the Faculty Senate approved a resolution on the non-tenure track faculty title change from lecturer to instructional professor. Another resolution was to reaffirm faculty support of freedom of speech and academic freedom. He touched on faculty reputation noting

outside activities and consulting are a part of the tenure and promotion process. It helps provide exposure and builds visibility of the faculty. He noted all information is on the faculty senate website. They want to continue to raise the reputation of all colleges and appreciate the boards and administration's help in rising to Top 5.

5.3 Student Body President Update

Student Body President Cooper Brown gave an update on the initiatives that student government has been working on. The two main issues include looking into a potential partner with Teledoc to have a mental health service app available to the students. Board Chair Hosseini asked how long students wait. Student Body President Cooper indicated this is his #1 priority because students are having to wait months to get in to see a counselor. They hope there may be solutions using telehealth.

Board Chair Hosseini tasked Student Body President Brown to Chair a subcommittee and work with Trustee Zucker, Trustee Cole and Vice President Mull to look into the health counseling issue. He asked that the subcommittee report back at the April BOT meeting their recommendations. Board Chair Hosseini said he wants the students to be happy.

Student Body President Brown discussed the second issue of the Liberty Pond Fountain. Liberty Pond was constructed in April 2009 with a fountain in the middle of Liberty Pond but has since fell into disrepair. The Division of Student Life has received approval through the CITF process to replace the fountain and make additional improvements, but the Lakes, Vegetation and Landscaping Committee has denied the request. Board Chair Hosseini asked David Brandon to be involved with Vice President Reynolds and Student Body President Brown to discuss a resolution regarding Liberty Pond and bring back a resolution to the Board in April 2022.

5.4 Student Life Update

Vice President D'Andra Mull gave an update on student affairs matters and indicated that the Division of Student Life has created their Strategic Plan, 5-year path forward. Vice President Mull shared that recreational space is limited on campus for students as compared with other SEC schools. Board Chair Hosseini asked Trustee Brandon to work with Senior Vice President Lane to look at the recreational space on campus and make recommendations for creating more.

Trustee Cole pointed out a slide in the presentation related to mental health and how concerned he was about the student's responses. Trustee Zucker agreed and asked if we have a hotline available to students 24/7 if they need help. Vice President Mull confirmed we do. Trustee Zucker shared there may need to be some more communication of the availability of that number to the student. Trustee O'Keefe added that an app should be considered in addition to the hotline.

5.5 Performance Funding Update

Provost Glover gave an update on the university's performance metrics. He shared that UF has increased their preliminary graduation rates. He also shared that UF changed metric 10 from the 6-year graduation rate to endowment. With this new metric, UF should score 10 points based on improvement. He also indicated that the Board of Governors changed their Metric 1, with the wage threshold increasing to \$30,000 from \$25,000.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjournment

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



BOARD MEETING MINUTES

December 3, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:13 a.m.

Time Adjourned: 12:27 p.m.

Board members present:

Morteza "Mori" Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher "Chris" T. Corr, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joe Glover, Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Ed Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Tom Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Athletic Director; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 11:13 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum. Trustees James W. "Bill" Heavener and Marsha D. Powers were unable to attend.

3.0 Recognition

Chair Hosseini recognized Vice President Jodi Gentry who is retiring in December. The Chair read and presented a resolution. Dr. Fuchs presented her with the President's Medallion.

4.0 Public Comment

Vice President and General Counsel Amy Hass informed the Board there were 5 members of the public who wished to speak.

Prior to public comment, Chair Hosseini read the following statement:

Good morning everyone, I'm so glad to see you all here today. I hope you had a restful Thanksgiving and that you were able to take time to reflect on how much we all have to be grateful for. One of the things for which I'm grateful is the opportunity to serve as chair of the Board of Trustees for this wonderful university. It is truly a privilege, and my top goal is to live up to the expectations and responsibilities that come with the job. Those expectations, by law, include setting policy for the university and ensuring the efficient and effective use of our university's resources. I owe the university nothing less than my best, and I know my fellow trustees feel the same way. Today, I have something on my mind that I feel is important to address. It is an issue that you all have seen quite a bit about in the news. I'm speaking about the issue of conflicts of interest and outside activities. While I strongly support a free and independent press and I have great respect for professional and responsible journalists, the stories in the media about this issue have been incomplete.

This morning, I would like to set the record straight and give you the rest of the story. Let me begin by reminding my fellow trustees, the cabinet and our faculty and staff why we are here. Several years ago, the Ford Motor Company ran an advertising campaign with the tagline "Quality is Job 1." Here at the University of Florida, we also have a "Job 1." For us, Job 1 is educating our students. Every single thing we do – as a board, as an administration, as faculty, as University of Florida employees and officials – everything must have our students as our number one priority. Our job is to give our amazing students a top-five university education – to teach them, advise them, mentor them, allow them to explore opportunities, expose them to a wide range of ideas and to give them the tools they need to go out into the world and be successful in life.

As a board of trustees, we are responsible for implementing and maintaining the highest quality of educational programs consistent with the university's mission.

As a board, we are fiduciaries – meaning that we put our students' interests ahead of our own and we hold a position of trust to always do what is best for the university and its mission. In this regard, we are responsible for developing policies and standards that uphold the mission we serve. Not only do we have amazing students, we also have amazing faculty members who are here to teach our students, engage them in research, mentor and advise them.

Make no mistake - the overwhelming majority of our faculty relish this role and live every day to fulfill it.

They are providing our students a Top 5 university education and – in countless cases across UF's footprint – are making research discoveries that are saving lives, improving our quality of life, and expanding how we think about the world.

Unfortunately, we learned a couple years ago, that we had a small number of faculty members who were not carrying out the responsibilities of their jobs here. They were not putting the students first. In fact, they were using university time, resources, and sometimes even our students to benefit outside jobs and positions from which the faculty were personally profiting directly. It was the discovery of what a small group of faculty members were doing at UF, and at other universities across the nation, that prompted us to revise our outside activities policy.

Although we've talked about this before, here's a reminder about how it all started. Back in August 2018, universities around the country began receiving letters from the National Institutes of Health indicating that certain faculty members may be improperly profiting from secondary employment, that was undisclosed to their own employers. Those faculty members were spending much time away from their responsibilities at their home institutions at which they were employed to work full-time and were sometimes working with organizations that constitute a conflict of interest. In January 2019, UF received such a letter from the NIH identifying two faculty members that NIH had reason to believe were spending significant time engaged in these outside activities that they intentionally did not disclose, instead of spending their time working for the University of Florida that was paying their full-time salary. As university officials charged with responding to the NIH began looking into these issues, they discovered additional individuals who were engaged in undisclosed second jobs and who, once reviewed, had spent only minimal time at the university over the course of years – all the while being paid by UF to be full-time faculty here.

The university's regulations mirror the federal government's requirement that researchers should not simultaneously be pursuing competing endeavors. As UF was learning about these faculty members who were moonlighting across the world and not disclosing their outside activities to UF and sometimes not in their classrooms or their labs for many months out of the year...we realized we needed to make improvements to the outside activities' approval process and the monitoring of time commitments.

We undertook the long, thorough and thoughtful work of improving that process and ensuring that the faculty across the university and their department chairs and deans were provided with ample opportunity for input and comments into the revised outside activities policy.

In 2020, the university board approved the updated policy, and the university was able to apply it to all of those employees not within the union.

The faculty union voted to approve and ratify the policy in July 2021 through an extensive negotiating and bargaining process.

Again - that new outside activities policy approved by the faculty union is the same one that has come under scrutiny in relation to some faculty members who disclosed outside activities requests to testify as expert witnesses in litigation in which the state of Florida is a party.

The catalyst for the 2020 revisions to the outside activities policy at UF had nothing to do with the First Amendment or academic freedom.

On the contrary, we as the board and the administration absolutely support the First Amendment rights of our faculty and their academic freedom to teach, research, publish, and exercise their rights as citizens. We know it is core to our mission and we absolutely believe in that.

The catalyst for the policy changes had everything to do with making sure federal, state, and university resources are being used for their intended purpose and not for purposes unrelated to the university of Florida or for personal gain.

We have spent much effort ensuring that our policies and regulations protect the rights of our professors and promote the expression of all viewpoints. And I will repeat that the overwhelming majority of our faculty are here for the reasons we are to educate, research and serve the University of Florida as their employer. However, we saw that some have taken advantage of their positions. I am speaking here of faculty members taking second jobs using the university's state resources for their own personal gain. I am speaking about faculty members who use their positions of authority to improperly advocate personal political viewpoints to the exclusion of others. I am speaking about a department chair who tried to find a way for his faculty to avoid coming into the classrooms by suggesting they limit their in-person seating to one or two students, in an apparent effort to dodge Board of Governors guidance.

This behavior is unacceptable. It is disrespectful not only to the taxpayers of Florida, whose hard-earned dollars pay faculty salaries, but it is also disrespectful to these faculty members' hard-working colleagues – the ones who are doing their jobs honestly and fulfilling their missions. And importantly – it is disrespectful to the students who depend on their professors' full attention and commitment. This will not stand. It must stop, and it will stop. If you allow something to happen, that means you condone it.

Let me tell you, our legislators are not going to put up with the wasting of state money and resources, and neither is this board. And we shouldn't. We are accountable to our students and their families and the taxpayers to do our jobs.

I am also personally very disappointed in local faculty union leadership who are actively encouraging donors to stop contributing to the university and who are actively encouraging university presidents and provosts around the country to downgrade their reputation assessment of the University of Florida in rankings surveys. All of that damages their fellow faculty members and the students we serve.

We have fought so hard over the years to get funding so our faculty could have raises, so our students could have good housing, so our employees' families could have day care through Baby Gator.

Think of everything we've been able to accomplish during the past five years to rebuild our infrastructure and establish world-class learning and research facilities so our faculty can engage in interdisciplinary work and our students can experience a state-of-the-art campus. Our Faculty 500 hiring initiative, the AI 100 faculty hiring initiative, Malachowsky Hall for Data Science &

Information Technology, a brand-new home for the Student Health Care Center, the new Gator Village honors and undergraduate housing – and the list goes on.

These things were all made possible through the support of our state leaders. Our Speaker of the House, Chris Sprowls, led an initiative to provide UF with \$200 million for the education of our state's youth and has entrusted UF to carry out this important program that will ensure all our children are able to read. Our Senate President, Wilton Simpson, committed \$20 million per year to UF to lead the state and the country in Artificial Intelligence. That will mean \$200 million over the next ten years for our AI initiative. Our Governor and his team paved the way for UF to take over the world-class Scripps Research Institute. Our state leaders understand how important these things are, and they have followed through when we have asked.

And, while the media has suggested that the Governor has played some role through his relationship with me in UF's decisions on outside activities and conflicts of interest, let me be clear that is 100% false. Neither I, any other member of this board, the governor, nor any legislator had any influence on specific decisions on outside activities and conflicts of interest. Period. The first I learned about these decisions was when I read the story in the newspaper. While, of course, in my role as board chair I have conversations with the Governor. In fact, my conversations with the Governor have been about ONE thing and ONE thing only – asking him to help UF to become one of the leading universities in the country. And, the Governor has done exactly that in response.

Our state leaders are the protectors of the taxpayers of the state of Florida, they have entrusted UF with hundreds of millions of those dollars, and they are also fed up with the waste of those dollars by the few who are misusing their positions or aren't doing the jobs they were hired and committed to do. And, our job, as trustees, as fiduciaries, is to ensure that UF is fixing problems where they exist and that these state funds that our leaders have entrusted to UF are being used to support our most important and No. 1 asset --- our students.

It is time to stand up for what is right and to put a stop to what is wrong. We owe nothing less to our students, the overwhelming majority of our faculty and staff, and to our fellow Floridians. And now, my friends, let us move forward with doing the business of this great university and Job 1: taking care of our students.

Trustee Patel commented he agreed with the Chair remarks. This board has made One UF the theme, all UF consistently working in the same direction. This board has spent considerable time on faculty. Trustee Bloom and Vice Chair Kuntz spent a year looking for efficiencies to find funds to increase funds for faculty. It is unfortunate the media coverage does not tell the full story. No one on this board has influenced any academic freedom. Supporting faculty and students is a priority for our board.

Vice Chair Kuntz commented he was in complete support of the Chair comments. He added we did not talk about the president. He is always supporting the faculty and asking for ways to help them in every conversation.

Trustee Brandon commented that in at least the last eight years higher education has had no bigger advocate for staff, faculty, & facilities, than Chair Hosseini. The amount of time he has put into serving with the single goal of serving students and protecting faculty with no compensation, for his own time is immeasurable. UF will know for generations the good work he has done.

Trustee Cole agreed with all other comments. He stated the professors went through the process, the president did his job, and the faculty senate did their process. There was no interference. The articles are insulting, and it is unfortunate the university will take a hit. He is disappointed in the press.

Trustee Ridley commented as a new trustee, he has observed that every member of the board and cabinet have a passion for this institution and lead with unbelievable integrity. He supports the Chair statement. He believes in academic freedom, and we will stand up for it.

Trustee Zucker commented that she too agreed with the previous comments and supports the Chair. She thanked the board for the hours and hours put into this university. It is not fair for our own people to work against the university. Loyalty and honesty are driving values. We have amazing faculty and staff, and they get honored around the country. This is about One UF, one community for the best for this university. Freedom of speech has been tested. We value freedom of speech.

Trustee O'Keefe echoed comments made. As a trustee with two kids at UF, he was impressed when he got on the board with the metrics, mission, passion and strength and skills of the board to serve. He is honored to be a part of that effort toward Integrity, agreement, and support of leadership and the university. Faculty are incredibly important and so is academic freedom.

Trustee Bloom agreed with the comments made. He appreciates the support of the board for our administration and faculty. Of all the universities he has worked at, UF has one of the most functional and dynamic shared governance models. He feels this has really helped navigate problems and make UF better. He thanked the Chair for his leadership.

Vice President and General Counsel Amy Hass noted before public comment that all five speakers wanted to address Action Item FSPPM2-Expansion of Off-Campus Graduate Housing. Speakers included Paul Wassel, Amanda Pritzlaff, Jonathan Orsini, Bryn Taylor, and Renz Torres.

Board Chair Hosseini noted addressed the guests that spoke stating a need to pay attention to graduate students and looked forward to working with the Dean of the Graduate School, Nicole Stedman, to look into those needs. He further stated, this board will pay attention as it is very important to us. He agreed the speakers brought a lot to the table and confirmed that Senior Vice President, Chris Cowen will take every recommendation into consideration. He then thanked the speakers for coming.

5.0 Action Items (Consent)

Board of Trustees Meeting Minutes

Board Chair Hosseini asked if there were any additions or corrections to the minutes. Hearing none, he asked for a motion to approve the meeting minutes from June to November, which was made by Trustee Cole and seconded by Trustee Brandon. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Prior to reviewing the action items, Board Chair Hosseini advised board members he would take action items together unless any member preferred to vote separately on each item. The members requested each action item be voted on separately.

AFSSPRSC1 Tenure Upon Hire

The Board Chair asked for a motion to approve Action Item AFSSPRSC1 which was made by Trustee Cole and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC2 New Degrees

The Board Chair asked for a motion to approve Action Item AFSSPRSC2 was made by Trustee Cole and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC3 HB 1251 Career Planning for First-Year Undergraduate Students

The Board Chair asked for a motion to approve Action Item AFSSPRSC3 which was made by Trustee Cole and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC4 Honorary Degrees

The Board Chair asked for a motion to approve Action Item AFSSPRSC4 which was made by Trustee Cole and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AC1 UF Performance Based Funding and Preeminent Status Metrics – Date Integrity (Audit Report) and Annual Data Integrity Certification

The Board Chair asked for a motion to approve Action Item AC1 which was made by Trustee Zucker and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AC2 Institutional Compliance Annual Report

The Board Chair asked for a motion to approve Action Item AC2 which was made by Trustee Zucker and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI1 The Construction Projects Report

The Board Chair asked for a motion to approve Action Item FCI1 which was made by Trustee Brandon and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSPPM1 Shands Jacksonville Bond Issue

The Board Chair asked for a motion to approve Action Item FSPPM1 which was made by Trustee Kuntz and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSPPM2 Expansion of Off-Campus Graduate Housing Program

The Board Chair asked for a motion to approve Action Item FSPPM2 which was made by Trustee Kuntz and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA1 Direct Support Organization Appointments

The Board Chair asked for a motion to approve Action Item GGRIA1 which was made by Trustee Brandon and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA2 UF Regulations

The Board Chair asked for a motion to approve Action Item GGRIA2 which was made by Trustee Brandon and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA3 Board Self-Evaluation

The Board Chair asked for a motion to approve Action Item GGRIA3 which was made by Trustee Brandon and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GGRIA4 UF Health Project

The Board Chair asked for a motion to approve Action Item GGRIA4 which was made by Trustee Brandon and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

6.0 Action Items (Non-Consent)

FCI2 Naming: Shade Courtesy of Tom & Kathy Shannon Family

The Board Chair asked for a motion to approve Action Item FCI2 which was made by Trustee Brandon and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI3 Naming: Norman Fixel Institute Campus

The Board Chair asked for a motion to approve Action Item FCI3 which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI4 Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

The Board Chair asked for a motion to approve Action Item FCI4 which was made by Trustee Zucker and seconded by Trustee Kuntz. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI5 Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

The Board Chair asked for a motion to approve Action Item FCI5 which was made by Trustee Kuntz and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI6 Naming: James E. Horner Hitting Facility at Florida Ballpark

The Board Chair asked for a motion to approve Action Item FCI6 which was made by Trustee Kuntz and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

7.0 New Business

There was no new business to come before the Board.

8.0 Comments by the Chair of the Board

Board Chair Hosseini asked President Fuchs if he had any comments. President Fuchs reflected on the past 12 months - struggles and wins in 2020 from having no vaccine, hiring freezes,

reduced budgets and layoffs affecting growth and faculty. Good things have happened over the last 12 months with the addition of 12,000 student applications, a Rhodes Scholar, the Faculty 500 with the addition of 100 new faculty members and the growth of AI. Student debt for eligible students is low with a record year of philanthropy. UF is leading the nation in AI. He thanked staff, faculty, alumni, state and local officials, the Board of Trustees and Board of Governors. In two weeks at the PhD ceremony, we will have guest speaker Professor David Reitze who leads in gravitational waves discovery.

Board Chair Hosseini reminded all that UF is on its way. Those will benefit for years to come for the work happening now. Everyday UF Health is saving lives and we are helping the citizens of Florida. He expressed his gratitude and appreciation to the board for their involvement in all the meetings and pre-meetings. He thanked staff for their hard work and wished everyone a great holiday and happy new year.

9.0 Adjourn

There being no further discussion, Board Chair Hosseini adjourned the meeting at 12:27 p.m.