



## COMMITTEE ON ADVANCEMENT

### Meeting Minutes

June 16, 2022

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

Time Convened: 8:43 a.m.

Time Adjourned: 8:54 a.m.

#### Committee and Board members present:

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

#### Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President, Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research, Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; 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 8:43 a.m. She asked Vice President Tom Mitchell to verify the quorum.

#### 2.0 Verification of Quorum

Vice President Mitchell verified a quorum.

#### 3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the April 21, 2022, committee meeting and the May 24, 2022, pre-meeting, which was made by Trustee Heavener and seconded by Trustee Powers. The Committee Chair asked for further discussion, after which

she asked for all in favor of the motion and any opposed and the motion was approved unanimously.

#### **4.0 Discussion Items**

Committee Chair Zucker proceeded to address the discussion items.

##### **4.1 Campaign Update**

Committee Chair Zucker provided a project status report on the Go Greater campaign as of the end of June, noting that with a little luck we will exceed the campaign goal of \$4 billion plus, which puts us right on track. With three more months before the campaign celebration, this number could be about \$4.3 billion by October. As it relates to endowment, cash into the endowment, capital projects, alumni participation, and return on investment, all goals have been exceeded. We are fortunate to have a group of extraordinary university leaders, including deans and directors, President Fuchs, the Board of Trustees, and passionate and committed alumni and friends.

##### **4.2 Campaign Celebration Weekend**

Vice President Mitchell provided an overview of the recognition events planned for October to celebrate the success of the Go Greater campaign, demonstrate its impact, and thank the donors and partners who made it possible.

##### **Friday, October 14, 2022**

The celebratory events will kick off on Friday morning with a student celebration. It is a tradition at UF to hand out Beat T-shirts before every SEC game. Students camp out and sleep on the concrete at Emerson Alumni Hall to gain favorable position in a long line that extends around the corner of the building. Breakfast and coffee will be served to 2,000 – 3,000 students.

College and unit celebrations are scheduled for mid-morning. Each of the deans and directors will invite alumni, donors, and friends to their respective colleges and units to celebrate the impact of the campaign.

A UF Day of Gratitude lunch for students, faculty, and staff is planned for noon. This campus-wide celebration is in appreciation not only for their efforts during the campaign but also for the great work they did in helping us through the pandemic. Advancement has worked closely with Student Affairs and Human Resources in planning this event.

On Friday evening, we will hold a Go Greater campaign celebration on the floor in the Exactech Arena at the Stephen C. O'Connell Center. Official invitations will be sent soon, but in the meantime, all were encouraged to hold the date on their calendar.

##### **Saturday, October 15, 2022**

On Saturday morning, we will hold a joint Foundation and Alumni board meeting in the Exactech Arena at the Stephen C. O'Connell Center.

Later that Saturday afternoon or evening, we will conclude the celebrations with a big win against LSU. Many of our campaign co-chairs and big donors will be honored on field.

Vice President Mitchell encouraged everyone to mark their calendars for these important dates so that we can appropriately recognize everyone who has participated and helped us accomplish this incredible campaign goal.

#### **4.3 New Gifts**

Interim Chief Development Officer Maria Gutierrez Martin shared a high-level overview of some new gifts received since January of this year.

Joe Peurrung made a leadership gift to UF Health to support professorships in addiction medicine and anesthesiology. His gift will also support the Florida Recovery Center and advance its efforts around addiction medicine and pain medicine in anesthesiology.

Dr. Leonard Furlow made a leadership gift to the Florida Museum of Natural History in memory of his late wife, Libby Furlow. His gift will significantly enhance vital research, education, and outreach initiatives at the Thompson Earth Systems Institute, and will also support expansion projects.

Glenn Renwick made a leadership gift to the Herbert Wertheim College of Engineering in support of UF's pioneering work in artificial intelligence and AI ethics. His gift will provide endowed professorships to recruit and retain nationally respected scholars in these areas.

The 1923 Fund made a leadership gift in support of the Samuel P. Harn Museum of Art's latest expansion. The museum's new wing will house the one-of-a-kind Vickers Florida Art Collection, bolster the Harn's footprint, and amplify the museum's efforts to promote art-centered teaching, student engagement, and research.

#### **4.4 Regional Models**

Trustee Cole provided an update on regional models, which he believes is one of the things that is lacking. At our last Board of Trustees meeting, we discussed the potential to significantly expand our outreach efforts in locations around the state, particularly as it relates to those areas where we anticipate having urban campuses. Donors who live in South Florida differ from donors in other parts of the state.

A regional scorecard has been created that allows us to examine several areas to determine the potential of engagement, philanthropic support, legislative support, and possible corporate partnerships. Areas of consideration include the alignment of the university's strategic plan; existing programs; academic champions; philanthropic potential; corporate engagement; engagement of the Gator Club; volunteer leadership; student feeder schools; available talent; the possibility of gifted space; and the available infrastructure within Advancement to support this outreach post.

Advancement has worked with Government & Community Relations, Strategic Communications & Marketing, and UF Health to create a draft One UF Advancement structure and strategy for Palm Beach County. We anticipate moving forward with hiring the Chief Advancement Officer for Palm Beach County.

#### **5.0 New Business**

Committee Chair Zucker remarked on the exciting updates received today and noted that there are some great opportunities that lie ahead of us. She asked if anyone had any new business that they would like to share.

#### **6.0 Adjourn**

There being no further discussion, the meeting was adjourned at 8:54 a.m.

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## COMMITTEE ON AUDIT AND COMPLIANCE

### Meeting Minutes

June 16, 2022

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

Time Convened: 8:54 a.m.

Time Adjourned: 9:15 a.m.

#### Committee and Board members present:

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

#### Others present:

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

#### 1.0 Call to Order and Welcome

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 8:54 a.m.

#### 2.0 Verification of Quorum

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

### **3.0 Review and Approval of Minutes**

Committee Chair Powers asked for a motion to approve the minutes of the April 21, 2022, committee meeting and May 24, 2022, committee pre-meeting, which was made by Trustee Brandon and a second, which was made by Trustee Cole. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

### **4.0 Action Item**

#### **AC1 Internal Audit Work Plan FY2023**

Committee Chair Powers noted that Chief Audit Executive Dhanesh Raniga presented the July 1, 2022 – June 30, 2023, Office of Internal Audit Work Plan in detail at the May 24, 2022, pre-meeting and was available to respond to any questions or information related to the Work Plan.

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

### **5.0 Discussion Items**

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

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 direct support organizations conducted by Crowe, the external public accounting firm engaged by the BOG. Crowe is in the final phase of the review and hopes to finalize individual reports for issuance in August, which will include any opportunities for improvement. A university level report will also be provided, and the committee will be updated on the summary of observations.

#### **5.2: UF Compliance and Ethics Program Overview**

Chief Compliance, Ethics, and Privacy Officer Terra DuBois reminded the Board that she would be presenting an educational item at least once a year. She gave an overview on the Board's oversight responsibilities of the Compliance and Ethics Program and offered some actionable steps on how the Board can actively participate and be engaged. To assist the Board to be more knowledgeable about the Program, she provided some important details on different aspects of the Program.

Committee Chair Powers underlined how important it was for all to participate in the Program. Trustee Hosseini thanked Compliance and Ethics and Internal Audit for their good work.

### **6.0 New Business**

There was no new business to come before the committee.

### **7.0 Adjourn**

There being no further discussion, Committee Chair Powers adjourned the meeting at 9:15 a.m.



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

**Meeting Minutes**

**June 16, 2022**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 9:15 a.m.**

**Time Recessed: 9:20 a.m.**

**Time Reconvened: 9:56 a.m.**

**Time Adjourned: 10:45 a.m.**

**Committee and Board members present:**

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

**Others present:**

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; 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; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; 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 welcomed everyone in attendance and called the meeting to order at 9:15 a.m. Chair Hosseini noted that we had the Board of Governor Chair Brian Lamb on the agenda to speak to the Board at 9:30 a.m. The committee will pause for that presentation and then come back to the committee business.

**2.0 Verification of Quorum**

Vice President and University Secretary Kaplan verified a quorum.

### **3.0 Review and Approval of Minutes**

Committee Chair Hosseini asked for a motion to approve the committee minutes of the April 21, 2022, committee meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Patel. Committee Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **4.0 Action Items**

#### **GGRIA1 DSO Decertification**

Vice President and General Counsel Amy Hass reviewed the Direct Support Organization Decertification of Southwest Florida Research and Education Foundation (SWFREF) which was discussed at the pre-meeting. She noted the request letter submitted by IFAS Vice President Scott Angle advising that the SWFREF board members agreed with the recommendation.

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 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.

#### **GGRIA2 UF Regulation**

Vice President and General Counsel Amy Hass reviewed proposed amendment to regulation 3.0375. She noted this was also reviewed at the pre-meeting. The proposed amendment updates the academic year references from 2021-22 to 2022-23 and reflects the new Repeat Course Surcharge for FY 2022-23, as set by the BOG, to \$189.74, a decrease of \$2.73 from last year.

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 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.

### **5.0 Discussion Item**

#### **5.1 Government Update**

Because of BOG Chair Lamb's scheduled presentation, Chair Hosseini took Discussion Item 5.1 out of order. Vice President for Government and Community Relations and University Secretary Mark Kaplan provided a government update which included a report on the new recurring funds and fixed capital outlay funds the university has received since the 2016 fiscal year budget cycle.

Chair Hosseini then recessed the committee meeting for BOG Chair Lamb's presentation. After a discussion among BOG Chair Lamb and the Trustees, Chair Hosseini reconvened the committee meeting.

### **GGRIA3 Presidential Assessment FY2021-22**

Chair Hosseini reviewed the Presidential Assessment FY2021-22. He summarized that all nine goals were substantially met. Chair Hosseini also reported that he and President Fuchs have discussed goals for the remaining months of President Fuchs' tenure as university president. He praised President Fuchs for his selfless leadership in the execution of his role and noted that he has been a tremendous partner with not only his Board but peers in the entire state university system. Dr. Fuchs made a commitment when he was hired for UF to be a top 5 school and he accomplished it. President. Fuchs thanked Chair Hosseini and added he is appreciative of the partnership and relationships with the Board, cabinet, deans, and others - all working together. President Fuchs received a standing ovation from the room.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole and a second, which was made by Trustee 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 Presidential Compensation Consultant**

Chair Hosseini asked Trustee Patel to review GGRIA4, the Presidential Compensation Consultant for the UF president search. Trustee Patel thanked Trustee Fred Ridley and his working group for the time, input, and recommendation. He added Trustee Ridley individually engaged in a comprehensive interview process with the top firms that occupy the executive compensation space in the higher education industry. Trustee Ridley provided an overview of the process noting that prior to inviting firms to submit a proposal, other universities in Florida that recently conducted presidential searches were contacted and asked for the names of the firms they considered and ultimately selected to conduct their compensation survey. The names of two firms were regularly mentioned, Mercer and The Segal Group. Our search consultant, Alberto Pimentel, drafted questions that would help our working group evaluate each firm and better understand the services each would provide. He and Trustee Patel conducted introductory conversations with each firm separately. The firms prepared their formal presentations and prepared a proposal summarizing key aspects of their presentation and outlining how they would conduct the assignment. After careful consideration and feedback from the interviews conducted, the Working Group agreed to recommend using Mercer. The presidential search committee then met and approved this recommendation to come to the Board.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Ridley and a second, which was made by Trustee Zucker. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved.

### **GGRIA5 Presidential Qualifications and Criteria**

Chair Hosseini asked Trustee Patel to review action item GGRIA5, the Presidential Qualifications Criteria. Chair Patel provided a comprehensive overview of the presidential search process to date. He shared that over the last several weeks he and the search consultant, Alberto Pimentel, along with some search committee members, conducted 16 listening sessions (via Zoom and one in-person) with a wide array of internal and external UF stakeholder groups. These groups included, faculty, staff, students, alumni, UF administrators, community members, and others. Outreach was inclusive and far reaching and included a survey for anyone to share their input. After the listening sessions concluded and the surveys were submitted, our search consultant developed a draft set of qualifications and criteria reflecting the broad array of input and feedback. Our working group on qualifications and criteria, led by Doug Band, met, and had robust discussions and further refined the draft qualifications document. The draft document was shared with the full search committee and approved at their June 10 meeting. Trustee Phalin requested that a change be made to one of the items listed under Academic Accomplishments after sharing the draft with colleagues. Discussion among Trustees led to a modified suggestion to edit item 2g from ‘Will not advocate for or against any political viewpoint on behalf of the University of Florida’ to ‘Will not use the University of Florida as a platform to advocate for personal political viewpoints.’ It was also suggested that the item be moved from Academic Accomplishments to Leadership Experience in the document. After some discussion, a motion was made by Trustee Phalin to accept the amendment with a second by Trustee Patel. Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved.

Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker and a second, which was made by Trustee Ridley. 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.

### **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 10:45 a.m.



## COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

### Meeting Minutes

June 16, 2022

President's Room 215B Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 10:55 a.m.

Time Adjourned: 11:44 a.m.

#### Committee and Board members present:

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

#### Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; 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; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; 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 10:55 a.m.

#### 2.0 Verification of Quorum

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

#### 3.0 Review and Approval of Minutes

Committee Chair Brandon asked for a motion to approve the minutes of the April 20, 2022, FCI Sub-Committee Meeting, April 21, 2022, FCI Committee Meeting, May 16, 2022, FCI Pre-Meeting,

which was made by Trustee Kuntz, and a second, which was made by Trustee Zucker. 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 Brandon informed the committee of an administrative change to the order of the agenda by moving naming action items FCI7 and FCI8 to follow action item FCI1. Committee Chair Brandon asked Marian Gutierrez Martin to present the following naming action items:

##### **FCI1 Naming: Ada Rosenson Dorfeld Courtyard at Norman Hall**

Maria Gutierrez Martin, Interim Chief Development Officer for Advancement provided a brief overview of the Ada Rosenson Dorfeld Courtyard at Norman Hall proposed naming and background information regarding Ada Rosenson Dorfeld. Ms. Martin 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 FCI1 which was made by Trustee Zucker, 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.

##### **FCI7 Naming: Dr. Pauline Lawrence Student Residence**

Maria Gutierrez Martin provided a brief overview of the Dr. Pauline Lawrence Student Residence proposed naming and background information regarding Dr. Pauline Lawrence. Ms. Martin 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 FCI7 which was made by Trustee O'Keefe, and a second, which was made by Board Chair Hosseini 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

##### **FCI8 Naming: Pete "Hutch" Brock Hall**

Maria Gutierrez Martin provided a brief overview of the Pete "Hutch" Brock Hall proposed naming and background information regarding Pete "Hutch" Brock. Ms. Martin 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 FCI8 which was made by Board Chair Hosseini, and a second, which was made by Trustee Ridley 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.

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

#### **FCI2 Gator 1 Card – Implementation of Statutory Alignment**

Committee Chair Brandon noted that this action item was discussed at length during the May 16 pre-meeting regarding alignment of the identification card fees as required per Board of Governors regulation. Vice President Reynolds provided an update of the action item that the increase would not exceed \$10 annually for a new card or \$15 annually for a duplicate. The new card has new security technology. Committee Chair Brandon noted that the fee alignment does not quite cover operational cost to the university for identification card management.

Committee Chair Brandon asked for a motion to approve Action Item FCI2 which was made by Board Chair Hosseini, and a second, which was made by Trustee 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.

#### **FCI3 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2024**

Committee Chair Brandon asked Vice President Reynolds to discuss the Fixed Capital Outlay Legislative Budget Request. Board Chair Hosseini paused the presentation of the action item to inquire if the \$100 million West Palm Beach Campus project was included on the PECO request. Board Chair Hosseini suggested that staff add the \$100 million West Palm Beach Campus project to the PECO list as a matching funds request for FY 2024 in addition to the university's state appropriations in FY 2023. Vice President Reynolds acknowledged Board Chair Hosseini's directive and confirmed the documentation would be amended to add the West Palm Beach Campus project to the PECO list for 2024. Vice President Reynolds continued reviewing the action item and supporting documents required by the Board of Governors. Vice President Reynolds highlighted the six projects identified in this year's request as follows: (1) Dental Science Building, (2) Chemical Engineering Renovation & Remodeling, (3) PK Yonge Gymnasium, (4) Thompson Earth Systems Institute, (5) Academic and Collaboration Center and (6) West Palm Beach Global Center for Technology & Innovation.

Committee Chair Brandon asked for a motion to approve Action Item FCI3 with the amendment to add the West Palm Beach Campus Project was made by Board Chair Hosseini, and a second, which was made by Trustee O'Keefe 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.

Addendum: On Friday, July 17<sup>th</sup> at the Board of Trustees' Retreat, after Vice President's Mary Parker and Elias Eldayrie shared an update on Campus Tours, Board Chair Hosseini asked the Board if they support a new UF Student Experience Center to be included in the FCI3 Fixed Capital Outlay Legislative Budget Request FY 2024.

Board Chair Hosseini asked for a motion to approve the addendum to Action Item FCI3 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2024, and FCI5 Education Plant Survey Amendment as appropriate, 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. Board 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.

#### **FCI4 Facilities Spending Plan for Fiscal Year Ending June 30, 2023**

Vice President Reynolds provided an overview of the Facilities Spending Plan previously discussed during the May 16 pre-meeting and reminded the committee of the anticipated changes to and/or removal of projects from the list based upon the Governor's veto discretion. Vice President Reynolds noted that there were projects vetoed by the Governor and presented the updated projects list with the funding appropriations. Vice President Reynolds confirmed the university would execute funding appropriations and projects as identified on the spending plan. Committee Chair Brandon thanked Chris Cowen, Chief Financial Officer for agreeing to bridge \$2 million to start deferred maintenance projects until pending appropriations were available. Board Chair Hosseini commended Committee Chair Brandon regarding his hard work over the last several years with the Board of Governors and legislators to secure funding. Board Chair Hosseini requested that the deferred maintenance list appropriately identify the university's most critical needs. Committee Chair Brandon responded noting that staff had created a critical needs list as requested by the Board of Governors and would be following that prioritization and the update would be brought back to the Board.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 which was made by Trustee Zucker, and a second, which was made by Board Chair Hosseini 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.

#### **FCI5 Educational Plant Survey Amendment**

Committee Chair Brandon noted per the committee's approval of FCI3 Fixed Capital Outlay Legislative Budget Request (amended), the West Palm Beach Campus project would be added to the FCI5 Educational Plant Survey. Vice President Reynolds noted in order to receive PECO funding, the following projects must be added to the Educational Plant Survey: (1) Dental Science Building, (2) Chemical Engineering Renovation & Remodeling, (3) PK Yonge Gymnasium, (4) Thompson Earth Systems Institute, (5) Academic and Research Collaboration Center and (6) West Palm Beach Center for Technology & Innovation.

Addendum: Note Board of Trustees' approval to include new UF Student Experience Center in FCI3 addendum.

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

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

#### **FCI6 Construction Projects Budget Amendments**

Committee Chair Brandon noted the Construction Projects Budget Amendments would appear on all future committee agendas. Board Chair Hosseini asked if the university had received the donor funding for the Whitney Laboratory for Marine Bioscience Project and if the funds were available. Vice President Reynolds noted the remaining funds from the state had been confirmed and has fulfilled the state appropriation total for the project. However, the donor funds had not been received at the time of this board meeting but would be made available prior to construction. A discussion ensued regarding the confirmation of receipt of the donor funding for projects prior to budget amendments and the need to consider a bridge fund to support donor funds and the receipt thereof. Board Chair Hosseini asked if the construction had started for the Whitney Laboratory for Marine Bioscience project. Vice President Reynolds stated that the Board of Trustees had previously approved the design for the project and no construction had started. Board Chair Hosseini asked if the construction manager and architect had been selected with Vice President Reynolds responding that both had been selected. Board Chair Hosseini noted that the amendment would cause the project to exceed the \$30 million threshold, requiring Board of Trustee Technical Committee approval. Board Chair Hosseini asked Vice President Reynolds to convene the Technical Review Committee to review the design and construction manager selection for the Whitney Laboratory for Marine Bioscience Project. Vice President Reynolds agreed. Trustee Kuntz noted the “source of funds” on the Construction Project Report needs to be more descriptive. Board Chair Hosseini added the money received needs to be known when we have the donor money in hand or if we are bridging it. If we are going to bridge it, it needs to go to the Finance Committee. Trustee Kuntz added his committee is reviewing using the bridge funding as a loan. Trustee Kuntz said they (FSPPM) will come back to the Board with a policy document. Committee Chair Brandon confirmed they are working with Trustee Kuntz. Board Chair Hosseini emphasized that we need to get going with money given from the state. VP Reynolds confirmed they will be ready to engage with construction when all funds are in place. Board Chair Hosseini noted Senior Project Manager, Frank Javaheri mentioned new guidelines that include the right for UF to audit vendor books. Committee Chair Brandon confirmed he has been speaking to Chief Audit Executive Dhanesh Raniga.

Committee Chair Brandon asked for a motion to approve Action Item FCI6 which was made by Board Chair Hosseini, 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.

#### **5.0 Discussion Items**

Committee Chair Brandon asked Vice President Reynolds to present discussion item 5.1 Campus Construction Update.

### **5.1 Campus Construction Report**

Committee Chair Brandon noted the video presentation would not be presented as part of the Campus Construction update, however, a group photograph from his tour of the Malachowsky Hall for Data Science & Information Technology Building was provided for the committee. Vice President Reynolds gave an overview of construction projects, timings, schedules, and budgets. Vice President Reynolds noted the university was still working with contractors/vendors to keep projects within budget and on schedule. Vice President Reynolds also noted there are continuing concerns regarding budgets and schedules for current and new projects that may be affected by the market. Vice President Reynolds highlighted the status of the following projects: Public Safety Building, Florida Museum of Natural History Special Collections Building, Whitney Laboratory, Central Energy Plant, Dental Science Building, Thompson Earth Systems Institute, Academic Research Center and the Biomedical & Life Sciences Research Building. Trustee Kuntz thanked staff for the detailed report along with his suggested updates.

Vice President Reynolds asked the committee to accept the Campus Construction Update as presented.

Committee Chair Brandon asked for a motion to accept the Campus Construction Update, which was made by Trustee Kuntz, and a 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.

Committee Chair Brandon paused and asked Carlos Dougnac, Assistant Vice President, Planning, Design and Construction to introduce his team as follows: Cydney McGlothlin, University Architect, Frank Javaheri, Director of Construction, Brian Giunta, Associate Director of Finance, Facilities Operations. Committee Chair Brandon acknowledged the work they perform on behalf of the university.

### **5.2 IFAS and Facilities Services Collaboration on Campus Beautification**

Committee Chair Brandon thanked staff for the partnership with Institute of Food and Agricultural Sciences (IFAS). Committee Chair Brandon asked Jeanne Mastrodicasa, Associate Vice President for Operations (IFAS), to meet with Mark Helms, Assistant Vice President for Facilities Services to discuss re-establishing the plant nursery program on campus and to involve students as part of the program.

Committee Chair Brandon thanked the Chief Financial Officer for the current \$1 million Campus Beautification budget and asked for an increase up to \$2.5 million. Vice President Reynolds noted that Facilities Services had identified areas for campus beautification and was making progress. Board Chair Hosseini stated that the beautification of the campus landscaping is important to the committee and that it should be carried out. Committee Chair Brandon thanked Board Chair Hosseini for the allocation and thanked the Chief Financial Officer for the funding.

## **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 11:44 a.m.

DRAFT



## COMMITTEE ON FINANCE, STRATEGIC PLANNING

### AND PERFORMANCE METRICS

#### Meeting Minutes

June 16, 2022

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

**Time Convened: 11:43 a.m.**

**Time Adjourned: 12:30 p.m.**

#### **Committee and Board members present:**

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

#### **Others present:**

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; 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; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; William Reeser, Chief Investment Officer for UFICO; Brian Mawdsley, Deputy Chief Investment Officer for UFICO; Melissa Stuckey, Associate Athletic Director, University Athletic Association; 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 11:43 a.m.

#### **2.0 Verification of Quorum**

Senior Vice President Chris Cowen verified a quorum with all members present.

### **3.0 Review and Approval of Minutes**

The Committee Chair asked for a motion to approve the minutes of the April 21, 2022, committee meeting and May 19, 2022, committee pre-meeting, which was made by Trustee O'Keefe, and a second, which was made by Trustee Brandon. 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 there are several action items to be reviewed along with some important discussion items. He also briefly mentioned that the committee had attended a workshop on debt and that there would be additional workshops in the future in which all members of the Board are welcome to attend.

#### **FSPPM1 Preliminary Operating Budget FY23**

Senior Vice President Cowen gave a high-level overview of the preliminary operating budget highlighting changes from last year and explaining that the final budget will be presented for approval in September. He also mentioned the addition of the Enterprise Summary, which was requested at the pre-meeting. There were no questions.

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 Powers 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 Estimated DSO Use of University Resources FY23**

Committee Chair Kuntz began this discussion by providing background on why the item is being presented and stated that approval of this item is required by the Board of Governors. SVP Cowen then gave a brief overview stating that it is similar to what was approved last year, and that the vast majority of University Resources are being used by the University of Florida Foundation and the University Athletic Association. There were no questions.

The Committee Chair asked for a motion to approve Action Item FSPPM2 which was made by Trustee Patel, 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.

#### **FSPPM3 One-time Performance Payment Plan**

SVP Cowen gave an overview of the action item explaining that a one-time payment between \$500-\$1000 will be provided to employees who have worked at least 1500 hours over the past year and make \$45,000 or less annually, among other things. He indicated that the cost to the university is approximately \$3M, and that a similar payment plan is being offered to Graduate

Students. Committee Chair Kuntz shared that the FSPPM Committee had an in-depth conversation at the pre-meeting about the plan and is very supportive of the initiative. President Fuchs provided background on the need for the payment plan and thanked the committee and Board for their support. Board Chair Hosseini further explained that the payment plan being offered to Graduate Students is being negotiated by the Union. Trustee Phalin added her thanks to all for their support of faculty and staff.

The Committee Chair asked for a motion to approve Action Item FSPPM3 which was made by Trustee Powers, and a second, which was made by Trustee Brandon 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.

#### **FSPPM4 Renovation of Research Laboratories**

SVP Cowen gave an overview of the action item and related resolution. He explained that this item is related to borrowing for renovations to existing labs. It is not asking for approval of a bond, but rather to include the option of borrowing for renovations in the research building bond request that will be presented to the Board for approval in September. There were no comments or questions.

The Committee Chair asked for a motion to approve Action Item FSPPM4 which was made by Trustee O'Keefe, and a second, which was made by Trustee Brandon 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.

#### **FSPPM5 Florida Clinical Practice Association, Inc. Loan**

SVP Cowen gave an overview of the action item explaining that the request is to restructure a loan that is coming due. He stated that the action item will allow refinancing of the current loan from a variable rate to fixed terms through maturity. Committee Chair Kuntz indicated that the initial bond was not brought before the Board for approval, but under new Governance standards, the request to refinance is being presented for approval.

The Committee Chair asked for a motion to approve Action Item FSPPM5 which was made by Trustee Powers, and a second, which was made by Trustee Brandon 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**

In the interest of time, Committee Chair Kuntz asked that Associate Athletic Director Melissa Stuckey present on the University Athletic Association first followed by the UFICO Update from Chief Investment Officer of UFICO Bill Reeser. He stated that if time permits, SVP Cowen will go over 5.1 and 5.2 discussion items, but both the CFO Report and Quarterly Financials were provided to the Board for review. Any questions be directed to SVP Cowen.

### **5.3 UFICO Update**

SVP Cowen began the discussion by reminding the Board that a change to the investment policy was approved a year ago. Part of the approval required that he and UFICO review the policy annually and report back with any suggested changes. SVP Cowen indicated that he and CIO Bill Reeser reviewed the policy and have no recommended changes at this time.

Chief Investment Officer of UFICO Bill Reeser then began the discussion by providing an update on the operating portfolio. He explained that despite a lot of volatility, as of March 31, 2022, the portfolio is ahead of all benchmarks for trailing 1, 3, 5, and 10-years but as of yesterday, the portfolio is down 3% fiscal year to date. CIO Reeser also provided a brief update on the portfolio's allocation explaining that it sits at about 70% liquidity. He then provided an update on the endowment portfolio explaining that it too is ahead of all benchmarks for trailing 1, 3, 5, and 10-years as of March 31, 2022. As of yesterday, the portfolio is down 7% fiscal year to date. Committee Chair Kuntz asked how much revenue the operating portfolio is generating for the University. Mr. Reeser indicated somewhere between \$30-\$50M and approximately \$33M is allocated for annual spending. There were no additional questions.

### **5.4 DSO Budget Presentation – University Athletic Association**

At the request of Committee Chair Kuntz, the DSO update was presented before the 5.3 UFICO update as listed on the agenda during the committee meeting. Committee Chair Kuntz explained that this is the second of the DSO budget presentations and introduced Associate Athletic Director Melissa Stuckey. AAD Stuckey gave an overview of the University Athletic Association by highlighting efforts of teamwork with the University, integrity in their business practices, passion for their student athletes, respect for rules and governing bodies, innovation in their approach to capital projects, and excellence on and off the field of play. She explained the structure of the UAA Board, briefly reviewed the Associations ability to carry expenses and generate revenue. and highlighted the revenue growth over the past 10 years. AAD Stuckey provided a brief financial outlook indicating that UAA is in a solid position as a member of the SEC and top 5 public institution, however, they are entering unprecedeted times that pose both opportunities and threats. She also briefly discussed the Athletic Associations commitment to supporting students on and off the field by providing a good balance between athletics and academics.

Committee Chair Kuntz asked how the University Athletic Association's revenues compare to other Universities in the state, including FSU, USF, and UCF. AAD Stuckey indicated that UAA is outperforming their peers. Trustee Zucker questioned where the UAA ranked in comparison to other top 5 schools regarding resources. AAD Stuckey stated UF is competitive on the national stage across all sports by allocating maximum resources across the entire program. There are a few power-5 athletic programs whose revenue and capital donations have outpaced UF, but we maintain a position of financial strength amongst national peers as well. Trustee Corr thanked ADD Stuckey for her leadership and added how engaged the UAA Board is. Finally, there was a short discussion about how the Association was impacted by the pandemic. AAD Stuckey indicated that UAA was able to weather the storm due to the SEC monetizing future revenue, support from the University, and internal efforts including reductions to pay. There were no further questions.

**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 12:30 p.m.

DRAFT



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

**Meeting Minutes**

**June 16, 2022**

**Time Convened: 1:28 p.m.**

**Time Adjourned: 3:15 p.m.**

**Committee and Board members present:**

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

**Others present:**

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; 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; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; 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 Rahul Patel welcomed everyone in attendance and called the meeting to order at 1:28 p.m.

**2.0 Roll Call**

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

**3.0 Review and Approval of Minutes**

Committee Chair Patel asked for a motion to approve the minutes from the April 22, 2022, and May 23, 2022, meetings, which was made by Trustee O’Keefe and seconded by Trustee Lemasters. Committee Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **4.0 Action Items**

### **AFSSPRSC1 Tenure Upon Hire**

Provost Glover indicated that the committee reviewed one Tenure Upon Hire case at the pre-meeting and that 10 additional cases were received after the pre-meeting. All the Tenure Upon Hire Cases have met the criteria for tenure and have been recommended to receive tenure. The cases are as follows:

- Dr. Matthew Thomas, Professor, Department of Entomology and Nematology, College of Agricultural and Life Sciences
- Dr. Michael Burton, Professor, Department of Agronomy and Center Director, Southwest Florida Research and Education Center (IFAS)
- Dr. Vijaya Gopal Kakani, Professor and Chair, Department of Agronomy (IFAS)
- Dr. Shannon Wallett, Professor, Department of Oral Biology (Dentistry)
- Dr. Daniel McNeil, Professor and Chair, Department of Community Dentistry and Behavioral Science (Dentistry)
- Dr. Brandon Zielinski, Associate Professor and Chief, Department of Pediatrics, (Medicine)
- Dr. Jorge Sefair, Associate Professor, Department of Industrial and Systems Engineering (Engineering)
- Dr. Beth Virnig, Professor, Department of Health Services Research, Management and Policy (PHHP) and Dean, College of Public Health and Health Professions
- Dr. Craig Vander Kooi, Professor, Department of Biochemistry and Molecular Biology (Medicine)
- Dr. Rashmin Savani, Professor and Chair, Department of Pediatrics (Medicine)
- Dr. Matthew Gentry, Professor and Chair, Department of Biochemistry and Molecular Biology (Medicine)

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

### **AFSSPRSC2 Degree Program Termination**

Provost Glover indicated that the College of Public Health and Health Professions is requesting to terminate the Master of Occupational Therapy. This program was replaced with the Doctor of Occupational Therapy and the last student graduated in the Spring 2020.

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 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.

### **AFSSPRSC3 Honorary Degree**

Provost Glover indicated that there was one Honorary Degree candidate, Chris Malachowsky. He advised that Mr. Malachowsky is the co-founder of NVIDIA, donated the supercomputer, HiPerGator, and donated to the new Data Science Building to be named Malachowsky Hall for Data Science and Information Technology.

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

### **AFSSPRSC4 Annual Tenure Awards**

Provost Glover indicated that this was a once-a-year report that goes through the university's process including being recommended by the Dean, the Academic Personnel Board and then by him.

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

### **AFSSPRSC5 Ratification of the University Food Services Provider and Authorization for the Vice President for Business Affairs to Execute the Final Contract**

Vice President for Business Affairs Curtis Reynolds stated that there was a preliminary discussion at the pre-meeting and that Assistant Vice President Eddie Daniels would go through the selection process for the new provider. AVP Daniels advised that the process started in 2018 when the end of the contract with Aramark was approaching. He indicated that a new food service vendor had to be a campus wide buy-in and that it must meet the goals and aspirations of the institution. Committee Chair Patel indicated that Board Chair Hosseini had the discretion to approve the contract per the Governance Standards but felt that the entire Board should be involved and approve the contract. Chair Hosseini, Trustee O'Keefe, Committee Chair Patel, and Trustee Brandon all thanked VP Reynolds, AVP Daniels and team for all their hard work and the amount of money they have saved the university.

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

## **AFSSPRSC6 Naming of Residential Housing Complex**

Provost Glover indicated that to market the new Residential Housing Complex to the students in fall an interim name needed to be selected. Board Chair Hosseini recommended “Honors Village” as the interim name.

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

## **5.0 Discussion Items**

### **5.1 Admissions Update**

Associate Provost and Vice President for Enrollment Management, Mary Parker gave an overview of the enrollment numbers for the incoming class as well as updates on the Division. She indicated that the focus is on yield for the out of state students. Everyone across campus is working on yield. VP Parker indicated that there was a 9% increase in low-income students. There was a 30% increase in African American students for the Machen Florida Opportunity Scholarships. Trustee Heavener asked about the ratio of male vs. female students over time. Provost Glover indicated that it has been male (40) and female (60) for some time now.

### **5.2 Faculty Senate Update**

Faculty Senate Chair and Trustee Amanda Phalin thanked various individuals for their support in particular past chair David Bloom. She indicated that her goal was to create bridges and openness between the trustees and faculty. She said Board Chair Hosseini agreed to record the board meeting and attend the Faculty Senate meeting.

### **5.3 Student Body President Update**

Student Body President and Trustee Lauren Lemasters indicated that she was continuing the initiatives that were set in motion by the previous President such as the Liberty Pond and Wellness Module. She indicated that the Wellness Module was in Phase 1 and that a wellness tab has been added to One UF. Student Government has been participating in preview to help connect the students to their classes. She provided all trustees with a Class of 2026 shirt.

### **5.4 Student Life Update**

Vice President for Student Affairs D’Andra Mull gave an update on what the Division of Student Life did during the pandemic, how they are advancing the student’s wellness, connecting students to opportunities, expanding their engagement, student retention, graduate student support, and graduate student engagement. She indicated that they were focusing on staff development and retention and facility enhancements.

### **5.5 Graduate Stipends**

Director, Institutional Planning and Research Cathy Lebo presented information on the different types of graduate stipends and what factors determine the amount of their stipend. She noted many appointments are less than .5 FTE. Provost Glover indicated that there are a few complexities surrounding the graduate stipend support. He also noted that colleges have discretion of teaching assistant pay in their departments. For example, teaching assistants are paid with state money and research assistants are supported through grant funding with the principal investigators making decisions on what to pay. Board Chair Hosseini asked for a timely review of graduate stipends and recommendations for any actions that should be taken. There was a discussion about how many doctoral students are at .5 FTE. Provost Glover directed Director Lebo to see how many doctoral students are not at .5 FTE and assess the impact. Trustee Cole indicated that we need to look at the cost of living and asked whether peer institutions do anything else for their students. Director Lebo confirmed cost of living was a part of the equation. Trustee Phalin asked how many of the top 20 universities we were compared to were Top 5.

### **5.6 Centers/Institutes**

Provost Glover indicated he has been in discussions on creating a new center, the Hamilton Center for Classical and Civic Education, and would have more information at the next board meeting.

### **6.0 New Business**

There was no new business to discuss.

### **7.0 Adjourn**

There being no further discussion, the meeting was adjourned at 3:15 p.m.



## BOARD MEETING MINUTES

June 16, 2022

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

**Time Convened: 4:09 p.m.**

**Time Adjourned: 4:51 p.m.**

### **Board members present:**

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

### **Others present:**

W. Kent Fuchs, President; Joe Glover, Provost and Senior Vice President; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Tom Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; 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 Chair Hosseini welcomed everyone in attendance and called the meeting to order at 4:09 p.m.

### **2.0 Verification of Quorum**

Vice President and University Secretary Mark Kaplan verified a quorum.

### **3.0 Recognition**

Chair Hosseini recognized Executive Chief of Staff Dr. Winifred "Win" Phillips, who is stepping down from this role at the end of June, by reading resolution R22-285 into the record at the meeting.

#### **4.0 Public Comment**

Vice President and General Counsel Amy Hass informed the Board there was one member of the public who registered to speak, Eva Garcia Ferres. Chair Hosseini recognized Ms. Ferres for her comments. Immediately following, a member of the audience came to the podium and started speaking. Chair Hosseini noted it was not appropriate protocol, but he allowed the person to speak. Thalya Paleologu added her comments.

#### **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 April 22, 2022, which was made by Trustee O'Keefe and seconded by Trustee Patel. 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 consent agenda action items together unless any member preferred to vote separately on each item. The members requested the action items be voted on together.

The Board Chair asked for a motion to approve the consent agenda action items, listed below, 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.

##### Committee on Audit and Compliance (AC)

AC1 July 1, 2022 – July 30, 2022 Office of Internal Audit Work Plan

##### Committee on Governance, Government Relations, and Internal Affairs (GGRIA)

GGRIA1 DSO Decertification

GGRIA2 UF Regulation

GGRIA3 Presidential Assessment FY2022

GGRIA4 Presidential Compensation Consultant

GGRIA5 Presidential Qualifications and Criteria

##### Committee on Facilities and Capital Investments (FCI)

FCI2 Gator 1 Card – Implementation of Statutory Alignment

FCI3 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2024

FCI4 Facilities Spending Plan for Fiscal Year Ending June 30, 2023

FCI5 Educational Plant Survey Amendment

FCI6 Construction Projects Budget Amendment

##### Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)

FSPPM1 Preliminary Operating Budget FY23

FSPPM2 Estimated DSO Use of University Resources for FY23

FSPPM3 One-time Performance Payment Plan  
FSPPM4 Renovation of Research Laboratories  
FSPPM5 Florida Clinical Practice Association, Inc. Loan

Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)  
AFSSPRSC1 Tenure Upon Hire  
AFSSPRSC2 Degree Program Termination  
AFSSPRSC3 Honorary Degree  
AFSSPRSC4 Annual Tenure Awards  
AFSSPRSC5 Ratification of the University Food Services Provider and Authorization for the Vice President of Business Affairs to Execute the Final Contract

## **6.0 Action Items (Non-Consent)**

Board Chair Hosseini advised there were four non-consent agenda items that would be reviewed and voted on individually.

### **FCI1 Naming: Ada Rosenson Dorfeld Courtyard at Norman Hall**

The Board Chair asked for a motion to approve Action Item FCI1 which was made by Trustee Brandon and seconded by Trustee Powers. 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.

### **FCI7 Naming: Dr. Pauline Lawrence Student Residence**

The Board Chair asked for a motion to approve Action Item FCI7 which was made by Trustee Zucker 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.

### **FCI8 Naming: Pete “Hutch” Brock Hall**

The Board Chair asked for a motion to approve Action Item FCI8 which was made by Trustee Kuntz 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.

### **AFSSPRSC6 Naming of Residential Housing Complex**

The Board Chair asked for a motion to approve action item AFSSPRSC6 which was made by Trustee Powers 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.

## **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 commented on the three allegations against UF.

The first allegation surrounded COVID-19 Research Data. It was alleged that state or university officials applied pressure to destroy or impede access to COVID-19 research data or put barriers in place to impede the analysis or publication of data. An investigation by a committee of 3 distinguished UF faculty members put together by the Vice President for Research and Chief Compliance Officer were charged to find out if the allegations were true. Numerous interviews determined the allegations likely stemmed from a single event in 2020, in which the Florida Department of Health expressed concern over the use and management of their data. The committee found no merit to the allegations and a full report is available.

The second allegation surrounded the hiring of Dr. Joseph Ladapo and the negative publicity surrounding the decision to grant him tenure. Some objected to granting Dr. Ladapo tenure because of his views regarding COVID vaccines and face masks, while others defended his academic freedom to express those views. Dr. Ladapo obtained his PhD from Harvard and has served as a professor at NYU. UF Health went through proper hiring procedures with over 90% of the faculty from that department voting in favor of tenure. At the April meeting of this board, the Faculty Senate Chair made the motion to hire Dr. Ladapo out of respect for the faculty who voted with 90% support in favor and the board unanimously approved same.

Thirdly, Southern Association of Colleges and Schools Commission on Colleges (SACSCOCS), an accrediting agency, authorized a special committee to review the compliance of UF regarding academic freedom after reading an article in the newspaper. They reviewed whether we violated freedom of expression and decided that UF operated with integrity in all matters and is fully compliant with SACSCOCS standards of academic freedom. SACSCOCS special committee reported that UF has acted properly.

The Chair stated that these allegations were unfair to the university, the students and the hardworking staff and faculty. He further stated that when we handle with issues integrity, we should not be afraid. He highlighted some good news which included the billion dollars raised for research, over 65,000 student applications, increased donations, and the anticipation of interest in the presidential opening. He concluded by stating that when people read, they know the real story.

Board Chair Hosseini then asked President Fuchs if he had any comments. President Fuchs commented on the record setting year we have had, that we are doing great things in South Florida, and that the best years are those coming up. He discussed the letter from the SACSCOCS Board which officially confirmed UF was fully compliant with its Integrity and Academic Freedom Standards. He praised management for resolving the situation very quickly from when they became aware of same. He advised that with the help of faculty and staff, changes to the processes were made at multiple levels for appeal and engagement to allow concerns to be addressed. He shared three comments from the exit interview with SACSCOCS. First, they were complimentary of the extra layers of processes and procedures we put into maintaining academic freedom, which he believes is the most robust of any university in the

nation; second, the speed in which we handled the situation; and third, the collaboration of administration with staff and faculty to resolve and create new processes.

The Chair then asked if anyone else would like to comment. Senior Vice President Chris Cowen followed up on the comments from the President regarding the allegations surrounding academic freedom and how the SACSCOCs investigation may affect the presidential search. He stated it would be worthwhile to work with our media team to insure the SACSCOCs findings are made public. The Chair agreed and asked that Interim Vice President Steve Orlando and his team follow up.

#### **9.0 Adjourn**

There being no further discussion, Board Chair Hosseini adjourned the meeting at 4:51 p.m.



## BOARD RETREAT MINUTES

June 17, 2022

Austin Cary Forest, Gainesville, FL

Time Convened: 9:05 a.m.

Time Adjourned: 12:25 p.m.

### **Board members present:**

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

### **Others present:**

W. Kent Fuchs, President; Scott Angle, Vice President for Agricultural and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Win Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Angela Lindner, Associate Provost for Undergraduate Affairs; Mark Law, Director UF Honors Program; members of the University of Florida community.

The retreat began at 9:05 a.m.

### **Welcome and Overview**

Chair Hosseini welcomed everyone to the retreat. He thanked the Board for their hard work and integrity of service, highlighted some of the great things happening at UF, and reviewed the agenda for the retreat.

### **Campus Tour and Survey Overview**

Mary Parker, Vice President for Enrollment Management and Associate Provost and Elias Eldayrie, Vice President and Chief Information Officer presented an overview of campus tours. VP Parker highlighted the current process and challenges, the campus survey delivery and feedback, and the future vision of the Welcome Center and campus tours. Campus tours are the cornerstone of a school's commitment strategy, a unique opportunity to learn about academic

offerings and campus life, and are memorable, relevant, and relatable touchpoints between prospective students and the campus and should be a positive experience from beginning to end. Today's students apply to 8-10 colleges but visit up to 20. Challenges include multiple campus tours and training by different colleges and departments which are not coordinated with enrollment management, resulting in an inconsistent experience, different university messaging and a lost opportunity to recruit a potential student. Other challenges surround location, parking, and signage. The Welcome Center is housed in Reitz Student Union where parking is challenging and there is a lack of signage from the parking to the tour office. Pre-Covid, 52,000 visitors came through the Welcome Center including students, parents, grandparents, and others. VP Eldayrie shared survey information. The post tour survey is emailed via the Admissions Gator360 constituent relationship management system (CRM) and includes seven questions but does not ask attendees to evaluate facilities and does not capture certain attributes to elevate the responses of honors and non-honors students. From Fall 2019 to 2021, when surveys were virtual, there was a significant increase in virtual tour attendance. The overall tour satisfaction was over 80% from parents and students. VP Parker shared the new vision for the Welcome Center starting with facilities that are the visual centerpiece for campus and should communicate what makes UF special. A prospective student should be able to envision the opportunities of a UF education and feel the wow of being on a Top 5 campus. She proposed the need for a state-of-the-art Welcome Center facility but that the experience should not be limited to the building but also what is inside. Also important are branding and interactive technology. The operational direction focuses on integration of campus tours into a central strategy with all tours coordinated out of the Welcome Center using Cicerones, official trained student ambassadors, under the supervision and coordination of Enrollment Management. Additionally, another useful tool would be a new survey to assess efficacy of campus tours and a comparable virtual tour for international students.

Chair Hosseini asked VP Reynolds if we could add \$10 million to our PECO list for the Welcome Center. After discussion among the board members and cabinet, the Chair asked for a motion to approve the addition of \$10 million dollars to the PECO fund for a new Welcome Center, which was made by Trustee O'Keefe and seconded by Trustee Kuntz. The 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. Chair Hosseini asked VP Parker to work with VP Reynolds on budget items before the July 1 PECO submission deadline.

### **Honors Program Overview**

VP Mary Parker and Honors Program Director Mark Law provided an overview of the Honors Program. Angela Lindner, Associate Provost for Undergraduate Affairs kicked off the presentation by expressing gratitude for the support of the Board. She highlighted the history of the program and the organizational structure. The program began in the late '50s and was originally a 2-year program housed at University College and today is a 4-year program housed in Undergraduate Affairs. Director Mark Law previewed Honors student numbers for the last four years and information on prospective students. Admissions to the Honors Program is contingent on admission to the university with a separate application process. Approximately 70% of students go through the university's CRM but the goal is 100%. Honors students excel in GPA and SAT numbers and most enter their freshman year with 45 or more credit hours. As part of

the admission process, each student is required to submit 2 essays which are reviewed and graded by trained Honors student following a rubric. The entire process is holistic and considers the full application of each student in addition to the essays. VP Parker shared that the process has room for improvement using a more collaborative approach. She noted in the AAU and SEC, most Honors programs are an Admissions Office decision or there is a joint process with the Admissions and Honors offices. She further shared that 20% of Honor students get 2 or more majors, 50% get 2 or more minors, the graduation rate is over 85%, and the average final GPA is 3.71. The program is a 4-year program that creates connections around the world, maximizing experiences and completing the program results in a designation on the transcript. Some challenges the program faces surround courses and uncommon experiences. Director Law shared the profile of three honor students and discussed the focus on the next decade of identifying the gap analysis between students and staff in comparison with other universities. VP Parker discussed the recruitment of high performing students, understanding who we have now and who we want, and moving forward with a profile to build a strategy. She stated this will require more collaboration with all colleges within UF to focus on why all potentially eligible students are not applying for the Honors Program and strategies to market and recruit. Director Law discussed the Honors Village and the opportunity to lift the UF community building to the next level. D'Andra Mull, Vice President for Student Affairs shared details of the Honors Village from size to completion dates. With the name now finalized, branding and marketing can begin. Chair Hosseini asked why the bathrooms were not private in the project plans. Director Law stated they did research with focus groups, and this was not a concern. Trustee Brandon expressed concern for building design before programming is determined. Director Law indicated there are additional classrooms, a great hall, and an Honors advising office that will be in the space. \$12 million dollars is needed to complete the building. He said he is working with VP Mitchell. Trustee Cole asked if the design would go to the Board for approval. Chair Hosseini confirmed it would. Trustee Phalin expressed concern over students reviewing the required Honors essays for acceptance into the program.

Chair Hosseini advised Provost Glover to oversee assignments for follow-up including VP Parker developing a Top 5 university campus tour program at UF and review the UF Admissions process and provide recommendations to ensure admissions operates at the highest level. He asked VP Parker and Angela Lindner to review the UF Honors Admissions process, clarifying the interaction between Admissions and Honors offices, and recommend changes. He asked VP Parker, Angela Lindner and Heather White, Dean of Students, to review the Preview orientation process for incoming students. Additionally, he asked that VP Elias Eldayrie be involved in all discussions that his office will be involved in and assist. He then asked all to work with AFSSPRSC Committee Chair Patel and the committee on all items. He noted Trustee Brandon should be consulted when discussing space. He asked all to come back to the Board in September with updates.

### **Research Funding and Expenditure Overview**

President Kent Fuchs provided a research funding and expenditure overview on behalf of Vice President Norton. He shared that UF has focused on research that matters such as expanding human understanding, educating graduates and undergraduates, and translating discoveries to the marketplace. He highlighted faculty who have been honored by the National Academy of Engineering and National Academy of Sciences for their research. In 2020, UF ranked 11 among

public universities for doctorates earned. Dr. Fuchs focused on the translation of research to relevance sharing that UF ranked #2 among the top 25 universities on the Technology Transfer & Commercialization Index. The National Science Foundation shares research expenditure information annually referred to as HERD. This index breaks down the areas of research in terms of research funding. UF ranks #1 in Agriculture, Natural Resources and Conservation. Additional highlights included research expenditures by unit where the College of Medicine is number one at over \$250 million. In 2020, UF ranked #16 in research expenditures with over \$942 million and will surpass \$1 billion in 2022. Dr. Fuchs shared data for research expenditures by area where UF ranks #17 in medical, #1 agriculture, #22 in engineering, and #20 in education. He discussed the growth of proposals for Artificial Intelligence. He summarized additional needs for the Biomedical and Life Science Research Building to include an animal care facility.

After additional Board discussion, the retreat concluded at 12:25 p.m.

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