



## **COMMITTEE ON ADVANCEMENT**

### **Meeting Minutes**

**June 13, 2024**

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

**University of Florida, Gainesville, FL**

**Time Convened: 11:14 a.m.**

**Time Adjourned: 11:25 a.m.**

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

Anita G. Zucker (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski.

#### **Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources, Amy Hass, Vice President and General Counsel; Taylor Jantz, Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 11:14 a.m.

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

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

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

**March 7, 2024 and May 14, 2024**

Committee Chair Zucker asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Corr and seconded by Trustee Heavener. Committee Chair Zucker 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**

##### **4.1 Fundraising Performance (as of May 2024)**

Interim VP Martin provided a high-level overview of the university FY2024 fundraising performance. As of June 7, 2024, we have raised \$402M in New Gifts and Commitments. We are projecting \$450M total raised by the end of FY2025. Our Endowment current value is \$2.46B with an estimated FY2025 payout of \$90M. She reminded the Board that 99.9% of the \$402M raised are restricted funds designated by the donor to a specific purpose within the university enterprise.

Board Chair Hosseini emphasized the importance of sharing the detailed assessment of the fundraising numbers with the Board. Committee Chair Zucker and Interim VP Martin confirmed they will provide it at the Retreat.

##### **4.2 Summary of FY24 Leadership Gifts**

Committee Chair Zucker and Interim VP Martin summarized some of the major gift commitments received in FY2024. Committee Chair Zucker noted these gifts align with President Sasse's university priorities and will have a beneficial impact on our faculty and staff.

- **Research Funding for Advanced & Metastatic Bladder Cancer in Clinical Trials**
  - An additional gift of \$2.5M from anonymous donors who made an initial test gift and were so impressed by the research they wanted to do more. Their additional gift will be used to support the progression of testing a novel therapy for advanced and metastatic bladder cancer in clinical trials. This new funding will allow for the research to shift to and supplement clinical trials in human subjects.
- **Interdisciplinary Gift of Software & Hardware**
  - A large undisclosed amount gift from Trimble will be utilized by the Herbert Wertheim College of Engineering (HWCOE) School of Sustainable Infrastructure and Environment, School of Forest, Fisheries, and Geomatics Sciences, and the College of Design, Construction and Planning in the new Ramos Collaboratory. This interdisciplinary gift will enable students to utilize industry-standard technology in the classroom before they begin working in their chosen professions and place students from a variety of disciplines at the cutting edge of technology, innovation, and experiential learning.
- **Need-Based Scholarships for COM-Jacksonville Medical Students**
  - A \$5M gift from an undisclosed couple who are grateful patients. This gift will provide need-based scholarships to medical students from the College of Medicine-Jacksonville.
- **Chair & Professorships in the HWCOE's Department of Electrical and Computer Engineering**
  - Over the last year, a generous donor has given more than \$2.5M to elevate his existing professorship to a chair and endow two new professorships for hardware security and quantum computing due to the incredible momentum and commitment to recognizing and recruiting the best and brightest faculty in the Herbert Wertheim College of Engineering's Department of Electrical and Computer Engineering. This gift comes after a

stewardship of his initial \$2M gift that supported rising star faculty awards and professorships in the HWCOE.

- **Student Scholarships in the HWCOE's Department of Industrial and Systems Engineering**
  - An increased estate commitment of \$5.25M from a donor's trust will support scholarships for entering or enrolled graduate students in the Department of Industrial and Systems Engineering in the Herbert Wertheim College of Engineering. When added to the previous commitment, this additional gift will bring the donor's total realized estate gift to \$12.8M. We should receive the funds in the new few weeks.
- **Faculty Excellence in Interdisciplinary and Practical Research**
  - We received three generous gifts to support our \$1B+ research output and global recognition goal to recruit and retain the most talented faculty capable of advancing discovery and innovation: 1. \$8.8M gift to support the Department of Astronomy's efforts to bring in world-class faculty, expand research support, enhance state-of-the-art facilities, and recruit graduate and post-doctoral students. 2. Nearly \$7M gift for the College of Veterinary Medicine's Animal Advocacy Initiative which includes two professorships and a few in forensic pathology. This gift also includes external outreach support to help train and educate future scholars and other community stakeholders on how to deter animal abuse; and 3. Additional \$5M estate commitment gift for the College of Veterinary Medicine to support small animal research to further elevate the college as a national research leader.
- **Experiential Learning, Scholarships and Student Recruitment**
  - We received a \$6M estate commitment to support the future needs of UF's championship-level Gator Athletics program to guide its forward momentum. We continue to raise funds for Machen Florida Opportunity Scholarship (MFOS) and merit scholarship programs.
- **FY25 Great Expectations**
  - Looking forward to FY2025, we currently have several initiatives underway in Athletics, UF Health, the Herbert Wertheim College of Engineering, and the College of Education in the areas of nursing, analog AI, computer science, mathematics, and literacy. These initiatives are associated with major 8-figure proposals that will be shared with the Board next quarter.

#### **4.0 New Business**

There was no new business to come before the committee.

#### **5.0 Adjourn**

There being no further discussion, Committee Chair Zucker adjourned the meeting at 11:25 a.m.



## **COMMITTEE ON AUDIT AND COMPLIANCE**

### **Meeting Minutes**

**June 13, 2024**

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

**University of Florida, Gainesville, FL**

**Time Convened: 11:25 a.m.**

**Time Adjourned: 11:34 a.m.**

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

Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

#### **Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources, Amy Hass, Vice President and General Counsel; Taylor Jantz, Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair Daniel T. O'Keefe welcomed everyone in attendance and called the meeting to order at 11:25 a.m.

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

Vice President and General Counsel Amy Hass verified a quorum with all members present, except Trustee Cole who had an excused absence.

VP Hass introduced the new university Chief Compliance, Ethics and Privacy Officer Chelsey Clements and extended her gratitude to Kate Moore for serving in an interim role after the

departure of the previous Chief Compliance, Ethics and Privacy Officer, Terra DuBois. Committee Chair O’Keefe echoed VP Hass’s comments.

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

#### **March 7, 2024 and May 13, 2024**

Committee Chair O’Keefe asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 13, 2024, Committee Pre-Meeting, which was made by Trustee Brandon and seconded by Trustee Powers. Committee Chair O’Keefe 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 Item**

#### **AC1 July 1, 2024 – June 30, 2025 Office of Internal Audit Work Plan**

Chief Audit Executive (CAE) Dhanesh Raniga provided a high-level summary of the proposed internal audit work plan for FY2025. The work plan is not only a requirement of the Florida Board of Governors (BOG), but also a good practice to ensure the audit plans align with university strategies and the finite internal audit resources are deployed effectively. The FY25 work plan incorporates the President’s current strategic initiatives, as well as feedback from the Audit and Compliance Committee members, General Counsel, and Senior Management to develop a broader risk-based approach to look at UF at an enterprise level and incorporate strategic and organizational level topics. He highlighted some of the key areas of focus and informed the Committee that the workplan included information on the internal audit project, a high-level scope of work and the rationale for including the topic in the FY25 workplan. The audit workplan will be reviewed quarterly to ensure that the audit projects continue to be relevant, and any changes will be brought to the attention of the Committee for approval.

Committee Chair O’Keefe commented that as Trustees, we are all fiduciaries of this institution. The audit work plan is a particularly useful tool to ensure we are assessing our risk-based areas of concern and aligning with university priorities. He extended his gratitude to CAE Raniga and the Office of Internal Audit team for their hard work and recent staffing hires.

Trustee Brandon commented the detail outlined in the audit work plan is outstanding. As the Board Chair has reiterated many times, we are fiduciaries of the university. There are opportunities across the institution for audits and we are bound to comply with state and Board of Governors (BOG) regulations. Board Chair Hosseini echoed Trustee Brandon and Committee Chair O’Keefe’s comments. He emphasized the importance of us having a vigorous auditing process to ensure we are always in compliance. Auditing is especially important to us, both within the regulations and the governance of UF usage of funds. It does not matter if it’s state funds, Foundation funds, UF Health funds, or DSO funds. All of these UF funds are one in the same. He also extended his gratitude to the Committee and Office of Internal Audit for their hard work.

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

## **5.0 New Business**

There was no new business to come before the committee.

## **6.0 Adjourn**

There being no further discussion, Committee Chair Daniel T. O'Keefe adjourned the meeting at 11:34 a.m.

DRAFT



## **COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**

### **Meeting Minutes**

**June 13, 2024**

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

**University of Florida, Gainesville, FL**

**Time Convened: 1:46 p.m.**

**Time Adjourned: 2:43 p.m.**

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

David L. Brandon (Committee Chair), John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

#### **Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources, Amy Hass, Vice President and General Counsel; Taylor Jantz, Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Robert Hervey, Vice President for Real Estate and Facilities for UF Health Jacksonville; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 1:46 p.m.

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

Senior Vice President David Kratzer verified a quorum with all members present, except Trustee Cole who had an excused absence.

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

#### **March 7, 2024 and May 14, 2024**

Committee Chair Brandon asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Ridley and seconded by Board Chair Hosseini. Committee Chair Brandon 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**

#### **FCI1 Construction Projects Budget Amendments**

SVP Kratzer stated the Construction Projects Budget Report is provided to the Board on a quarterly basis to provide an update on university wide construction activity and highlight any changes to those projects. Any amendments to approved budget thresholds must be presented to the Board for approval.

He provided clarifications to 3 projects that received questions during the May committee pre-meeting:

- **UF-606 Whitney Laboratory for Marine Bioscience:** The source of funds is Donor funds made possible by the sale of stocks to the UF Foundation and the requested amendment of \$2M is needed to complete the project.
- **UF-654 Honors College Residential Facilities:** The bond interest that has been generated cannot be used for other student housing projects, it must be used for that bond and debt financing. We anticipate completing this project under budget. Committee Chair Brandon commented these cost savings on the original bond help us deliver on Board Chair Hosseini's promise to the Board of Governors (BOG). He added a final cost savings report will be provided to the Board.
- **UF-685A Holland Law ESCO ITC:** This ESCO is not bond funding. It is a low interest loan of 3.5% that was setup through the CFO's Office several years ago. UF Facilities Services only uses the amount of money within that allocation that they need for the project.

#### **FCI2 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2026**

Committee Chair Brandon stated the BOG requires each university to annually submit a fixed capital outlay budget by July 1. This budget submission is used by the BOG to develop their annual Fixed Capital Outlay Legislative Budget Request for the next fiscal year. Due solely to timing, our preliminary FY2025-26 fixed capital outlay budget was not able to be completed until last night. Approval by the Board Chair and President is required.

SVP Kratzer reminded the Board in most cases, only the top 2 priority capital improvement projects receive funding, and they cannot be projects that have previously received funding. It is important to have the other priorities on the list to generate discussion. With those restrictions in mind, we carefully prioritized our capital improvement projects as follows:

- Priority #1 – Health Science Building Renovation
- Priority #2 – Thermal Infrastructure Plant & Distribution Upgrades
- Priority #3 – Dental Science Building Addition
- Priority #4 – Hamilton Center



- Priority #5 – IFAS Microbiology & Cell Sciences Teaching Lab
- Priority #6 – Music Building
- Priority #7 – IFAS Florida 4-H: Camp Cherry Lake Outdoor Learning Center Facilities
- Priority #8 – Digital Hologram Center

Vice President Mark Kaplan recommended to amend the action item to include granting authority to the Board Chair and President to make revisions to the fixed capital outlay budget request prior to submission to the BOG and Committee Chair Brandon agreed.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI2 and granting authority to the Board Chair and President to make necessary changes for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by 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.

### **FCI3 Facilities Spending Plan for Fiscal Year Ending June 30, 2025**

SVP Kratzer summarized the 9 PECO and 11 CITF projects for a total of \$248M in state appropriations awarded to UF for FY2025.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and 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.

Board Chair Hosseini added the \$80M we received for the Florida Semiconductor Institute is a game changer.

### **FCI4 Five-Year Educational Plant Survey**

SVP Kratzer stated an Educational Plant Survey (EPS) is required to be conducted once every 5 years for all public educational entities in the State of Florida, including state universities, per Section 1013.13 of the Florida Statutes. This is a survey of our space on campus and how it is allocated to laboratories, teaching, and housing. It is also tied to the PECO funding list. If we do not meet all the requirements of the Educational Plant Survey, we would not be eligible for PECO funding. A UF Survey Team was created to ensure all requirements were satisfied. Additionally, we collaborated with several of our sister state universities (UWF, UCF, UNF, FAMU, and FGCU) to continue to foster our partnership across the state. He expressed his gratitude to Director Frank Phillips and the Business Affairs Technical Services team, BOG staff, and the Business Affairs team for their hard work.

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

Heavener. 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 UF-698 Center for Applied Artificial Intelligence (IFAS) Design Team**

SVP Kratzer shared three design teams were shortlisted based upon their qualifications for the Center for Applied Artificial Intelligence at the UF/IFAS Gulf Coast Research and Education Center (GCREC) in Balm, FL. The UF selection committee conducted interviews on February 21, 2024 and ranked the teams. The Committee will be asked to approve the final negotiations contract for the top ranked design team of Bohlin Cywinski Jackson.

Interim Senior Vice President Rob Gilbert commented this is a revolutionary project for IFAS. It will help us with precision agricultural projects using robotics and is vitally important for our agricultural and natural resources throughout the state. Committee Chair Brandon added the UF/IFAS GCREC is where we are currently using robotics to identify fungus on strawberries and can be credited singlehandedly with saving the strawberry industry in Florida. It's this significant level of research that is being done at this facility.

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

#### **FCI6 UAA-62 Ben Hill Griffin Stadium Construction Management Team**

Committee Chair Brandon stated the construction management team for the Ben Hill Griffin Stadium (BHG) multi-phase renovation project went through the Technical Review Committee (TRC) and the recommendation was unanimously approved. This action item is to approve the BHG construction management team of Brasfield & Gorrie.

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

#### **FCI7 UF Health Florida Surgical Center Orthopaedic Surgery Expansion Construction Management Team**

Vice President for Real Estate and Facilities for UF Health Jacksonville Robert Hervey stated the Florida Surgical Center (FSC) is located on 34<sup>th</sup> Street next to the UF Hilton Hotel. This expansion project would add 8 operating rooms (OR's) to Orthopaedic Surgery. From the 8 solicited construction management team bids, 3 were shortlisted based on their qualifications. The teams were presented to the TRC to review and 1 was unanimously approved. The Board is asked to approve the FSC Orthopaedic Surgery Expansion construction management team of Robins & Morton.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI7 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O’Keefe, and second which was made by Trustee 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.

### **FCI8 Naming: Jonathan and Melanie Antevy Hall**

Interim Vice President Maria Gutierrez Martin stated this gift will name the Architecture Building the “Jonathan and Melanie Antevy Hall.” Per the UF Naming and Memorial policy, the minimum gift requirement for pledges should not exceed 5 years, but this gift does. However, this gift is in good standing, internal due diligence has been completed, and it has the approvals of UF Advancement, the President, and the Board Chair.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI8 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and 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.

## **5.0 Discussion Items**

### **5.1 Campus Construction Update**

SVP Kratzer provided a brief update on the construction dashboard. The volume of work that is under construction at UF is unparalleled. 244 total projects equating to almost \$2B, with 10 of those projects currently under construction equating to \$406M of that total.

Assistant Vice President for Facility Services Mark Helms provided brief updates on Deferred Maintenance and Minor Projects.

- **Deferred Maintenance:** We are on target to have all the funds encumbered by December 24 and expensed by December 26 as scheduled. We are in a great position for future audits because the offices of Planning, Design and Construction and Facilities worked diligently to put everything in place before we started. We received \$148M in deferred maintenance federal funds, more than double of any other SUS university, but our deferred maintenance costs have continued to grow. He emphasized the importance of the Board continuing this fight for us with the legislators and added we need to be forward thinking on creative ways to help finance these types of projects. UF/IFAS is also facing these same type of project challenges.
- **Minor Projects:** In 2014, the decision was made to move all department funded minor projects (\$0-\$4M) to Planning, Design and Construction. In 2015/2016/2017, Facility Services created pilot programs that puts maintenance mechanics in zones with housekeeping staff. We now call these High-Performance Work Teams. We have seen a 75% reduction in calls from departments about work that needs to be done in their buildings. Currently, we have 6 zones throughout campus, but anticipate 12 zones will be needed to cover the entire campus. We have begun to see opportunities to rethink the way we do business regarding maintenance and projects. Working with SVP Kratzer, we have allocated funds to manage projects \$25K and less through Facility Services to reduce the burden on departments. The mission of Facility Services is to provide world class maintenance to

support the incredible research conducted at our institution. We will continue to push ourselves and expand these programs to grow exponentially.

Trustee Brandon emphasized the importance of continuing talks with legislators and the Governor to create an annual recurring funding source to combat the never-ending cost increase of deferred maintenance. It cost exponentially more to take care of deferred maintenance than it does capital maintenance. There is a big difference. Under the leadership of SVP Kratzer, we have separated the minor and major projects into 2 teams and transitioned construction accounting into the CFO's Office, which has improved our internal efficiency.

Assistant Vice President for Planning, Design and Construction and University Architect Sydney McGlothlin provided a brief update on Major Projects.

- **Recent Demolitions:** 2 buildings in the Health Science Surge Area
- **Planned Demolitions:** 6 buildings including wave tank in Coastal Engineering (TBD) and 50 buildings in UVS/Maguire (Summer 2024)
- **Construction Phase:** Whitney Laboratory for Marine Bioscience, Inner Drive, Architecture Building, Honors College Residential, Holland Law, Broward Dining
- **Design Phase:** Thompson Center for Earth Science, New Disability Resource Center, Flavet Outdoor Recreation, Chemical Engineering, Center for Applied Artificial Intelligence (IFAS), Dental Science, Communicore, Basic Science, Hamilton Center
- **Planning Phase:** Utility Infrastructure (Fletcher Rd)
- **CIP Funding Considerations:** Leigh Hall, Rolf Hall, Sisler Hall, Walker Hall
- **Post-Occupancy:** Malachowsky Hall (DSIT), Student Health Care Clinic

## 5.2 Facility Services/Housing Shared Services Update

SVP Kratzer began by stating we truly are One UF. Business Affairs working in collaboration with Vice President Heather White's Student Life office, we have moved 200+ employees from one side of the ledger to the other to take advantage of the efficiencies AVP Helms spoke about. Our task was to have this process completed by July 1<sup>st</sup> and it is done now. We will be able to begin measuring the data of these efficiencies and discuss what we have learned in our next report. He announced a new Director of Building Services with a stellar reputation has been hired to lead the shared services team. We believe this is the way of the future and bodes well for our wallet. He expressed his gratitude to VP White and her team and she shared her gratitude to SVP Kratzer and his team.

Committee Chair Brandon commented this collaboration of shared services could not have gone better. SVP Kratzer and VP White did a marvelous job. He said Board Chair Hosseini tasked us with producing shared services measurables almost 2 years ago and we'll be able to bring that report to the Board at upcoming meetings. Board Chair Hosseini commented this is the best news he's heard all day. This clearly shows that collaboration works. We never could have made this happen if we did not hold everyone accountable. If we didn't challenge them. It says to work together, try to create solutions. And if you don't work together to fix things, we will fix it for you. This will help our students and faculty. He expressed his gratitude to everyone involved in making this happen.

### **5.3 Construction Policy and Regulation Update**

Associate Vice President for Enterprise Projects and Senior Counsel Colt Little provided a brief overview of the changes to construction policies and regulations. As discussed in the GGRIA Committee, there were changes to statutes and subsequently BOG regulations that required UF to amend its own regulations. We were able to amend 1 UF regulation and repeal 4 UF regulations and replaced those regulations with policies. He expressed his gratitude to AVP McGlothlin and Casey Joy for their relentless efforts to craft a new way of doing business that would achieve our goals and increase efficiency. These policies give us more flexibility in the procurement process, a significant advantage in negotiations, make us more competitive, and are more transparent and easier to understand. Overall, this will significantly impact our capital side and the way that we do business.

### **6.0 New Business**

There was no new business to come before the committee.

### **7.0 Adjourn**

There being no further discussion, Committee Chair David L. Brandon adjourned the meeting at 2:43 p.m.

DRAFT



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

**Meeting Minutes**

**June 13, 2024**

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

**University of Florida, Gainesville, FL**

**Time Convened: 2:43 p.m.**

**Time Adjourned: 4:16 p.m.**

**Committee and Board members present:**

Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources, Amy Hass, Vice President and General Counsel; Taylor Jantz, Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; William Reeser, Chief Investment Officer of UFICO; 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 2:43 p.m.

**2.0 Verification of Quorum**

Chief Financial Officer Taylor Jantz verified a quorum with all members present, except Trustee Cole who had an excused absence.

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

#### **March 7, 2024 and May 13, 2024**

Committee Chair Powers asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 13, 2024, Committee Pre-Meeting, which was made by Trustee Brandon and seconded by Trustee O'Keefe. Committee Chair Powers 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**

#### **FSPPM1 Preliminary Operating Budget FY25**

CFO Jantz stated we are required to annually submit a preliminary operating budget to the Florida Board of Governors (BOG) for approval. The Preliminary Operating Budget FY25 is our projection of how we anticipate the university will look financially for the coming year. As we all know, Governor DeSantis officially signed the budget yesterday. He will report to the Board on the actual detailed budget at an upcoming meeting. Committee Chair Powers noted she reviewed the preliminary budget with CFO Jantz and some areas appeared to have significant increases in expenses. To better understand these increases, she asked for a chance to review the trends in these areas for the past 3 years. She recommended approving the FY25 preliminary budget subject to this review and grant authority to the Board Chair to make any adjustments or amendments, as necessary. CFO Jantz added for the first time in UF history, we will be submitting a \$10B+ budget due to growth across the university and UF Health. As well as Board Chair Hosseni's dedication in Tallahassee for making UF a university on the rise.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM1, subject to review of trends in areas of increased expenses for the past 3 years and authority granted to the Board Chair to make any adjustments or amendments as necessary to the preliminary operation budget, for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and second which was made by Trustee O'Keefe. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **FSPPM2 Estimated Direct Support Organization Use of University Resources (FY25)**

CFO Jantz stated this annual estimated summary of Direct Support Organization (DSO) Use of University Resources is a standard submission of the BOG. He noted nothing is out of the ordinary for this year, but we must still report this information.

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

#### **FSPPM3 Adoption of Student Payment Plan Mechanism**

CFO Jantz stated as discussed in the May Committee Pre-Meeting, unlike many of our Florida SUS peer universities, UF does not offer a payment plan mechanism for our students. Currently,

they either pay all fees up front or they incur late fees. This will add flexibility for our students and will not have any financial impacts to our operating margins. He expressed his gratitude to the Bursar who identified a need for our students and a successful pilot program pathway. To cover the cost of the third-party vendor management, we are requesting the Board approve a \$15 service fee per enrollment in installment plans.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and second which was made by Trustee O'Keefe. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Items**

### **5.1 CFO Report**

CFO Jantz shared the CFO's Office took part in its first ever team retreat. We have about 200+ finance employees across our division. They're working hard, closing the books, making sure that people get paid, keeping the lights on along with SVP Kratzer's team. They are the reason that we're successful in continuing to push boundaries as a finance organization. I can't thank my team enough for the day in and day out work that we do.

Board Chair Hosseini turned the meeting over to the President for an announcement. President Sasse stated the run up to board meetings are often a great opportunity for announcements. Thank you to all 13 members of this board who make so much time to come to campus. The Chairman and I have been thinking through the sequencing of different announcements over the course of the coming quarter. Because Committee Chair Powers has advocated so zealously on behalf of your work and because I believe in people who are a combination of EQ and IQ, and we like to "try before you buy," I would like to request the Chairman's permission to rip "Interim" off CFO Jantz's title. Board Chair Hosseini stated done, approved! Committee Chair Powers commented I think that is very well-deserved. I have had the opportunity to work with Taylor over the last year or so and I can tell you that he is right up there with the best. CFO Jantz expressed his thanks to everyone. It is a pleasure to serve and exciting to get to work with each of you. I'm looking forward to what we have ahead of us.

- **Quarterly Financials Update (Q3 FY24)**

As has been the story throughout the year, we remain fiscally stable and strong. There are a variety of factors, a lot around investment performance. Our UFICO research portfolio continues to grow. Our Board Chair has done a great job with state support, that is evident through our bottom line. Dr. Motew will tell a great story of what we're able to continue to do for UF Health. In Athletics, we've seen increases in ticket sales. While there are efficiencies to be gained, we are a university in momentum.

- **Baby Gator**

At a previous board meeting, Chairman Hosseini tasked us with providing an update on Baby Gator, our childcare service here on the UF campus. We are doing things that the rest of the community just doesn't do. I propose this be a multiple part series of updates. Trustee Zalupski and I will continue to work together to really dig deeper, understand how we can maintain our



competitive advantage, and make sure our employees are getting the benefits. Director of Baby Gator Stacy Ellis will provide an overview, so the Board has a baseline level of understanding to start with.

Trustee Zalupski agreed and shared they had a great tour yesterday and expressed his thanks to Trustee Zucker. We know Chairman Hosseini would like to see a much more rigorous analysis. We'll be talking to you through this process and will come back to the Board in 90 days with more information on the costs, how much we want to subsidize, and our community competitors. Board Chair Hosseini reemphasized we are demanding excellence from our faculty and our staff. We hold them accountable on one side and on the other side, we must show them we care. I think providing their children with the best care and learning while they're working makes a big difference in their lives. I think that brings even more productive to the university and almost pays for itself. We will review all the information when you bring it back to us. Trustee Zalupski added Trustee Zucker was very kind and gracious in a significant contribution to the current Lake Alice facility, but the other two facilities are dilapidated. Trustee Zucker and I are going to look at previous facility proposals and budgets. We will come back to the Board with that information for further discussion as well. We're excited to come back to you with some detail analysis. Vice President for Human Resources Melissa Curry introduced the Director of Baby Gator Stacey Ellis. She has been with Baby Gator since 2002 and became Director in 2016.

Director of Baby Gator Stacy Ellis began by expressing her gratitude to the Board for the support they've given to our program. Baby Gator is much more than just caring for and educating young children. Currently, Baby Gator has 3 centers: Lake Alice (our largest facility), Newell Drive, and Diamond Village. You can see that our mission is to educate young children and to provide care for the children of faculty, staff, and students. However, a huge part of our mission is to provide service in other capacities to the university. What is different about Baby Gator is that we have a different level of standard. We hire above and beyond the standard requirement for teacher. 92% of our teachers have degrees and credentials specific to early childhood. In the industry, it's about 46%. We are nationally recognized as a model demonstration center. We are accredited by the gold standard of accreditation, the National Association for the Education of Young Children (NAEYC). There are only 4 centers in Alachua County, and we have 3 of the 4 accreditations. We write grants. I wrote a Department of Education federal grant 3.5 years ago that brought in \$2M to support low-income student families so that they can have their child come and attend a quality center and then complete their degree and graduate. We host about 14,000 hours of UF student volunteers, interns, and practicum providing experiential learning from our program. Community childcare facilities have a different level of standard than we do. The Department of Children and Families (DCF) ratios for student to teacher are significantly higher than the NAEYC student to teacher ratios are. Our centers follow those smaller NAEYC ratios, which allows us to be able to do the things that we need to do to provide quality care and implement the other services within our program. We have a dual mission to educate young children and to provide these laboratory services. It really is amazing how many campus partners and students we have from across campus. We're working with departments and colleges to help students' complete coursework and to spend time piloting specific data assessment tools that can be used statewide to collect data. We pride ourselves in having research backed, research-based approaches to how we educate young children, and how we educate UF students when they come through our doors. That's another reason why our teachers have degrees and

credentials in their area because they are working one on one with UF students and faculty who come and use our center for research. Compared to the other SUS institutions, UF and Baby Gator by far and away have the largest early childhood program in the state. We are looked at as the #1 model. Compared to the Top 5 public institutions, we are right up at the top leading the board with the number of spaces that we offer for children and the quantity and quality of our program. Currently, we have 200+ families on our waiting list, most of them are infants and toddlers. Infant and toddler care is hard to find in our community, state, and nation right now. We are working towards making sure that we're hiring and keeping our classrooms full so that we're able to enroll consistently. Finally, the weekly cost of care is broken into tuition rates for Faculty/Staff and Students, with our student families paying a lower tuition rate. Our cost is higher than what we are charging. In the community, the average tuition rate is higher than what we're charging as well. Our cost is a little bit higher because we are hiring degreed teachers, and our operations are higher because we have 3 separate centers.

Trustee O'Keefe asked if Director Ellis could provide an update on the Diamond Village renovations. Director Ellis stated we are in the early stages of design right now, but we're looking at how the budget lines up. The projected costs right now are more than double what we originally thought. She stated Trustee Zalupski, CFO Jantz, and Trustee Zucker are going to help us with that. Trustee Zalupski commented if it costs \$5M to renovate a dilapidated building, it probably just needs to be torn down. We will come back to the Board with that information. President Sasse asked if we have data on where the families on our waiting list go to and how many of them move to us if they're offered a slot but they've already enrolled somewhere else. Director Ellis stated we do have a list of other centers in town that our waiting list families go to. When we do offer spaces, generally they will put in their notice and come to us. We have a 30-35% decline rate, usually with the older children because they're well-established in the other community centers. She added the reason it takes anywhere from 2-to-3 years to get offered a spot from our waiting list, depending on the age of your child, is because people come and stay. They will start with us as infants and they'll move all the way through VPK, which is the entry into kindergarten level. We really only actively turnover spaces once a year. Board Chair Hosseini stated we are trying to hire great faculty and one of the recruitment tools VP Curry could use is our exceptional daycare services. If a new faculty member accepts the position and say they are ready to put their children in daycare, we tell them they must wait 2-3 years? Director Ellis confirmed that is correct. Board Chair Hosseini stated that does not help us with faculty recruitment. It can make a huge difference when we can say, I want you to go and look at our daycare center while you're deciding to come here or go to this other university. VP Curry agreed and added we do receive requests from deans that are really wanting us to hold spots for them as part of recruitment. Trustee Zalupski commented because of space, we're thinking maybe you could go into a lottery system. That wouldn't solve the issue, but it would help in the short term. Trustee Zucker noted the 2-to-3 year waiting list shows how important this is for retention and attracting new talent to this university. The one thing about Baby Gator is how critically important the life and the learning is from the moment that baby enters until they leave us. If they don't have a family situation that's good, those children are going to be 30 million words behind by not being in our centers. And you can't catch up when you get to that point in your life. This is an important piece of starting out and providing children a great foundation for living and for their lives. Committee Chair Powers added it is also a tremendous recruitment tool for UF Health and Nursing. If you look at the shortage and what we're paying for salaries, it would be helpful if we

could do some type of expansion to address some of the issues. Trustee Zalupski noted even though the waiting list is currently 200+, you might have 300-400 more interested. Director Ellis closed by expressing her thanks to the Board, especially to Trustee Zucker for their support of the Lake Alice facility. It is truly amazing and exceeds our expectations.

- **Sources and Uses of New State Funding & Radical Financial Transparency**

Vice President Mark Kaplan brought to the Board at a previous meeting, this different way to look at our explosive growth in state funding since 2017. This update will show how we leverage those funds. Most new state funding (+\$250M) has been directly invested into faculty compensation and hiring initiatives since 2017, resulting in a 17% increase to the average faculty's salary. If you look across the higher education landscape, a lot of states are pulling investment in higher education and you're seeing increases in tuition rates. It's not a sustainable model for many of our peers throughout the nation. At UF, thanks to the support of the state and how we've been able to leverage funding, we continue to see large growth in not just our faculty salaries, but also our faculty numbers. In FY2014 and FY2015, we saw a decline in our number of faculty. This Board made a concerted effort to recruit the best and brightest faculty to build something special here at UF that not only has a direct correlation to our ranking, but also our student experience. We had 2,400 faculty in FY2016, we increased to 3,200 faculty in FY2024. This is a direct investment that we can show Tallahassee we are putting state funding to work to get the best and brightest in Florida and continue our meteoric rise up the rankings to be an elite institution in the nation. This is one example of a much larger engagement that is currently underway with our university known as Radical Financial Transparency (RFT). We must educate the populace on the importance of higher education, that we are the best investment of dollars in the state of Florida and in the nation. This project will show how we've invested our money, where our faculty salaries have gone, and our research portfolio. We have completed a pilot phase, and our next step will be to solicit input from the Board. As we've already communicated to the deans and vice presidents, in fall we will assess the remaining units that have not gone through this process to gather the data. By December, the Board will have an understanding of how the ins and outs of our funds flow work. Our pilot program included a variety of academic, administrative, auxiliary, and enterprise-wide units. We worked with President Sasse and Vice President Ray Sass on understanding who we are as an academic institution, where we invest our dollars, and how units are leveraging those funds.

President Sasse and I expressed our gratitude to new College of Nursing Dean Shakira Henderson for participating in the pilot project. Dean Henderson shared her positive experience participating in the RFT pilot project and briefly summarized three overarching themes: Building a culture of transparency, Enabling data-driven decision-making, and Supporting strategic planning & improvement. She stated data is the currency of communication. The ability to share information transparently to all our stakeholders continues to improve trust and accountability. As a new dean, participating in the RFT pilot project provided me the opportunity to conduct a timely and thorough assessment. CFO Jantz thanked Dean Henderson for her sharing her experience and added she made a great point that that is so much data and ways of communicating about ourselves.

- **Housing - Financing Capacity Update**

Our housing capacity will increase this fall thanks to the completion of Honors Village. From freshman to sophomore, there is a de-escalation of students that live on campus. Graduate students living on-campus is an ongoing area of focus that we'll continue to look at. The need for housing is evident and will be a focus moving forward. Compared to off-campus proximity private housing, we are very competitively priced. On average, it costs a student \$818 a month to live on-campus versus \$1,400 off-campus. As Vice President Heather White has discussed with the Board previously, on-campus living has many benefits for students like increased GPA, connectedness to community, and proximity to coursework.

Trustee Corr asked how many single, double, or more units we have on campus versus how many units there are in off-campus proximity housing. VP White stated most units on campus are single or double. Further discussion ensued regarding capacity and cost with Trustees Corr and O'Keefe, Chairman Hosseini, and VP White. CFO Jantz stated he will provide the data analysis on unit capacities and cost percentage comparisons to the Board.

CFO Jantz continued by stating the budget of our housing entity is an auxiliary. Anything they charge in rents, they expend in personnel, operating expenses, or an annual debt payment. This creates a very lean budget. If there are additional funds, they would be put towards deferred maintenance or other upgrades to our facilities. Because of our current rates, we are not able to significantly address deferred maintenance, which is hindering our housing standards compared to off-campus proximity private housing. Trustee Brandon stated it is a never-ending battle of the need to have the revenue to justify the bond, but how do we get the revenue if we don't have the beds. We are restricted by state statutes. Board Chair Hosseini commented we know the benefits of students living on-campus versus off-campus are day and night. That is very important to us. And we know if students had the option of paying a few hundred more dollars a month to be right on campus, they would. We are going to take this on. Before bringing this to Legislators and the Board of Governors in Tallahassee for a big ask, we need this Board's approval at an upcoming meeting. We must try to increase our capacity to 8,000-10,000 beds. It's much easier to borrow money for housing because it pays, and the profits can offset the cost of the teaching space. Trustee O'Keefe commented the ultimate beneficiary of this would be our students. It helps them financially, improves their quality of life, and increases their performance and engagement with the university. President Sasse agreed and added it also ultimately affects our rankings and output success. The data shows student retention, learning acquisition, and mental health are all higher. The best-in-class model among elite institutions is 100% of freshmen and sophomores living on-campus, with the opportunity for juniors and seniors to live on-campus. With only 8,600 beds for 39,000 undergraduate students, we are miles away from best-in-class elite. This would serve our students, but also redound to the brand benefit of the institution.

CFO Jantz stated this is an equation of finding a balance between increasing rates and increasing capacity to obtain more bond financing. This is where the Board will have to help us understand if we raise rents faster or what are some of our other opportunities. Under the current constraints of regulations from the state coupled with our debt portfolio for housing, we can build 1,000 beds starting construction in 2026. To get to our goal of 10,000 new beds, with our current restraints would take until 2049.

There are three opportunities to address our fundamental constraints:

1. Significant additional state support
2. Reconsideration of Florida Statute 1010.62 that governs university debt policy
3. Fundamental shift in delivery where, working with the Division of Bond Finance, we explore Public-Private Partnership (P3) options

Our three go-forward options are:

1. Finance, Build, and Own (maximize capacity and create housing construction master plan)
2. P3 (work with BOG/DBF to find a P3 partner to expedite build-out of on-campus housing)
3. Hybrid (continue to finance and build undergraduate housing – study P3 for graduate needs)

Trustee Brandon asked VP White what her perfect model would look like, if we did not have any statutory restrictions. VP White stated the Hybrid option, to best accommodate undergraduate and graduate students.

Senior Vice President Dave Kratzer commented we must remember you are going to need food facilities as part of the structure of the housing units themselves or standalone units, and the transportation infrastructure that surrounds those. All that being said, I think this is doable if we find the right model. VP White agreed with SVP Kratzer's comments and added location and community as key elements of focus. We need to study this and get student input. President Sasse agreed with SVP Kratzer and VP White's comments and added the two most obviously locations on campus are the southwest edge and west center. To Trustee O'Keefe's point earlier, the potential of creating more suite style units instead of single or double capacity. The best example is the University of Utah where they are building a lot of 36 bed super suites. Basically, your room is your bed with a door for private space, 3-4 common areas, and 10 single bathrooms. Student satisfaction with this is 80%/20%. It's a way to increase student satisfaction without incurring extra expense. Lastly, the student I am most concerned with are the ones that cannot afford to live close to campus and spend a lot of time commuting because we do not have an economical option on campus for them. Our retention data shows they are the least well served students and one of the reasons we need to view this as a cause. Trustee Brandon agreed and added when we think about recruiting, we have a serious need for Athletics housing. VP White commented part of the first round of Presidential Strategic Funding was secured for contracting a group that is conducting a housing study for us right now. We will have some solid data to help us in these discussions regarding inventory, capacity room types, proximity to campus, and age and quality of buildings. We have an ISIS list of which buildings we would take offline and in what order. Board Chair Hosseini highly recommended connecting the contracting group with Manfredi who created our Campus Master Plan and VP White agreed. President Sasse added he and AVP Cydney McGlothlin will meet with Manfredi next week.

CFO Jantz emphasized we estimate about \$180,000 to build a new bed. He noted at his alma mater Vanderbilt, the cost to build a new bed is \$350,000. It's an expensive undertaking and I want to make sure you're all aware, but that does not underscore the importance of what we're doing here. Vice President Dan Dillon commented there is data to support the direct line correlation between alumni affinity and on-campus experience. President Sasse agreed and added that type of data has been driving a lot of housing decisions at UVA over the last 5 years.

## 5.2 UF Health Update

CFO Jantz stated one of the things Committee Chair Powers and I were intentional about from day one is we are a comprehensive One UF. While we talk a lot about university operations which are very important, the larger part of our budget is UF Health. I have the privilege to introduce who will have his first opportunity to address the Board with a UF Health update.

President and System Chief Executive Officer of UF Health Dr. Steve Motew expressed his gratitude to the Board and President Sasse for entrusting him with the responsibility for the health, well-being, and care of Florida and for helping to move UF and UF Health forward. He added his special gratitude to Senior Vice President Dave Nelson for forging the path ahead and laying the foundation, he has been an unbelievable help in my onboarding. He highlighted 3 items in his update: Performance, Strategic Focus, and Celebrations and Projects.

- **Performance**

Our financial performance aligns with Q3 FY2024. We are continuing to promote a combined roll up to view UF Health as a single unified One UF Health. We are performing better than budget and better year over year. There are a couple of specific components that are unique to FY2024, which are some one-time payments associated with 340B federal drug cost reduction program, some one-time catch-up payments associated with Medicaid, increases in volumes of case complexity in Central Florida and Jacksonville, and increases in case mix here in Gainesville. When we look at it by operating margin percent, we budgeted this year for about a break even and it looks like we are on track right now to end the year at about 1 to 1.3% of operating margin. Which is just the start of a trajectory that we have planned out to meet our capital needs over the next 5-to-7-years. Looking at financial performance, the standout here is St. John's and reflects the Flagler integration. There has been substantial miss on the expectations of operating loss. It's effectively been double. We have rapidly put in place action plans with management change and a focus on some exceedingly difficult, but necessary changes, so we can assure the communities in St. John's and Flagler know they are part of UF Health, and we support them. These plans are in action and should begin to manifest in our budget that we bring forward in FY2025. While we focus on the dollars, our main purpose in focusing on the success of UF Health as a business is so that we can fund providing care and growing the care that we provide to more Floridians. The quality of the care that we provide is of paramount importance. There are many external and internal benchmarks that we must identify quality. For this presentation, I will use Leapfrog, a conglomerate of independent large industry that came together to assess the value of what they were paying for in health care using a grade system, like a report card. Our UF Health report card is showing progress but is not where I want it to be. This will be one opportunity that we can use to show excellence in health care. I do want to highlight that here in Gainesville, we have maintained an A rating, which reflects a rigid focus on outcomes and quality. Although we have some in the C range particularly in Central Florida, they have shown substantial improvements within the last 3-to-6 months in patient experience and safety. One of the limitations of Leapfrog is that it's sometimes 2-to-3 years in our rears and they change the measurements often. I would expect and will plan to bring forward more discreet and relevant measures over the next year as we begin to refine how we measure quality and outcomes.

- **Strategic Focus**

The tactical approach in the near-term is “appropriate systemization to reduce unwarranted variation.” We want to assure that we focus on clinical excellence, which we define as the combination of the clinical care delivery tied and matched hand in hand with the academic integrity and success of UF. Clinical excellence does not exist without research, education, training, innovation, and unassailable patient safety. We will be working now to start thinking more like a system, so we could benefit in the expansion of our quality programs and to assure that we have fiscal responsibility where it is appropriate. Such as shared services, supply chain, and other infrastructure that allows us to really be leaner and more facile in achieving our clinical quality goals. We did implement \$200M system wide optimization surrounding supply chain and revenue cycle aligned with our clinical documentation. We do a mediocre job of telling people how sick our patients really are and that directly affects our reimbursement.

Board Chair Hosseini noted we will have a deeper dive into UF Health in September when they have a full year of financials. Sometime really soon we want to see all A’s across the Leapfrog report card line and Dr. Motew agreed.

- **Celebrations and Projects**

There have been an amazing set of growth plans put in place over the last 3-to-4+ years. Expanding strategically into both our core markets and adjacent areas to provide access, giving the ability of more of our communities to attach their health care to the UF Health System. He shared updates on ground breakings, ribbon cuttings, and openings for UF Health System projects in Gainesville, Ocala, Central Florida, St. John’s, and Jacksonville.

Board Chair Hosseini reiterated his comments from earlier, I think we are going to have a bright future for the UF Health System with you.

### **5.3 UFICO Update**

UFICO Chief Investment Officer Bill Reeser provided a review of Endowment follow-up items from the previous meeting. The primary CPI+5% benchmark has competing objectives: maintain the corpus “real” value for future beneficiaries and generate maximum spendable income stream for current needs. To quantify CPI+5%, inflation has averaged 3% annually over the previous 100 years and 2% annually over the previous 20 years. In FY2022, we experienced the largest spike in inflation in 40 years. Given the lower inflation environment in the years immediately prior, the longer-term trend line remains intact. Based on the 100-year average for inflation, CPI+5% equates to an 8% nominal return. The CPI+5% objective is not unique to UF. 80% of all endowments manage to a similar benchmark, either a nominal annual return of 7 to 8% range or a specific CPI+ benchmark. 75% of all endowments did not meet a CPI+5% objective over the previous 10-, 15-, 20- and 25-year time periods.

UFICO CIO Reeser continued by providing an update on the Operating Portfolio and strategy enhancements. We are in current discussions with the Treasurer and CFO’s Office revisiting the appropriate allocation to liquidity versus growth for UF going forward. For all time periods greater than one year, the operating performance is comfortably ahead of its policy benchmark. For the one year and less time periods, the operating portfolio is behind the policy benchmark

due to the private assets in the growth allocation not yet reflecting the recent run-in public markets.

#### **6.0 New Business**

Committee Chair Powers congratulated CFO Jantz on having the “Interim” removed from his title. She thanked Board Chair Hosseini for his generous 24/7 dedication working with the legislature to obtain state funding for UF. The entire reason for this radical transparency process is to show Tallahassee we have spent that money appropriately.

#### **7.0 Adjourn**

There being no further discussion, Committee Chair Powers adjourned the meeting at 4:16 p.m.

DRAFT