



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

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:16 a.m.

Time Adjourned: 11:58 a.m.

Committee and Board members present:

Rahul Patel (Board Vice Chair and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, 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, Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert A. Gilbert, Interim Senior Vice President for Agriculture and Natural Sciences, Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim 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; David Nelson, Senior Vice President for Health Affairs and President, UF Health; David Norton, Vice President for Research, Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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 Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:16 a.m.

2.0 Verification of Quorum

Provost Scott Angle verified a quorum with all members present except Trustee Bill Heavener who had an excused absence.

3.0 Review and Approval of Minutes

Committee Chair Patel asked for a motion to approve the minutes from the December 7, 2023, Committee Meeting and the February 6, 2024, Committee Pre-Meeting, which was made by Trustee Cole and seconded by Trustee Zucker. 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 Angle summarized the 17 Tenure Upon Hire cases. He noted all cases have met the criteria for tenure and have been recommended to the Board by the Provost and President to receive tenure. The Tenure Upon Hire cases are as follows:

- **Hamilton Center for Classical and Civic Education**
 - Dr. Ryan Owens, Professor and Director of the Program in American Foundations, Ideals and Law
 - Dr. Charles Laderman, Associate Professor
 - Dr. Greg Conti, Associate Professor
 - Dr. Paul Lim, Professor
 - Dr. Richard Aldous, Professor
- **College of Journalism and Communications**
 - Dr. Wenlin Liu, Associate Professor, Department of Public Relations
- **Warrington College of Business**
 - Dr. Trevor Foulk, Associate Professor, Department of Management
 - Dr. Wei Shi, Professor, Department of Management
 - Dr. Murillo Campello, Professor, Eugene F. Brigham Finance, Department of Insurance and Real Estate
- **College of Medicine**
 - Dr. John Hollingsworth, Professor, Department of Urology
 - Dr. Eli Chapman, Professor, Department of Pharmacology & Therapeutics
 - Dr. May Khanna, Associate Professor, Department of Pharmacology & Therapeutics
 - Dr. Rajesh Khanna, Professor, Department Pharmacology & Therapeutics
 - Dr. Servio Ramirez, Professor, Department of Pathology, Immunology and Laboratory Medicine
- **IFAS Extension**
 - Dr. Shannon Horrillo, Associate Professor and Associate Dean for Extension, Families, Youth and Communities
- **Levin College of Law**
 - Mr. Gary Lawson, Professor of Law
- **Herbert Wertheim College of Engineering**
 - Dr. Chris Kim, Professor, Department of Electrical and Computer Engineering

Board Chair Hosseini stated these are amazing faculty that could go anywhere and are choosing to come to UF, despite the implementation of the Post Tenure Review process. President Sasse echoed Board Chair Hosseini's comments. He indicated that the turnover rate that was recently announced in the news is not accurate. Our turnover is less than the national average. He stated that we have received over 1,100 faculty applications for the Hamilton Center and the quality of

applications is unprecedented. Trustee Brandon stated that he looks forward to the annual evaluations and encourages the best faculty to come to UF.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O'Keefe, and second which was made by Trustee Wright. 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 Terminations

Committee Chair Patel stated the committee reviewed the three Degree Program Terminations, that were approved by the Faculty Senate, during the February 6 Pre-Meeting. The degree program terminations are as follows: Bachelor of Science in Horticultural Science in the College of Agricultural and Life Sciences, Master of International Construction Management in the College of Design, Construction and Planning and the Master of Arts with a major in Classical Studies in the College of Liberal Arts and Sciences.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and second which was made by Trustee Cole. Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

AFSSPRSC3 Self Supporting Program

Committee Chair Patel stated the committee reviewed the Self Supporting Program the College of Journalism and Communications is requesting to add as a new graduate concentration in Digital Journalism and Multimedia Storytelling in the Master of Arts in Mass Communication program during the February 6 Pre-Meeting. This program will help educate the next generation of journalist who can build the public's trust in media and act in the public's interest.

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

AFSSPRSC4 Instruction Site: Jacksonville Site

Committee Chair Patel stated a new Instructional Site in Jacksonville will provide clearly defined programs and services that will lead to graduate degrees which reflects a commitment by the university for the foreseeable future.

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

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

5.0 Discussion Items

5.1 Hamilton Center Update

Hamilton Center Director Will Inboden provided an update on faculty recruitment for the Hamilton Center. He thanked President Sasse and Provost Angle for their support and leadership. He stated the Hamilton Center's ambition is to make UF the top university in the nation for research and teaching on Western Civilization. He wants other universities to notice UF. The Hamilton Center has been building their faculty and expect to announce a new class of 20-25 faculty next month. The Center has been spreading the word and faculty are reaching out to them about coming to UF. They have been hiring the following 3 types of faculty: Rising stars (junior scholars), Diamonds in the rough (accomplished scholars teaching in fields not taught at other universities), and Senior luminaries (established scholars).

Director Inboden indicated they have designed a curriculum for students, currently with 29 classes offered and 600 students enrolled. He indicated that he and President Sasse have been teaching "The American Idea" this semester. The Hamilton Center is currently working on 5 proposed majors that are multidisciplinary required common core: 1. Politics, Philosophy, Economics and Law, 2. Great Books and Ideas, 3. History, Strategy and Statecraft, 4. American Foundations, Ideals and Law, and 5. Science, Technology, Ethics and Society. The goal of these majors is to provide students with 3 things: knowledge or knowledge on specific topics, skills, and values.

The Hamilton Center has been holding campus events on Civil Discourse and Public Engagement. He has been working with Bob Graham Center Director Matt Jacobs who has been very helpful. Trustee O'Keefe asked if the campus events were on a website where someone could watch them. Director Inboden indicated they just created a new website and the links can be found there, as well as on their YouTube channel. President Sasse indicated the news is making the Hamilton Center sound like a right-wing movement in academics and that is not the case. We are distinguishing between education and ideology, style and format of teaching to big debates, and the magnitude and quality of teaching is world class. Committee Chair Patel shared his excitement for our recruitment of world class faculty.

5.2 Rankings Update

Vice President Ray Sass provided an update on rankings specific metrics and strategic initiatives that have already been launched or will be launched. The four focal points to improve outputs and rankings are: Research faculty productivity, Student outcomes, Reputation, and Data at speed. Many initiatives are already underway with further initiatives in development.

The following strategic initiatives are underway for Faculty/Research: Faculty Honorifics, Faculty Citations & Corrections, Faculty Profiles, and Faculty Research Moonshot. Board Chair Hosseini stated the original goal of a 16:1 ratio for a Top 5 ranking was to increase the quality of faculty with the need to hire more and increase pay for our current faculty. He asked how the 15:1 ratio goal will be accomplished. President Sasse noted the 15:1 ratio is the directional goal. The

definition of faculty is important as to what counts as “faculty.” We need to look at what faculty advisors can be counted as “faculty.” VP Sass stated they are working to move forward on the goals of increased salaries for current faculty and recruiting more faculty with research, although this has not been fully vetted through the organization.

5.3 Professional Schools Passage Rate Update

Committee Chair Patel stated we have completed a deep dive into how students perform on professional exams and what the areas are for improvement. Apart from the Law School passage rate, the university is doing well. We have focused our effort on the Law School. He indicated Provost Angle will provide an overview of all professional school passage rates and then Interim Dean Merritt McAlister will provide an update on the steps the Law School has taken to help students pass the bar exam.

Provost Angle stated that over a year ago he was asked by Board Chair Hosseini why the Veterinary School passage rate decreased. He indicated we were not able to capture as much data as we would have liked to because there is not much data that is publicly available for professional exam passing rates. Overall, we perform really well. The Veterinary School rates decreased due to tightening up on the exam, which caused passing rates for schools nationwide to decrease. In comparison, our passing rates decreased less than the national average. Based on the data we acquired, the Law School was the only professional school with issues we need to work on.

Interim Dean McAlister shared the remediation plan for the Law School. She indicated stakeholders, constituents, prospective students and faculty, care a lot about where we are in the U.S. News rankings. Overall, we are ranked 22 overall in the nation and in the Top 30 in 5 different subject areas. From 2016-2023, we rose from 48 to 22 in overall rankings. The U.S. News rankings metric used to calculate employment outcomes has changed and will focus on 3 measures: job placement 10 months after graduation, weighted first-time bar passage, and ultimate bar passage rate. This metric change increased our overall outcomes substantially from 21% to 58%. Bar passage consists of 2 data points: first-time passage and ultimate bar passage. Our overall bar passage is 25th percentile with the current U.S. News rankings methodology. First-time passage is 18 percentile (increased from 3 percentile) and ultimate bar passage is 7 percentile (new metric). Our differential is strong for first-time bar passage over time compared to the national average. However, our weighted bar passage rate for first-time takers is the lowest among Top 50 institutions. This is not where we want to be and there is room for improvement. One of our biggest challenges is the Florida Bar exam which is one of the most comprehensive in the nation that includes multiple choice and essay. Our first-time bar passage rates for 2023 out of state takers was 91.67% compared to Florida in state takers of 79.52%.

We have borrowed practices from peer institutions that work with the students from the 1st year (Leveling Up) through the 3rd year (Chomp the Bar). Interim Dean McAlister is confident that we will see improved results in July.

Committee Chair Patel stated the key takeaway to changes in how the U.S. News calculates this metric is to have better bar passage rates and to secure employment for graduates as quickly as

possible after law school. He appreciates everything Interim Dean McAlister is doing to get our graduates hired.

Trustee Cole commented that FIU has had success and we should look at what they do. In the City of Miami, FIU students do not have a hard time finding jobs. He hopes the new plan includes teaching students to pass the bar, even if it's not called that. Interim Dean McAlister indicated we are implementing the best practices from other schools (including FIU), but it will take time to see results. We have over 90% compliance with students taking bar prep classes using the same instructor as FIU. We have implemented the methodology the University of Georgia uses: hands on tutoring and individual work on student support for writing workshops to develop their writing skills. We have gone from doing very little to doing everything we can.

Board Chair Hosseini asked when students take the bar exam this July, what do we expect the pass percentage to be? Interim Dean McAlister indicated they expect 85% in Florida and over 90% out of state. Board Chair Hosseini asked how many students are in each graduating class. Interim Dean McAlister indicated 180-220 students, depending on the year. Board Chair Hosseini stated if our passage rates do not improve, it will have a big effect on the Law School. Last year we obtained \$10M in special funding for the Law School, with \$5M recurring. If we don't get to 90% or close to it, the Board will take action. Committee Chair Patel indicated with the change in this metric from 3% to 25%, other law schools in the nation will focus on this metric as well and teach the bar. Interim Dean McAlister indicated the law faculty have been more receptive and share your deep concern. They have been hyper focused on it this year. Trustee O'Keefe asked if we know what part of the test that the students don't pass. Interim Dean McAlister indicated that we only know whether they failed the Florida portion or the multi-state portion, we do not receive the granular data.

5.4 Huron Report Update

Committee Chair Patel stated this item will not be discussed due to time constraints.

5.5 Admissions Update

Vice President Mary Parker provided an Admissions update on the Class of 2028. Total applications received was 74,300, which is the highest it has been, along with 17,023 Honors applications received. Transfer and graduate student applications are ongoing. Board Chair Hosseini indicated that the transfer applications are going down and asked how we could better manage the transfer student process. President Sasse stated we recognize where admissions processes need to be centralized. VP Parker shared the university wide Admissions Release event was held on February 23. It was a collaboration with many campus partners, including President Sasse who called a few students personally to tell them they had been accepted into UF.

VP Parker stated the Federal Application for Federal Student Aid (FAFSA) overhaul for the 2024-25 award year impacted 177 students who receive Pell grants, but the new formula would not be eligible for Pell. We are working on what they can do to help students. Some students who were not Pell eligible previously are now eligible. President Sasse said that the change made students anxious and VP Parker reached out to students to let them know what was happening.

President Sasse noted that UF is radically underpriced, most students attend UF for free through Bright Futures.

VP Parker indicated we are moving forward with Early Action Admission, which will put UF in line with its highly selective peers. This will provide more certainty to students earlier. In 2025, students will receive notice of admission on January 24, 2025. UF will be the first public university to release offers and scholarships. President Sasse gave kudos to VP Parker for making these changes, which Trustee Brandon seconded. Trustee Cole stated it was important to have that change. Trustee Zucker agreed and indicated this has been coming for a long time. This is such good work and a great team.

VP Parker shared methods her team along with Student Life used in spring 2024 to improve student retention with proactive outreach. With 1 week of dedicated calling, we were able to reach all 334 unregistered students. Of those 334 students, we were able to retain and enroll 132. The reasons for students not enrolling were: Past due balance and Changes in family income. She indicated that they are also reaching out to students who are requesting to transfer their transcripts to other schools to find out what the challenges at UF are.

VP Sasse stated they are launching a pilot program with Engineering and Education to direct admit students into the colleges once they have been admitted into UF. President Sasse indicated that thinking through admissions into programs on the student side and faculty side will increase the quality of both and our yield numbers.

5.6 Faculty Senate Update

Trustee and Faculty Senate Chair Danaya Wright stated this will be her last board meeting. She thanked Board Chair Hosseini, President Sasse, the Trustees, and everyone on the administrative team for their support. She introduced Faculty Senate Chair-Elect Sarah Lynne and noted she will be an incredible asset to the Board.

Trustee Wright provided an update on the initiative to reduce faculty administration burdens. She thanked Board Chair Hosseini and President Sasse for their morale and financial support of this project, as well as several members of the Senior Administration. McKinsey consultants concluded our faculty spend 40% on administrative activities. The most common areas faculty are experiencing administrative burdens are – HR, Reporting & Compliance, Research, Finance, and Students & Teaching. The overarching guiding principle is to strike the right balance between improving the faculty experience while protecting the institutions interests.

President Sasse thanked Trustee Wright for her diligence and hard work on this project. He noted Vice President Eldayrie is working on the Workday system that will integrate and improve many of these administrative burdens.

Trustee Wright reviewed the Ongoing Initiatives:

- **Civil discourse resolution:** On the March 21 Faculty Senate agenda.

- **Countries of Concern restrictions:** This remains a significant issue for faculty and the effects on faculty research and labs. The Board of Governors (BOG) has been asked to look at this issue again and they have been receptive.
- **Academic Excellence Initiative:** Chair-Elect Sarah Lynne will chair a task force to rethink the general education requirements and continue to ask for more resources for the Center for Teaching Excellence.
- **Post-tenure Review:** Underway. She thanked Associate Provost Chris Hass and Senior Advisor to the President and Associate Provost Diane Schanzenbach for creating a process that creates the least administrative burden for the faculty.
- **Bathroom audit:** Underway.

Trustee Wright concluded with comments on the termination of DEI. This decision has had a negative effect on our reputation and our ability to recruit top faculty and students. She stated the faculty understand it is a state law and why it had to be done. However, It is hard to square with the BOG requirement that state universities promote and protect equal access and opportunity. She knows Faculty Senate Chair-Elect Sarah Lynne will do her best to represent the faculty and that we will continue to work together with the Board to make UF the best it can be for all members of the Gator Nation.

5.7 Student Body President Update

Trustee and Student Body President Olivia Green provided her final Student Body President update. She thanked Provost Angle for continuing to fund the 24/7 libraries into the Spring semester and thanked the Board for providing student autonomy in Student Government. She emphasized student autonomy championed this administration by being able to use Activity & Service (A&S) fees to fund student initiatives and relieve the pressure from the university.

Trustee Green provided an update on the progress of several projects and initiatives:

- **South Terrace project for Veteran's Commemoration:** This project began under Student Body President Cooper Brown's administration. Due to increased construction costs, the project has been stunted for 2 years. \$272,698 in funds were needed for completion. The Executive Committee transferred reserves of \$275,000 to help complete the project by June 30, 2025. She expressed her excitement for the completion of this important project.
- **Gator Network:** This initiative is a network (like LinkedIn) to connect UF students and alumni. Increased push to create a mentor/mentee program within the Network to help with outreach and to increase active viewership. This is a continued collaboration with Career Connections Center (C3) and UF Alumni Association (UFAA).
- **Enacted Initiatives:** Gator Needs – Convenience Corner, Research Rescue, and Coins for Clean. Community Building – Homebound Helper and Football Ticket Giveaway. Inclusion – Cultivating Creativity.

Trustee Green concluded by announcing John Brigman as the Student Body President-Elect. She expressed her gratitude to the Board for this experience. For a 2nd generation Gator, it has been very impactful, and she doesn't take it for granted. As Student Body President, she has an obligation to represent the students she serves. She echoed Trustee Wright's sentiments on the recent DEI program elimination and added the need for updated communication to the students.

While she understands this was a state decision, the students are concerned how this will ultimately affect them in the future. The students don't have the opportunity to see the amazing changes the Board is making. Having that updated communication to ensure students are aware they have a supportive and inclusive environment would be very beneficial.

President Sasse thanked Trustee Green for the opportunity to have worked with her and her thoughtful approach to student needs.

5.8 Student Life Update

Vice President Heather White provided an update on the First-Generation Students and Machen Florida Opportunity Scholars (MFOS). She stated what is done to foster these students from the beginning to the end. She shared a video of a student who was a MFOS student and how his life was impacted in positive ways by the program. She outlined the vision and model to create a roadmap for success individualized for each student.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Patel adjourned the meeting at 11:58 a.m.



COMMITTEE ON ADVANCEMENT

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:59 a.m.

Time Adjourned: 12:35 p.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and 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 Jr., 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, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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; Phil Poekert, Director of Lastinger Center for Learning; 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 11:59 a.m.

2.0 Verification of Quorum

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

3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the December 7, 2023, committee meeting and the February 6, 2024, committee pre-meeting, which was made by Trustee Cole, and a second, which was made by Trustee Powers. She 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 Discussion Items

4.1 Fundraising Update

- **Fundraising Performance (July 1 – December 31, 2023)**

Interim VP Martin provided an update on fundraising counting definitions and fundraising activity. She noted there are three ways we count our gifts:

- **Total commitments** is a comprehensive measure of fundraising that incorporates all our commitments, including estate gifts. This is an important number for us because for stewardship and recognition purposes.
- **Voluntary Support of Education (VSE)** is an industry standard measure defined by the Council for Advancement and Support of Education (CASE). VSE focuses on realized assets, which include cash, in-kind gifts (such as real estate), realized planned gifts, and pledge payments. Many of our gifts are pledged over multiple years.
- **Cash** includes the traditional definition as well as checks, credit cards, wires, securities, ACH payments, pledge payments, and realized deferred gifts.

Next, she shared our fundraising and operational expenses and revenue numbers, as of December 31, 2023.

	Fundraising			Operational	
Status to Date <i>(as of 12/31/2023)</i>	Total Commitments	VSE	Cash	Expenses	Revenue
	\$225M	\$172M	\$123M	\$30M	\$32M
FY24 Goal	\$525M	\$350M			

Fundraising is our productivity and why we do our business. Operational is how we do our business. As of December 31, we have secured \$225M in total commitments, \$172M in VSE, and \$123M in cash. As of last week, we have secured \$282M in total commitments, \$213M in VSE, and \$156M in cash. About 60% of the cash amount are pledge payments that come in each year from gifts. Our endowment payout to support the campus is about \$43M. As it relates to the \$123M in cash, it is interesting to note that we have booked over \$14M in realized planned gifts and have been notified that an additional \$20M is waiting for the probate process to be finalized. To reiterate, our planned gifts are important as we move forward, as they bring in a lot of cash to the university.

Board Vice Chair Patel asked if the cash total also includes stock that is immediately sold for cash. Interim VP Martin confirmed it does.

Interim VP Martin noted that as it relates to the operations and infrastructure that support the fundraising efforts, about 99.9% of dollars raised are typically restricted to a specific area on campus, so the UF Foundation is not funded directly from donor commitments.

She continued by noting our expenses are on target and on budget at \$30M. A portion of these expenses will include the implementation of a new donor database that will launch on March 18 to replace our out of date existing software. Our budget consists of: 65% people and 35% program. The breakdown will be 50% development and 50% development support (operations, communications, alumni, and talent management). Our revenue as of December 31 was \$32M. 60% is endowment management fee and gift fees, 25% is operation revenue that is reflective of agreements we have with our colleges and units in support of their development teams, and the remaining revenues include alumni program support (memberships, sponsorships, dues, license plates, etc.). We closely track operating activity and regularly compare to our fundraising activity with a Return on Investment (ROI) metric. For these past 6 months, the ROI has been \$7.44 in commitments for every dollar spent on Advancement.

Trustee Zalupski noted about \$225M is from past commitments and asked where we will need to be this current year to hit that \$525M FY24 goal. Interim VP Martin responded that this has been a transition year with new leadership and the end of a campaign. We are working with President Sasse on our priorities to raise money for the next few years. We have a couple large proposals out now and our principal gifts (\$5M+) that will really help us reach the \$525M goal. Last year in December, we had a little under \$300M, so we are not too far off. However, we will need large gifts to come through to reach \$525M. Last year we hit \$500M, this year we are trying to go beyond that.

Trustee Corr asked if the total commitments amount includes commitments that have not yet been received. Interim VP Martin confirmed it does. For example: an estate gift that is pledged, but that we will not receive until the donor passes. It is considered a total commitment, but it is not VSE because it is not a realized asset yet. VSE and cash are one in the same, except that VSE also includes in-kind gifts (real estate, HiPerGator, collections, etc.). The difference between the \$225M total commitments and the \$172M VSE is most likely estate gifts because they are not yet realized assets.

Trustee Brandon noted that the endowment was not one of the categories, but we have had robust conversations about the need for growth and long-term sustainability. He asked how much of the \$225M total commitments went to endowment. Interim VP Martin replied about \$30M. Trustee Brandon stated some of the bequests are endowment gifts. Interim VP Martin confirmed that a large portion of the \$14M we have received went to the endowment, and a large portion of the \$20M we anticipate receiving will also go to endowment. The majority of the endowments are restricted, but we are working to change that.

Trustee Corr asked if in this fiscal year we want to achieve \$525M worth of commitments, regardless of when they are given. Interim VP Martin confirmed it is important that we include that in the total commitments because we want to be able to steward a person who has made a

future commitment. She emphasized how the importance of stewardship impacts total commitments.

President Sasse commented the objective is to reset how we get to a place where we can talk about real dollars in a real way that align with institutional priorities. That is not exactly how the accounting worked in the past and some of that is just the nature of being in a long capital campaign. When you transition from a capital campaign back to an annual fund, back to major gift management and then plan for the next capital campaign, it is useful for the Board to see hard and real numbers. We receive a lot of state support, but we receive the least tuition of any top 50 school by miles. So, we do not have opportunities to go raise money for scholarships, which is the simplest way to open the door for most people. If a university is hard to reach for a lot of students, a lot of donors' first passion projects are access. We have great access because our price is so artificially low, so our appropriation displaces natural fundraising opportunities. The team is being pushed hard to move from a basic distinction of restricted versus unrestricted: restricted that aligns with priorities that this leadership and Board set versus restricted that is just a random thing that can be added to a conglomerate. He added the Advancement Committee and Interim VP Martin's team would welcome feedback on better ways to clarify these numbers.

Trustee Corr agreed with President Sasse's comments. Interim VP Martin stated an in-depth breakdown on fundraising can be provided. Trustee Brandon echoed President Sasse and Trustee Corr's comments.

- **New Gifts (December 2023 – February 2024)**

Committee Chair Zucker summarized the new gift commitments received from December 2023 – February 2024. She noted all gifts align with university priorities.

- **Nathan Collier** endowed the Collier Prize, which is awarded annually at the White House Correspondents' Dinner and is one of the largest journalism awards in the nation. His gift will also create an annual Collier Symposium and Speaker Series at UF's College of Journalism and Communications, which will bring Collier Prize winners to campus to interact with students and faculty and enhance the college's reputation as an incubator for excellence and innovation in journalism.
- **An anonymous donor** made a gift for the UF College of Veterinary Medicine's Animal Advocacy Initiative, which equips future scholars, practitioners and policymakers with the skills to identify, address and deter animal abuse in our communities and stand up for disadvantaged animals. The gift is supporting two professorships in forensic pathology along with a fellow. It also provides funding for external outreach that will train and educate animal services, law enforcement, attorneys, veterinarians, government agencies, and the public and promote an annual conference on animal advocacy.
- **Ames Prentiss** made a gift for the construction of the new Agricultural and Biological Engineering Teaching Building, an innovative teaching space for UF's Institute of Food and Agricultural Sciences (UF/IFAS). The new teaching space will provide two hands-on experiential learning classrooms for Agricultural Operations Management (AOM) Construction classroom and Biological Engineering. The gift will elevate the AOM program by offering interdisciplinary, holistic training in agricultural, natural systems, and

business management, with courses that provide industry-standard teaching equipment to ensure students are prepared to compete and excel in the workforce.

- **The Lauren and Lee Fixel Family Foundation** made an additional commitment that builds on the previous support of UF Health’s Norman Fixel Institute for Neurological Diseases at the Fixel Campus and supports the renovation, enhancement, growth, and activities on the Fixel Campus. The gift leverages nearly \$1M in strategic funding from the president’s office for a Research & Technology Innovation Incubator that will transform 20,000 square feet of unrenovated space into a state-of-the-art hub for interdisciplinary work, positioning the Fixel Campus as an international destination for cutting-edge science collaborations. The support will advance the Fixel Institute’s work to provide multi-disciplinary, patient-centered care and treatment to people living with complex neurological disorders.
- **James Patterson** made another gift to advance literacy across Florida and beyond. Patterson’s previous philanthropy has supported the UF College of Education’s ongoing work to boost high-quality reading instruction, and his latest gift will create James Patterson Literacy Classrooms across the country that equip teachers with UF’s proven curriculum, training, coaching, and materials, with a focus on ensuring highest-need classrooms receive assistance. The goal is to double reading proficiency among students in all James Patterson Literacy Classrooms nationwide.

4.2 New Worlds Reading Initiative Overview

UF Lastinger Center for Learning Director Phil Poekert provided an overview of the UF Lastinger Center for Learning and the New Worlds Reading Initiative. It is a productive and powerful partnership established with the UF Foundation that is having real world impact on students across Florida. Highlights include:

- Historically and currently, much of the Lastinger Center’s work has focused on supporting children and educators who have been underserved and/or are underperforming when compared to their peers. In the words of our founders, Allen and Delores Lastinger, we are “helping teachers teach and students learn” and “helping those that need it most.” The Center works at the nexus of research, practice, and policy. We focus our work on improving kindergarten readiness, third grade reading, and algebra proficiency, because these are important milestones in students’ progress through education that predict quality of life indicators ranging from lifetime educational attainment and lifetime earnings to the likelihood of participation in crime. These milestones are not only important to the individuals who attain them but also to our state and society at large. We, ourselves, are an expression of the state’s land grant mission to improve the quality of life for Florida citizens, and we achieve large-scale impact on these milestones. We share what we learn with stakeholders across the state, country, and globe to scale our efforts, and we sustain efforts to transform teaching and learning through new systems, technologies, and partnerships that promote continuous improvement and innovation. In short, the Center want to grow up to be the “IFAS of Education.” We are already well on our way with some of the projects that Committee Chair Zucker mentioned, and with the close of the legislative session tomorrow, we anticipate further growth; however, the biggest of these to date is the New Worlds Reading Initiative.

- New Worlds Reading is Florida’s state-wide, free, at-home book delivery program for eligible VPK-5 students in Florida, administered by the UF Lastinger Center. The program develops home libraries by providing one free book and literacy resources for families every month of the school year. We send those books to students who are not yet reading on grade level. The book selections are reviewed by the Florida Department of Education, and the deliveries are fulfilled through a robust partnership developed with Scholastic. In addition to our own promotional efforts led by our own team and community engagements, we partner with schools, districts, and other non-profit entities like the YMCA to promote the program, to sign children up to participate, and to get kids excited about reading. The program was created and funded, with unanimous bipartisan support, in 2021 through legislation out of the Florida House of Representatives under the leadership of Former Speaker of the House Chris Sprowls who continues to serve as our advisory board chair. Corporate taxpayers can make monetary contributions to the New Worlds Reading Initiative through the UF Foundation thereby receiving a tax credit, and that is where our partnership with the UF Foundation comes in.
- The program is working! We have reached over 240,000 kids who are enrolled in New Worlds Reading, and 144,000+ families are participating in the program. Just this morning, New Worlds Reading surpassed 5,000,000 books delivered. Over 90% of families would recommend New Worlds Reading to others, and they are satisfied with the resources they have received. Over 83% of the families said they are spending more time reading with their children, and they are more confident in supporting children and engaging in their reading. Most impressive, we’ve seen the growth rates among students enrolled in New Worlds Reading outpace those who are not enrolled. Enrolled students made significant gains of up to 55% in reading achievement. We are delighted with the impact this program is having and are proud to be doing this at the University of Florida.

Committee Chair Zucker thanked Director Poekert for the outstanding job being done at the Lastinger Center. This is incredible and exciting work, and the state of Florida exhibited great confidence in UF by placing this program in our hands. Trustee Brandon remarked on the unbelievable work that Board Chair Hosseini does in Tallahassee year after year. Back in 2021, it was Board Chair Hosseini who collaborated with Former Speaker of the House Chris Sprowls. Board Chair Hosseini commented the credit goes to Former Speaker Sprowls, as it was his idea. He believed UF would be the best place for this program because of the Lastinger Center.

Director Poekert noted the budget includes north of \$58M recurring to support some new initiatives including professional development work and a new tutoring program that is being launched, all subject to review by the Governor. It was an initial investment of \$200M in a combination of state and federal dollars, and it allows us to continue to raise \$60M annually through the provision of tax credits.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 12:35 p.m.



COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 2:49 p.m.

Time Adjourned: 3:00 p.m.

Committee and Board members present:

Daniel T. O'Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, 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, Jr., 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, Interim 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 Services; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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; Kate Moore, Interim Chief Compliance Officer; Dhanesh Raniga, Chief Audit Executive; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Daniel T. O'Keefe welcomed everyone in attendance and called the meeting to order at 2:49 p.m. He expressed his gratitude for former Chief Compliance Officer Terra DuBois and introduced Interim Chief Compliance Officer Kate Moore.

2.0 Verification of Quorum

Interim Chief Compliance Officer Kate Moore verified a quorum with all members present.

3.0 Review and Approval of Minutes

Committee Chair O’Keefe asked for a motion to approve the minutes of the December 7, 2023 committee meeting, and the February 5, 2024, committee pre-meeting, which was made by Trustee Brandon and seconded by Trustee Cole. 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 Discussion Item

4.1 Internal Audit Activity

Chief Audit Executive Dhanesh Raniga provided a summary of the Internal Audit Activity. He noted two internal audits have been completed, two are in final report stage, and seven are in progress or in planning phase. The two completed audits are Transfer Student Admissions and GatorOne Services – IT Controls.

He informed the Board the FY24 Internal Audit Workplan is reviewed quarterly to ensure that any changes to the university’s risk profile are taken into consideration when evaluating the impact on the planned audits. Based on this review and upon further feedback from senior management, the following changes to the current audit workplan are requested for committee approval:

- Defer UFGO Travel audit and Housing Operations audit to FY25 audit plan to allow functional improvements in systems to stabilize.
- Remove ADA Compliance audit due to the engagement of a 3rd party firm in order to avoid duplication of effort.
- Reclassify Student Fees audit to a management advisory service engagement to allow internal audit to support a working group which has been established to improve the governance and business processes for student fees.
- Add the following audit projects:
 - Transportation and Parking Services – management has requested a financial and operation audit due to changes in leadership.
 - UF Health Major Construction – an assessment from an enterprise and ‘OneUF’ perspective to ensure consistency of business processes and project management controls.
 - Procurement of Goods and Services – an assessment of the university’s spending to identify opportunities for cost savings, duplicate contracts, strategic sourcing and prioritize resources.
 - UAA audit projects approved by the University Athletic Association Audit Committee: Payroll, Scholarships, Business Continuity and Disaster Recovery Planning, Name, Image and Likeness Risk Assessment.

Committee Chair O’Keefe called for a motion to approve the proposed changes, 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.

CAE Raniga shared highlights of the Transfer Student Admissions and GatorOne Services – IT Controls audits. He provided an update on the status of the audit report recommendations that were due for implementation by management from October 31, 2023 – January 31, 2024. 63% of the recommendations have been implemented. Majority of the recommendations that have not been implemented relate to the Major Construction Projects internal audit. The Office of Business Affairs is implementing a new system that will impact related construction business processes. The Office of Internal Audit (OIA) is working closely with management in monitoring progress and an update will be provided at the June board meeting.

Senior Vice President David Kratzer thanked the OIA for their flexibility. Committee Chair O’Keefe echoed his sentiments.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

There being no further discussion, Committee Chair O’Keefe adjourned the meeting at 3:00 p.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 2:05 p.m.

Time Adjourned: 2:49 p.m.

Committee and Board members present:

David L. Brandon (Committee Chair), Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, 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 Jr., 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, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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 Brandon welcomed everyone in attendance and called the meeting to order at 2:05 p.m.

2.0 Verification of Quorum

Senior Vice President David Kratzer 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 December 7, 2023 committee meeting and the February 6, 2024 pre-committee meeting, which was made by

Trustee O’Keefe, and a second, which was made by Trustee Zucker. Committee Chair Brandon asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

FCI1 Transportation and Parking Auxiliary–Covenants Relating to Facilities with Outstanding Revenue Bonds

SVP Kratzer provided a brief overview of the action item. He stated the bonds are specifically related to parking garages on campus and the Board of Governors (BOG) requires the Board of Trustees to verify the Transportation and Parking Services (TAPS) operating budget for FY24-25. He noted that there were no changes to the information presented at the February 6 pre-meeting. During the pre-meeting, Trustee O’Keefe asked for clarification on the blank line for interest income on the Income and Expenditure Statement. SVP Kratzer clarified that the interest income is required to go in the debt service reserve and that it must be used to repay the debt service. Therefore, it cannot be used for operations nor be shown on the interest income line on the Income and Expenditure Statement. Interim Chief Financial Officer Taylor Jantz confirmed there is about \$90K that will go back into the debt service reserve.

Committee Chair Brandon asked for a motion to approve Action Item FCI1 which was made by Trustee O’Keefe, and a second, which was made by Trustee Ridley, 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.

FCI2 Naming: Tyler “Tyce” Hall Trail

Interim Vice President Maria Gutierrez Martin provided an overview of the proposed naming and bio of the donors, Kristen and David Hall. In honor of their son Tyler, they are requesting to name a trail in Austin Cary Forest, the Tyler “Tyce” Trail. Interim VP Martin noted the naming has met all the requirements and would commence upon receipt of 20% of the gift.

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

FCI3 Naming: W.W. Glenn Teaching Building

Interim VP Martin provided an overview of the proposed naming and bio of the donor, Ames Prentiss. In honor of his late grandfather and in recognition of the many generous and significant contributions made to the University of Florida, Ames Prentiss has requested to name the Agricultural and Biological Engineering Teaching Building the W.W. Glenn Teaching Building. Interim VP Martin note the naming has met all the requirements and would commence upon receipt of 20% of the gift.

Committee Chair Brandon asked for a motion to approve Action Item FCI2 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 all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

5.1 Florida Friendly Landscape at Malachowsky Hall

Committee Chair Brandon stated he wanted to recognize those individuals that collaborated for the visualization of the Florida Friendly Landscaping at Malachowsky Hall. He thanked and introduced Juan Perez, a UF Landscape Architecture student, who donated his time to create the visualization for the proposed Florida Friendly Landscape (FFL) at Malachowsky Hall; Claire Lewis, the Interim Director for the Florida Friendly Landscape Program; and Michael Dukes, Director of UF/IFAS Center for Land Use Efficiency (CLUE). He shared the FFL program is an IFAS-initiated program in all 67 counties of Florida. He stated that we should utilize our FFL as we continue to work through our landscape masterplan. The first step is the visualization, and we will be moving to the next phase, planting Florida-Friendly foliage.

Committee Chair Brandon shared two videos. The first video illustrated the current landscape of Malachowsky Hall. The second video illustrated the proposed FFL. He noted all the plants in the video are Florida native species and a new hybrid turf invented at UF/IFAS, CitraZoy, will be installed. CitraZoy thrives with significantly less water, pesticides, and fertilizer, while being very durable. This project will begin when funds are allocated. He shared that Director Dukes consults with state of Florida municipalities on ways to implement landscaping principles. Director Dukes noted that water is essential to the state's economic engine and that the FFL program will cut water usage by 30-50%.

Board Chairman Hosseini commented the proposed landscaping is not only beautiful itself but will also make the building more attractive. The "culture of excellence" at UF shows that in everything we do, we do it right, and that we need to take this to the heart of the entire UF system.

5.2 Baby Gator Update

Committee Chair Brandon shared a video about the Baby Gator phase one project. He thanked Trustee Zucker for making this project possible with her donation.

5.3 Campus Construction Update

SVP Kratzer provided an update on the projects currently under construction, in design, or in the planning stage. He noted 3 changes to the information presented at the February 6 pre-meeting:

1. Project-606 Whitney Laboratory: completion date changed to June 2025
2. Disability Resource Center: source of funding changed to CITF funding only for \$12,450,000
3. Dental Science Building: project will be brought back to the Board after the designers provide more work on the project design.

Committee Chair Brandon stated that while it is a discussion item, the committee always vote to ratify the Campus Construction Update for the record. He asked for a motion to approve

Discussion Item 5.3 which was made by Trustee Ridley, and a second, which was made by Trustee Zalupski for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for all in favor of the motion, any opposed, and the motion was approved unanimously.

5.4 Construction Presentation

SVP Kratzer stated at President Sasse's request, a construction projects dashboard was created to follow and will be updated for future Board meetings. The dashboard will tie into the work done by the Audit Committee. He noted the Business Affairs office is changing the way business will be done in the future. The overall task is to streamline the construction process, rethink construction management, increase on-time and within-budget projects, improve project controls, balance the workload by examining the assigned scope of work, and to fix project accounting. He discussed ways that the office is working on this transition. He thanked the Committee Chair Brandon, Planning, Design & Construction Assistant Vice President Cydney McGlothlin, the PD&C team, Interim CFO Taylor Jantz and the CFO Office, Construction Accounting, Office of Internal Audit, Ankura, and Huron Consulting.

He noted an approximate 1,000,000 square foot increase to campus from 2018 to 2023. Of the 692 current projects, 651 are minor projects that are \$4M or less. He emphasized these may not be large projects, they are still important, and require the same quality and intentionality for completion. There are currently 41 major projects on the campus: 11 in the construction phase (\$414M), 11 in the design phase (\$561M), and 19 in the planning phase (\$1.4B). The construction projects dashboard indicates we are over-budget and over-time on projects. Many of those impacts are specifically related to COVID and supply-chain problems, but in some cases project scopes were changed to fit the expectations of what was being built. The \$148M received from the legislature in 2023 for deferred maintenance will move 177 of the 692 projects forward.

The audit completed by Ankura identified major problems that have delayed progress and kept us from improving efficiency. He noted the major initiatives in process that include:

- Coordinating with the CIO's office to replace Project Tracker software with Autodesk Construction Cloud, which will incorporate portions of BIM 360. Transition to Autodesk Construction Cloud is projected to be complete by June 2024.
- Coordinating with the CFO's office to enhance monthly reporting and forecasting.
- Construction Accounting in PD&C has moved under the Chief Financial Officer.
- Hired an Associate Director of Environmental Health & Safety, David Kramer, who will assist with the scheduling and estimating process. A second person will be hired in 2025.
- Operationalize the management action plan. 100 of the minor projects have been transitioned to Facilities Services to progress projects effectively, faster, and cheaper.

SVP Kratzer noted that the changes will be reported on at the June board meeting. He thanked the Board for their continued support.

Trustee Brandon thanked SVP Kratzer for a concise report, leading this charge, and the collaboration amongst the cohorts. He noted there is a lot of talent on campus and those

talents are being shifted around to other areas to promote organization, efficiency, and transparency.

President Sasse thanked Trustee Brandon, SVP Kratzer, and the Facilities and Finance Committees for collaborating on reassignments of staffing and being able to formulate a dashboard that can be updated to present regularly at the quarterly board meetings. He noted some of the projects will not be able to get back on track incrementally and we will need to reset.

Trustee Wright gave kudos to faculty at FFL and PD&C. She would like to see faculty involvement with the Jacksonville urban redevelopment, strategically utilizing their expertise.

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 2:49 p.m.



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

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 3:10 p.m.

Time Adjourned: 3.47 p.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Danaya C. Wright, 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 Jr., 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, Interim 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; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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 Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 3:10 p.m.

2.0 Verification of Quorum

Interim Chief Financial Officer Taylor Jantz 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 December 7, 2023 committee meeting and the February 5, 2024 committee pre-meeting, which was made by Board Chair Hosseini, and a second, which was made by Trustee Brandon. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

FSPPM1 Enterprise Resource Planning Implementation Partner Selection

Interim CFO Jantz provided an overview of the action item, reviewing progress on the project and highlighting the selection of Deloitte as the Enterprise Resources Planning (ERP) implementation partner. Board Chair Hosseini commented that the project is a game changer for the university and thanked the team for their hard work.

Committee Chair Powers asked for a motion to approve Action Item FSPPM1 which was made by Board Chair Hosseini, and a second, which was made by Board Vice Chair Patel 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.

FSPPM2 Baby Gator Fee Update

Interim CFO Jantz provided an overview of the action item, stating the proposed fee increase of 12% is to help Baby Gator be financially sustainable. He explained the importance of rates remaining in line with inflation. He indicated despite the 12% increase, Baby Gator would remain below open market tuition rates, increasing our fees to 90% of the average market rate. Board Chair Hosseini recommended reconsidering the fee increase. He emphasized the importance of providing affordable childcare to the university's faculty and staff. This is part of us giving back in appreciation of our employee's good work. Interim CFO Jantz agreed and stated we can look at internal resources to cover the costs, especially considering the new state funding we received. Board Chair Hosseini asked Trustee Zalupski and Interim CFO Jantz to work together and come back to the Board with an updated request. Trustee Zalupski noted there is an opportunity to look at the costs and marketing strategy.

This action item was removed from consideration.

5.0 Discussion Items

5.1 CFO Update

Interim CFO Jantz provided updates on the CFO's Office partnership with faculty to identify and implement streamlined process improvements, hiring of/recruiting for key roles including a Treasurer, Controller, and ERP Project Finance Lead. He provided a high-level overview of the enterprise financials, sharing that both revenue and net income have increased. Board Chair Hosseini emphasized UF Health's revenue increase of 13% is impressive.

Interim CFO Jantz reviewed the FY24 Strategic Funding Process and outcomes. He highlighted large allocations of strategic funding to Fintech Research Center, the expansion of access to

breast cancer screening in North Central Florida, and the Space Mission Institute. Interim CFO Jantz also spoke on the Radical Financial Transparency initiative, noting that the initiative kicked-off in February and he will report back with pilot unit results at the June board meeting. He indicated the project will help us to benchmark ourselves internally and provide a data driven approach to funding. Committee Chair Powers emphasized the importance of this initiative. We must hold ourselves accountable and ensure we are spending funds from the state legislature appropriately. Interim CFO Jantz agreed.

Finally, Interim CFO Jantz introduced the foundation of becoming a “Top 5” finance organization. He shared he has challenged the CFO’s Office to strive to reach this goal by focusing on 4 key areas: Transparency, Accountability, Innovation, and Agility. If we as a university do not give our people opportunities to grow, pathways to expand, incentives to stay and build careers, we are doing ourselves a disservice. We need to make sure our people feel valued.

5.2 UF Health Update

Senior Advisor to the President Jim Staten provided an update on UF Health. He highlighted the system’s revenue growth, strong operating performance, year-end projections, and new areas of focus. Senior Vice President Nelson agreed that continued growth plan and innovation will allow UF Health to continue to advance and become a leading health system. Board Chair Hosseini stated that UF Health is academic healthcare and should be elite, but not at the cost of quality. It is a privilege for us to take care of people. Focusing on having the best physicians and providing the best care will help the university become a \$10B enterprise. He added that will also increase the brand of the University of Florida. Committee Chair Powers stated the importance of high-quality healthcare and noted it is so important to us as an institution, it is a standing item on the FSPPM Committee agenda. She applauded the efforts of the Board Chair and President for initiating and supporting the system integration. President Sasse echoed Trustee Powers comments.

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 3:47 p.m.



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

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:10 p.m.

Time Adjourned: 1:48 p.m.

Committee and Board members present:

Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, 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 Jr., 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, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; 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

Board and Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 1:10 p.m.

2.0 Verification of Quorum

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except for Trustee Heavener who had an excused absence.

3.0 Review and Approval of Minutes

Board and Committee Chair Hosseini asked for a motion to approve the minutes of the December 7, 2023 committee meeting and February 5, 2024 committee pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Ridley. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Discussion Items

4.1 UF Health Transition Committee Update

Trustee Powers provided an update on the UF Health Transition Committee for the UF Health Parent Corporation approved by the Board on December 20, 2023. The purpose of the parent corporation is to develop and create a true health system. This will give us the opportunity to develop an integrated operating model that harmonizes the financial oversight, increases transparency, and develops a system wide network. The committee has met every 2-weeks since January 2024 and to date have accomplished the following: prepared a set of thresholds for matters that will be required to come before the UF Health Corporation Board, developed a process and timeline for how projects and matters that need approval by the President and BOT Chair including the due diligence and information to be gathered, outlined the UF Health board committees (Finance, Quality and Safety, Executive, Audit and Compliance), and developed a draft set of bylaws that outline the roles and responsibilities of the committee. In addition, the UF Board of Trustees Finance Committee, as well as Board Vice Chair Patel and VP Hass, are developing a process for vetting information to ensure they are within the governance standards and in compliance of the UF Board of Trustees. The UF Health Parent Corporation Board governance standards will be presented to the UF Board of Trustees for approval at the June board meeting. The committee's next steps are to continue to finalize the aforementioned items, looking at the roles and responsibilities of all the local hospital boards, making any appropriate recommendations for organizational reporting and board membership, and finalizing the governance standards. The committee's goal is to finish and receive approvals by the June UF Board of Trustees meeting, so the UF Health Parent Corporation will be up and running by Summer 2024. She expressed her gratitude to the President and Board Chair for their guidance during this process. President Sasse expressed his and Board Chair Hosseini's gratitude to Trustee Powers and all the committee members for their productive work.

4.2 Government Update

VP Kaplan noted that today is Day 59 of the annual 60-day legislative session. On the final day of the legislative session, both chambers will vote on and approve the budget. He noted that the funding information in this update is still subject to the Governor's final approval. We had a historic year in funding for the University of Florida and an extraordinary legislative session led by Board Chair Hosseini. We will have close to \$500M in new recurring and non-recurring funding coming to UF. VP Kaplan expressed his gratitude to the Florida legislature, Board Chair Hosseini, and the UF team in Tallahassee for their support and hard work. President Sasse wholeheartedly agreed and stated this historic funding can be credited to Board Chair Hosseini's relentless passion. The UF general revenue funding (recurring and non-recurring) from FY2008 to FY2025 has seen a tremendous upward trajectory, more than doubling. VP Kaplan noted that funding dropped during the great recession. The climb that we've seen since then is exciting and creates

a lot of opportunity for our faculty, staff, and students. Board Chair Hosseini commented that between FY2008 and FY 2017, UF lost 500 of its best faculty. In 2017, the Board created the Faculty 500 initiative to recapture lost faculty. He emphasized between FY2017 and FY2025, we have more than doubled our funding. VP Kaplan summarized the significant operating support items and facilities and infrastructure funding we are set to receive which will include Preeminence, UF Health, Florida Semiconductor Initiative, UF Health Jacksonville, and UF/IFAS, among many others. He noted the \$100M prior funding we received for an opportunity in West Palm Beach that did not come to fruition, has been on hold due to spending constraints. The legislature included language in the budget that grants authority to the Board to use the \$100M for other technological and built infrastructure. Board Chair Hosseini agreed and specifically noted the combined funding support from the State, the City of Jacksonville, and local philanthropy executing the opportunity in Jacksonville, if the Board and President approve. Trustee Powers commented she is blown away by what we have accomplished this year in funding, it elevates UF to another level, and she expressed her gratitude for Board Chair Hosseini's hard work. Board Chair Hosseini added that he and the President visited the UF Health Jacksonville hospital and were able to obtain \$15M in funding for that hospital, as well as authority for the local community to consider a half-penny optional sales tax for indigent and trauma care in Duval County. VP Kaplan continued with historical data on PECO funding used for facilities. From FY2017 to FY2025, it shows the amazing investment by taxpayers of Florida and appropriators in Tallahassee over the last few years. He summarized the Select Initiatives that will be included in the budget this year which will include downtown Jacksonville, the Dental Science Building, Hamilton Center - Infirmary Building Renovation, School of Music Building – thanks to the continued advocacy of Senator Keith Perry, Florida Semiconductor Institute, and the UF/IFAS Center for Applied Artificial Intelligence. He concluded by outlining the legislative session next steps of budget review process by the Governor, noted the next legislative session begins March 4, 2025, and shared his gratitude for Board members' participation during the legislative session. Trustee Brandon echoed the comments on Board Chair Hosseini's tireless efforts. Board Chair Hosseini stated it takes the entire UF team to get it done.

5.0 New Business

There was no new business to come before the committee.

6.0 Adjourn

There being no further discussion, on behalf of Board and Committee Chair Hosseini, Vice President and General Counsel Amy Hass adjourned the meeting at 1:48 p.m.



BOARD MEETING MINUTES

March 8, 2024

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:53 a.m.

Time Adjourned: 11:34 a.m.

Board members present:

Morteza "Mori" Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Danaya C. Wright, 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 Jr., 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, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; 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

Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:53 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Heavener, Ridley and Zalupski, who had excused absences.

3.0 Recognition

Board Chair Hosseini recognized Trustee and Student Body President Olivia Green. A resolution honoring her was read 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, Meagan Lamey. Board Chair Hosseini welcomed her and advised she had three minutes for comment.

5.0 Action Items (Consent)

BOT 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 December 8, 2023 and December 20, 2023, 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.

Board Chair Hosseini stated there are 6 action items on the consent agenda for three committees. The action items were taken up by committee.

Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)

Board Chair Hosseini stated Action Item AFSSPRSC4 would be amended as follows: this approval is conditional on receiving Board of Governors approval and upon successful negotiations with the city and community of Jacksonville. Such negotiations are delegated by this action to the President and Board of Trustees Chair.

During agenda item 9.0 Comments by Chair of the Board, Board Chair Hosseini asked for a motion to approve Action Item AFSSPRSC4 as amended, which was made by Trustee O'Keefe 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.

Board Chair Hosseini asked for a motion to approve Action Items AFSSPRSC1, AFSSPRSC2, and AFSSPRSC3, which was made by Trustee Wright and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Committee on Facilities and Capital Investments (FCI)

Board Chair Hosseini asked for a motion to approve Action Item FCI1, which was made by Trustee Cole 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 Finance, Strategic Planning and Performance Metrics (FSPPM)

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

6.0 Action Items (Non-Consent)

Board Chair Hosseini stated there are 2 action items on the non-consent agenda for the Committee on Facilities and Capital Investments (FCI).

FCI2 Naming: Tyler “Tyce” Hall Trail

FCI3 Naming: W.W. Glenn Teaching Building

Board Chair Hosseini asked for a motion to approve the naming Action Items FCI2 and FCI3, which was made by Trustee Wright 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.

7.0 President’s Report

President Sasse expressed his gratitude to Drs. Michael Okun and Kelly Foote for allowing the Board to experience The Fixel Institute for Neurological Diseases last night for our Board dinner. It was an honor to get a snapshot of their extraordinary cutting-edge clinical research, patient care, and translational delivery. The work they are doing makes Gainesville a destination for neurological and neuroscience healthcare. This is the type of program we want to expand and grow. He added his profound appreciation to Board Chair Hosseini for being a force of nature in Tallahassee. In the 171-year history of UF, there has never been an advocate and champion for UF as tireless as him. UF is glorious in its own right, but it is also comprised of dozens of dynamic ecosystems. He expressed his thanks to everyone from faculty to administration that has been involved in the Jacksonville project so far.

In his President’s Report, he shared brief updates in the following areas:

Senior Administration

- Dan Dillon, Jr. – New Vice President for Marketing. VP Dillon joins UF from Arizona State University and will propel the One UF brand forward.
- SVP David Nelson – Under Dr. Nelson’s leadership over the past 5+ years, UF Health has made tremendous strides and grown in unbelievable ways. He will be going on a well-deserved sabbatical after serving above and beyond his contractual obligations and term. Upon his return, he will transition into a new role as Senior Advisor to the President for Biomedical Research Evangelism.
- Dr. Stephen Motew – New President and CEO of the UF Health System, effective April 1. Dr. Motew’s passion for medicine and incredible assets will be indispensable to the next steps for UF Health.
- Interim CEO Jim Kelly – This is his final board meeting. President Sasse expressed his gratitude for Interim CEO Kelly putting in his blood, sweat, and tears during the last few years of transition within UF Health Shands.

Accreditation

UF is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). We recently hosted them on campus for our 10-year accreditation renewal. No formal announcement is being made at this time because there are 3 steps to this process. Step 2 was the on-campus visit that we just completed. Step 3 is the formal ratification by the SACSCOC

board in December 2024. On behalf of himself, Provost Angle, and Associate Provost Cheryl Gater, he thanked all the faculty, administrators, and the Board for their participation in the meetings with the SACSCOC board. The on-campus meetings went really well and we were informed that we have zero issues. The SACSCOC board was impressed with the university's operations, service, and the work we are doing in Artificial Intelligence (AI).

Hamilton Center

The Hamilton Center has received over 1,100 faculty applications, which is an unprecedented number. Faculty want to come join us at UF. The inbound faculty talent is ongoing upgrading and continuous improvement. The State of Florida granted UF direct hire authority, and we are going to use it to grow our faculty hiring at a faster pace, not on an academic calendar. We want to be able to make competitive offers and make them fast. We are going to seek out the world's greatest minds and invite them to come and join the grand cause that is the University of Florida. We want to bring their laboratories and teams as well. We want the word to go out that the University of Florida is hiring the best and brightest in higher education across the nation.

Metrics

He noted Board Chair Hosseini had emphasized the importance of transparency and accountability at our meeting yesterday. It takes hard work to do things well. And the only way you really do hard work is to be honest about what you are succeeding at and what you are not succeeding enough at. We want to measure more. We want to be an elite Top 5 game changing institution. We want to serve Gainesville and Florida more broadly, but we also want this place to be an exemplar nationally. We are going to be taking a hard look at metrics, some of which is driven by the reset we did on performance reviews to a July 1 to June 30 year. April-June is the moment to get those performance reviews cascading from larger university objectives. We are going to look at this in 3 buckets of metrics:

- **Financial Performance and Health (across the enterprise)** – We want to discuss net tuition and revenue. Where are we right now and given our unique funding model where do we need to get to. This includes UF Health, bond ratings, and construction and capital project dashboards.
- **Faculty Productivity and Output** – For elite faculty hiring, we need baseline metrics about what it looks like to upgrade our performance. This includes benchmarks for research, teaching, 10x10x10 success, and industry relationships for our AI tools.
- **Student Experience and Learning** – UF has performed phenomenally at student success and outcomes, but there is more work to be done. This includes benchmarks for student graduation success and retention rates, student employment rates within 6 months of graduation, more student internships and externships, study abroad, transfers in and out, external exam passage rates, and more Ed Tech pilots.

8.0 New Business

Trustee Wright acknowledged the public in the meeting room and outside for their commitment to their causes. They took time out of their days to express their concerns to the Board. It is important for us to recognize their dedication and love for this institution. Institutions of higher education provide a unique and special place for people to engage with new ideas and with different perspectives. The Board of Governors free expression statement is a mere shibboleth if

we do not embrace and make space for civil discourse and engagement with diverse ideas. She personally thanked those who shared their concerns today. We care deeply about the future of UF. We on the Board all try to make our decisions with a deep commitment to our role as stewards and fiduciaries to the students of the future. We are listening and open to dialogue because when we stop listening, we all stop learning.

Board Chair Hosseini expressed his appreciation for Trustee Wright's comments. He reiterated the Board deeply cares. We are here to do the right thing for our faculty, staff, and students and we follow the law.

9.0 Comments by the Chair of the Board

Board Chair Hosseini asked to revisit taking a motion on Action Item AFSSPRSC4 that was amended earlier in the meeting. He included a conditional statement to the motion, as noted in agenda item 5.0 Action Items (Consent).

Board Chair Hosseini emphasized that we have an incredible opportunity ahead of us here at UF. He thanked the Board, President, and Senior Administration for their hard work. The Board is not going to sit still. We have a long way to go, but the sky is the limit. Our president has an incredible vision, and we want to support him. Together, we will all make UF an incredible place in the coming years.

10.0 Adjourn

There being no further discussion, Board Chair Hosseini adjourned the meeting at 11:34 a.m.