



## **COMMITTEE ON ADVANCEMENT**

### **Meeting Minutes**

**December 4, 2025**

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

**University of Florida, Gainesville, FL**

**Time Convened: 11:03 a.m.**

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

#### **Committee and Board Members Present:**

Richard P. Cole (Committee Chair), David L. Brandon, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

#### **Others Present:**

Donald W. Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President for Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Provost and Executive Vice President for Academic Affairs; Nick Kozlov, Senior Vice President and Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

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

Committee Chair Richard Cole welcomed everyone in attendance and called the meeting to order at 11:03 a.m.

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

Vice President Maria Gutierrez Martin verified a quorum with all members present.

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

- **June 5, 2025**
- **November 3, 2025**

Committee Chair Cole asked for a motion to approve the minutes from the June 5, 2025, Committee Meeting and the November 3, 2025, Pre-Meeting. A motion was made by Trustee

Davis and seconded by Trustee Powers. Committee Chair Cole asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

#### **4.0 Discussion Items**

##### **4.1 FY26 Current Fundraising Performance**

VP Martin provided an overview of the current fundraising efforts. She highlighted a few recent events on campus: building dedication for the UF Early Childhood Collaboratory at Anita Zucker Hall; Herbert Wertheim College of Engineering's 10-year anniversary celebration of Herbert Wertheim's catalytic naming gift; unveiling of the next generation of HiPerGator; ribbon cutting on the Bruno E. and Maritza F. Ramos Collaboratory; the sharing of plans for our new School of Music Building; and groundbreaking events for the Hamilton School and Dental School. Fundraising is currently at \$172M, which includes \$75M in pledge commitments that are paid over time, \$36M in estate gifts, \$60M in cash and \$1M in gifts in kind. \$30M has been committed to the endowment with \$3M in new cash and \$4M from past pledge payments. Committee Chair Cole stated 99% of the funding received is designated for specific things. We are reaching out to all our donors to inform them of tax benefits if they pay by the end of the year. This time of year is busy for us, and we should reach \$225M by the end of the year. UF Advancement manages four key areas of performance: University campaign, annual performance, college/unit performance and individual performance.

##### **4.2 New Leadership Gifts**

Committee Chair Cole shared an update on new leadership gifts: a gift to create a transformational AI ecosystem designed to transform higher education through the exploration of agentic AI; a leadership gift from Dr. Alan Porter and his wife, Claudia, to name the Porter Department of Radiation Oncology; a \$5M gift from former Florida Governor and U.S. Senator Bob Graham's family to commemorate the 20<sup>th</sup> anniversary of the Bob Graham Center for Public Service and establish an endowment for civic engagement; and a gift of \$1M from Nathan Collier and his family and Ken and Linda McGurn – two remarkable UF families who came together to support Dr. Elias Sayour's groundbreaking cancer vaccine research.

##### **4.3 UF's 5<sup>th</sup> Comprehensive Fundraising Campaign**

VP Martin provided a review of the 5<sup>th</sup> Comprehensive Fundraising Campaign. Internal current state analysis has been completed with all departments and programs. Campaign consultant Huron completed the first phase of planning, which focused on database analysis. Our second phase will run now through the end of Fall 2026 and will include four work streams: program reviews; campaign strategy; constituent experience; and management and training (gift officer metrics and performance management). We will finalize our goal, the campaign name and length, and the operations plan.

#### **5.0 New Business**

Committee Chair Cole stated there was no new business to come before the committee.

#### **6.0 Adjourn**

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



## **COMMITTEE ON AUDIT AND COMPLIANCE**

### **Meeting Minutes**

**December 4, 2025**

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

**University of Florida, Gainesville, FL**

**Time Convened: 11:26 a.m.**

**Time Adjourned: 11:53 a.m.**

#### **Committee and Board Members Present:**

Daniel T. O'Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

#### **Others Present:**

Donald W. Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President for Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Provost and Executive Vice President for Academic Affairs; Nick Kozlov, Senior Vice President and Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Heather White, Vice President for Student Life; Chelsey Clements, Chief Compliance, Ethics and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; members of the University of Florida community, and the public.

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

Committee Chair Daniel O'Keefe welcomed everyone in attendance and called the meeting to order at 11:26a.m.

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

Chief Compliance, Ethics and Privacy Officer Chelsey Clements verified a quorum with all members present.

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

- **June 5, 2025**
- **November 3, 2025**

Committee Chair O’Keefe asked for a motion to approve the minutes from the June 5, 2025, Committee Meeting and the November 3, 2025, Pre-Meeting. A motion was made by Trustee Cole and seconded by Trustee Patel. Committee Chair O’Keefe asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

### **4.0 Action Items**

#### **AC1 Performance Based Funding Audit Report**

Chief Audit Executive Dhanesh Raniga reviewed the Performance Based Funding Audit Report. The performance-based funding audit is required by the Florida Statute section 1001.75 (5)(C) and requires an annual data integrity audit be conducted to verify that the data submitted by the university complies with the definitions established by the Board of Governors. The audit also supports the Data Integrity Certification signed by the Interim President and the Board of Trustees’ chair. Overall, the audit, which has been performed for the last twelve years, did not find any issues. The University received approximately \$134M for the performance-based funding this fiscal year.

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 Cole. 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.

#### **AC2 UF Compliance and Ethics Program FY25 Annual Report**

Chief Compliance, Ethics and Privacy Officer Chelsey Clements provided an overview of FY25 Annual Report. This report highlights the seven elements of an effective compliance and ethics program, which come from Chapter 8 of the federal sentencing guidelines. The elements reviewed in the report include governance and high level oversight, policies and standards, communication and reporting, training and education, auditing and monitoring, response and prevention, and enforcing standards.

Committee Chair O’Keefe asked for any questions or further discussion. He then asked for a motion to approve Action Item AC2 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 Brandon. 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 Discussion Items**

#### **5.1 Internal Audit Activity**

Chief Audit Executive Dhanesh Raniga provided an overview of the activities of the Internal Audit since the last audit committee meeting. Overall, there were 13 reports completed, of which 10 were internal audits and three were advisory related reports. Included in the

completed audits were those required by Board of Governors mandate including foreign influence legislation; post tenure review and performance-based funding. The research computing report is completed annually to support our faculty in confirming the information security of our information systems and assist in the university's research proposal submission process. Each year we also have a DSO on our audit plan and this year we looked at UF Jacksonville Physicians in collaboration with internal audit team at UF Health side. The advisory reports included those related to good and service spend analysis to help identify areas where we can save money, be efficient and use the data to improve contract compliance. We also reviewed the university's processes for charging service fees and indirect charges governance. This review is to ensure we are in line with our budget model. Following discussions on the results of the audits completed, an overview of the status of the completion of internal audit reports was also provided, together with the progress on the remainder of the approved internal audit projects.

## **5.2 Internal Audit Annual Report**

Chief Audit Executive Raniga discussed the Internal Audit Annual Report. The Annual report is required by the Board of Governors. Included in the annual report was the Office of Internal Audit's strategy, which is now required by the Institute of Internal Auditors. CAE Raniga highlighted some of the key accomplishments of the year. This included obtaining an external quality assessment, where the department got the highest rating as per the Institute of Internal Auditors quality rating. He also commented on the department's staffing resources, which over the last four years has been enhanced through strategic hiring so that the department has the right skill set and talent to provide advice, insight and foresight. There was continued use made of the assurance map to guide our risk and audit plan. Our goal is geared toward saving the University money, streamlining business processes and adding value. We have developing key performance indicators for our department and will present them at an upcoming meeting. CAE Raniga also informed the committee that internal audit was undergoing fundamental transformation driven by emerging technologies and increasingly complex risks. over the next 12-18 months. Internal audit will be incorporating transformational objectives into its audit methodology and includes exploring agentic AI enablement, developing talent to have an innovation oriented mindset and providing strategic insights and foresights by partnering with university senior management. He also provided reports on required compliance matters. There were no disclosures of non-conformance with the standards or independence.

## **5.3 Audits of Affiliated Organizations**

Chief Financial Officer Nick Kozlov shared an update on organizational audits. There were 24 affiliated organizations audits, of which three are still in draft. Of the twenty-one remaining, we have findings on three including 4-H, Florida Health Profession Association and Florida Veterinary Medicine Association. None of these findings impacted the opinions of our financial statements.

## **6.0 New Business**

Committee Chair O'Keefe stated there was no new business to come before the Committee.

## **7.0 Adjourn**

There being no discussion, Committee Chair O’Keefe adjourned the meeting at 11:53 a.m.

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

**Meeting Minutes**

**December 4, 2025**

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

**University of Florida, Gainesville, FL**

**Time Convened: 1:32 p.m.**

**Time Adjourned: 2:25 p.m.**

**Committee and Board Members Present:**

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavenner, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

**Others Present:**

Donald W. Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President for Government and Community Relations; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Senior Vice President and Chief Information Officer; Ryan Fuller, Vice President and General Counsel; Joe Glover, Provost and Executive Vice President for Academic Affairs; Nick Kozlov, Senior Vice President and Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Stephen Motew, UF Health President and System Chief Executive Officer; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; 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 1:32 p.m.

**2.0 Verification of Quorum**

Provost Joe Glover verified a quorum with all members present.

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

- **June 5, 2025**
- **November 3, 2025**

Committee Chair Patel asked for a motion to approve the minutes from the June 5, 2025, Committee Meeting and the November 3, 2025, Pre-Meeting. A motion was made by Trustee O’Keefe and seconded by Trustee Cole. Committee Chair Patel asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

### **4.0 Action Item**

#### **AFSSPRSC1 Tenure Upon Hire**

Provost Glover gave an overview of the nine faculty cases for consideration:

- Dr. Aoife Wiberg, Professor at the College of Design, Construction and Planning in the School of Architecture.
- Dr. Lesley Ann Chow, Associate Professor in the Herbert Wertheim College of Engineering in the Department of J. Crayton Pruitt Family Department of Biomedical Engineering.
- Dr. Jia Liu, Associate Professor in the Herbert Wertheim College of Engineering in the Department of Industrial and Systems Engineering.
- Dr. Xiaoyi Lu, Associate Professor in the Herbert Wertheim College of Engineering in the Department of Electrical and Computer Engineering.
- Dr. David Beilman, Professor in the College of Liberal Arts and Sciences in the Department of Geography.
- Dr. Dawn Schiehser, Professor in the College of Public Health and Health Professions in the Department of Clinical and Health Psychology.
- Dr. Susan Crow, Professor at IFAS in the Department of Soil, Water and Ecosystem Sciences.
- Justice Charles Canady, Professor at the Hamilton School of Classical and Civic Education.
- Dr. Jason Kelly, Associate Professor at the Hamilton School of Classical and Civic Education.

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 Davis, and second which was made by Trustee Cox. 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 Admission Update**

Vice President of Enrollment Management Mary Parker provided an overview of admissions. There are three big changes happening, financial aid changes, strategic enrollment and academic capacity. Changes to financial aid for our undergraduates, graduates and professional students are based on the federal guideline changes. Federal loan programs will shift responsibility from the federal government to our students and institution. This will impact our graduate and professional students the most, as they are the ones who rely heavily on student loans. There are some loan programs going away, some with limits and some with lifetime



limitations. For our strategic enrollment, we are working with our academic colleges and the Provost office to ensure that we have the capacity to serve all the admitted students. We have an early action date of early January and a regular decision release in March. Having students apply and accepted during the earlier dates streamlines the admission process. It gives us the ability to recruit the best and brightest students. We have seen a large number of students taking advantage of the early action admission process.

## **5.2 Faculty Senate Update**

Trustee L. Amelia Dempere provided an update on the Faculty Senate. The Faculty Senate has met four times with Interim President Landry attending two of those meetings. They discussed items and issues that faculty have concerns about including H-1B Visas and the University's ability to continue recruiting and retaining the best and brightest faculty, staff and students. The Provost office has asked the Faculty Senate to provide input on the five-year academic strategic plan. Faculty are reading and implementing Board of Governors Regulation 8003. UF faculty have joined other state universities to voice their concerns and hope the final implementations reflect faculty concerns.

## **5.3 Student Body President Update**

Trustee Blake Cox shared a Student Government update. The UF app has been a success for students checking schedules and degree audits. We are proud that over 30,000 students have downloaded the app. Student Government worked to ensure that every student is aware of the resources UF offers before students even start classes. They partnered with Preview to share the information with students, so they are aware of the resources available. Trustee Cox has worked on student safety around campus. He has walked the campus and identified areas that needed trees trimmed, better lighting and safer access. He has also worked with UPD to encourage student engagement, which has been a success. Trustee David Brandon thanked Trustee Blake Cox for his work as Student Body President for working with the administration to bring increased awareness regarding campus safety and student fees, in particular athletic fees. Chair Hosseini stated that the board has no intention to increase student fees unless students want this themselves.

## **5.4 Library Hours**

Trustee Blake Cox shared his work on returning the library hours to 24-hour access. The student body has requested this and in comparison, to other institutions that have this access, UF should offer this once again to students. If approved the Marston Library would provide 24-hour access 5 days a week. Interim President Landry voiced his support of this and has spoken with the Director of Libraries, and they feel this can be supported without a significant cost increase. Provost Glover said that starting spring the Marston Library will be open to students. The administration will monitor this and make changes as needed, if the use is not sufficient.

## **5.5 Student Life Update**

Vice President of Student Life, Heather White shared a Student Life update. UF was recognized by Princeton Review for Mental Health Awareness. We have made strides in our treatment regarding student mental health, and we will now focus on the preventative side. This means

creating environments and resources to help students in day-to-day living. We are also launching a recreational sports program to help students achieve academically, socially and mentally. Research shows that students who participate in sports have higher scores and are more well-rounded students. We want to provide these resources for all students. The New East Recreational Center will be the focus to improve accessibility for students living on the east side of campus as this area continues to grow. After reviewing several sites, it was determined that Norman Field will provide the best location for safety, accessibility and connectivity.

#### **5.4 Centers and Institutes**

Provost Glover shared an update on Centers and Institutes within the university. Warrington College of Business is closing its AI, Cybersecurity, Governance and Privacy Management Center as the director has retired. This has no financial consequences. The Herbert Wertheim College of Engineering is creating a Human Performance and Wellness Center; the college is providing first year start up and the center may require additional support for years 2 – 5 for the Director's salary. The College of Medicine is changing the name of the University of Florida Health Cancer Center to the University of Florida Health Cancer Institute. There are no financial consequences. The College of Medicine is also establishing the AI for Health Institute. This will integrate AI across clinical care, research and education. Financial support will be provided by the 7.5% indirect cost allocation from contracts and grants administered through the institute. The Office of Teaching and Technology is closing the Environmental Management System Institute; there are no financial consequences. IFAS is closing two Centers. Landscape Conservation and Ecology has been inactive, and the director of the Center for Sustainable Agriculture and Food Systems has retired. There are no financial consequences to these closures.

#### **6.0 New Business**

Committee Chair Patel stated there was no new business to come before the Committee.

#### **7.0 Adjourn**

There being no discussion, Board Vice Chair Patel adjourned the meeting at 2:25 p.m.