



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

December 4, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 9:08 a.m.

Time Adjourned: 10:49 a.m.

Committee and Board Members Present:

David L. Brandon (Committee Chair), Richard P. Cole, 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, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Senior Vice President and Chief Financial Officer; Colt Little Vice President for Construction, Facilities, and Auxiliary Operations; 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; Cydney McGlothlin, University Architect; Matt Webster, Interim Assistant Vice President Planning, Design and Construction; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David Brandon welcomed everyone in attendance and called the meeting to order at 9:08 a.m.

2.0 Verification of Quorum

Vice President Colt Little verified a quorum with all members present.

3.0 Review and Approval of Minutes

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

Committee Chair Brandon 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 Corr and seconded by Trustee O'Keefe. Committee Chair Brandon 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

FCI1 Construction Projects Budget Amendments

Vice President Colt Little reviewed the proposed Construction Projects Budget Amendments and explained the rationale for each, which included the following:

- Dental Science Building: \$10.4M of deferred maintenance funds and \$1.17M of other available funds are being moved into the main project budget to cover costs associated with resealing and reconstructing the tower building envelope and facade and with replacing the roof of part of the dental complex.
- The Thompson Center for Earth Systems (an addition to Powell Hall at the Museum of Natural History): Approximately \$647,000 was moved from the project budget to the Foundation to cover advancement fees.
- Whitney Labs for Marine Bioscience: \$2.1M in PECO and department funds are being added to finish out the project.
- Data Center Chiller Replacement: \$6.1M is being transferred from another project so that the projects can be combined to create efficiencies and savings.
- Disability Resource Center: \$4.9M of CITF funds are being reallocated from lower priority projects to enhance project scope and functionality.
- The Hamilton School: \$1.8M in expected state funds is being added to the budget to complete this project as designed.
- Chemical Engineering Renovation and Remodeling: A small amount of research bond interest will be added to the project, and the College of Engineering is contributing \$8.9M in order to complete the full scope of the project as originally designed.
- Communicore Renovations: Research bond interest is being added to this project.

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-318	Dental Science Building	\$198,647,435	\$11,606,300	Deferred Maintenance, Auxiliary & Carry Forward	\$210,253,735
UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$30,000,000	(\$646,875)	Advancement Fees	\$29,353,125
UF-606	Whitney Laboratory for Marine Bioscience	\$42,283,376	\$2,145,189	PECO Funds & Whitney Lab Funds	\$44,428,565

UF-641	Data Center Chiller Replacement	\$14,816,300	\$6,100,000	Transfer from MP09438	\$20,916,600
UF-675	New Disability Resource Center	\$12,515,005	\$4,947,395	CITF Funds	\$17,462,400
UF-689	Hamilton Center for Classical & Civic Education	\$55,000,000	\$1,800,000	CIP FY27 Request	\$56,800,000
UF-692	Chemical Engineering Renovation & Remodeling	\$43,904,409	\$9,048,256	College of Engineering & Research Bond Interest	\$52,952,665
UF-693	Communicore Ground & 3rd Level Renovation	\$11,194,299	\$174,716	Research Bond Interest	\$11,369,015
UF-1112	Basic Science 3 rd Floor Renovation	\$11,449,848	\$149,802	Research Bond Interest	\$11,599,650

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI1 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 Corr. 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 New Capital Minor Projects

VP Little reminded the Board that projects with a construction cost exceeding \$2M but less than \$7.75M require the Board's approval and are referred to as Capital Minor Projects. VP Little then gave a brief summary of the proposed Capital Minor Projects as listed in the action item.

Project #	Project Title	Project Budget	Project Phase
MP09591	Human Development Center- HSC Baby Gator	\$3,500,000	Planning
MP09470	Norman Fixel Institute- E10 Property Construction of Access Road	\$3,900,000	Planning
MP09508	Dade County- Miami - Oversee Renovation of Leased Office Space	\$4,300,000	Planning
MP09430	Norman Fixel Institute- E10 Renovation of 2nd Floor	\$5,747,512	Planning
MP09630	Campus Stormwater Infrastructure Stabilization - Repairs and Maintenance	\$6,100,000	Planning
IF25030	IFAS Cherry Lake Cabins, Site and Infrastructure Improvements	\$6,400,000	Planning
MP09520	Elmore Hall for Admin Service- Renovation	\$7,400,000	Planning
UF-689A	Hamilton Center Site Utility	\$10,000,000	Planning
UF-708	Graham Woods Stormwater Improvements	\$10,000,000	Planning

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI2 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 Davis. 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 Garage 14 Solar Project

VP Little stated the Committee previously reviewed an ESCO (Energy Services Company) or performance contracting project with Siemens pertaining to various improvements to the south district of campus, primarily at Garage 14 and the Cancer and Genetics building. Since the initial report, and upon further review and consultation with Siemens, we have shifted our focus to a portion of the original project that contains only the solar generation and the battery storage at Garage 14. The key driver is Duke Energy, UF's electricity provider, continuing to offer what is known as a curtailment rate. If upon notice from Duke Energy, UF can curtail our energy consumption by a specified amount for a set period of time by relying on the battery storage (which batteries would be charged by the solar array), UF will receive a significant discount from Duke Energy on our annual electricity costs. The curtailment rate has been in effect since 1992 and is reviewed every five years by the Public Service Commission, with the latest renewal period ending in 2029. Duke Energy expressed their intent to continue with the current rate plan, and would likely grandfather in existing users. Board Chair Hosseini asked if Duke Energy has committed to the curtailment rate. VP Colt Little stated that UF and Duke Energy have communicated informally about the rates, and he understands that Duke Energy does not anticipate the rate being discontinued. Board Chair expressed the need to have an email from Duke Energy documenting this commitment to keep the current rate, and VP Little agreed to request that form Duke Energy.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI3 for recommendation to the Board for its approval on the Consent Agenda subject to Duke Energy providing in writing their commitment to maintaining the curtailment rates the same as they are now, that's the motion. A motion was made, with the amended language, by the Board Chair Hosseini. Committee Chair Brandon asked for a second which was made by Trustee Heavener. Committee Chair Brandon asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI4 Acquisition of 3107 SW Williston Road

VP Little reviewed the proposed Acquisition of 3107 SW Williston Road. This property is immediately southwest of the existing Fixel Institute Campus. The purchase price is \$5.1M, the property is currently under contract with the UF Foundation, and the purchase will be funded entirely through donor funds. VP Little also indicated that staff has been considering whether to assign the contract prior to closing or to convey the property from the Foundation post-closing. The nearly 24,000 square foot two-story office building will be renovated to house and expand existing programs for the Fixel Institute. The Board is asked for approval to receive conveyance of that property, either directly from the seller at closing or via conveyance from the Foundation post-closing.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI4 for recommendation to the Board for its approval on the Consent Agenda. Board Chair Hosseini offered the motion subject to receiving the conveyance of the property at closing so that it is conveyed directly to the University. Committee Chair

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

FCI5 Assignment of Hilton Hotel Sublease

VP Little reviewed the proposed Assignment of Hilton Hotel Sublease which is located at the corner of 34th Street and Hull Road, and which sits on state-owned property. The property is leased to the University under its campus master lease, and then subsequently subleased to the hotel owner-operator, which is under contract for sale to a new owner. The sublease requires that the Board of Trustees approve the assignment of the sublease, subject to certain conditions. One of the conditions is that the assignee or purchaser has a net worth of at least \$10 million. The second is that the hotel purchaser or operator must have experience with hotel and conference center facilities. The proposed new operator is Greenwood Hospitality Management. We expect them to meet the required funding of the SPE prior to closing. Currently there are some restrictive covenants associated with the property that preclude UF from involving itself with respect to the development, ownership and operation of certain hotels. The proposed purchaser want to switch flags from Hilton to Marriott and have provided photos to give an example of the renovation they planned for the property. They are planning for significant renovation post-closing. Board Chair Hosseini expressed that he agreed with the motion, with the clear understanding that what represents the University of Florida is in great shape. It's important to the University for us to approve the assignment of the sublease, but they must go through the process and show us the changes they suggest before changes are made. Vice Chair Patel asked if the University of Florida's name is on the building. VP Little stated yes. Committee Chair Brandon expressed this is a chance to clean up some language to the land lease. Trustee Ridley asked about issues with deed restrictions. Board Chair Hosseini expressed that he would like Trustee Ridley to be involved in reviewing this language in the contract.

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

FCI6 Major Projects Selections

University Architect Cydney McGlothlin reviewed the Major Projects Selections and the finalists listed in ranked order.

UF-707 - UF Jacksonville Campus (engineer selection for project planning)
-Project: Provision of comprehensive utility design (including telecommunications), traffic studies and design, environmental planning, and storm-water design for the development of a new satellite campus in Jacksonville, Florida.
-Finalists: England, Thims & Miller, Inc., WGI, Inc., and NV5, Inc.
UF-707- UF Jacksonville Campus (architecture master planning selection for project planning)

-Project: Provision of master planning and design consultation for the development of a new satellite campus in Jacksonville, Florida.

-Finalists: Elkus/Manfredi Architects LTD. Inc., SmithGroup, Inc., and TTV Architects, Inc.

UAA-62 - Ben Hill Griffin Stadium Facility Upgrades

-Project: Provision of commissioning services for multi-phase renovation to the existing Ben Hill Griffin (BHG) Stadium facility, which will preserve the energy and history, while upgrading systems and spaces to better serve the University of Florida community and offer a broader variety of game experiences.

-Finalists: Akin Brooks Engineering, Inc., Affiliated Engineers SE, Inc., and H2Engineering, Inc.

UF-677 - PK Yonge Gymnasium

-Project: Design and construction of a new state-of-the-art gymnasium and fitness center on the P.K. Yonge Developmental Research School campus that will support over 1,000 students, UF researchers, and health & fitness industry experts across 35,000-40,000 GSF of workout spaces, locker rooms, concessions, offices, and support spaces.

-Finalists: D.E. Scorpio Corporation, Scherer Construction of North Florida, LLC, Stellar Group, Incorporated, and Charels Perry Partners, Inc.

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

FCI7 Campus Master Plan Amendments

UA Cydney McGlothin reviewed the Campus Master Plan Amendments. Previously the Campus Master Plan (CMP) was updated every five years which recently changed to every ten years. Our current CMP is for 2020-2030 and has had one amendment to change the McCarty Woods to a conservation space. This proposed second amendment will not affect our campus development agreement and is necessary to reflect recent and upcoming projects. We included all deferred maintenance projects along with our educational plant survey and future capital improvement plan. A few project updates to our campus master plan, include the Chemical Engineering building, the Music building and the Florida Gym renovation, the Housing Master Plan Project, IFAS Projects and the Hamilton site utilities. There are some zoning changes as well for Baby Gator, Rawlings Hall, Norman Field and Hume Field. Board Chair Hosseini asked about the parcels of land that was purchased this year, the 2,600 acres and 580 acres. VP Little stated these were left out of the Campus Master Plan, these properties are in the county's special area and require certain zoning and land use procedures. They can be added later when we have a better plan for future development. There is no distinct advantage to adding them at this time. He stated that he will bring this issue back to the Board at the appropriate date.

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

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

FCI8 Naming: The Alan H. Porter, M.D. and Claudia B. Porter, R.N. Department of Radiation Oncology

Vice President for Advancement Maria Gutierrez Martin reviewed the Naming: The Alan H. Porter, M.D. and Claudia B. Porter, R.N. Department of Radiation Oncology. Dr. Alan Porter earned four degrees from the University of Florida along with his wife, Claudia Porter, who holds a bachelor's and doctorate degree from the University. Their most recent gift was given to support the University by helping with a portion of the George Harold, MD Medical Education Building including a four-story Dr. Alan and Claudia Porter Tower. With their latest gift the Department of Radiation Oncology will be renamed the Alan H. Porter MD and Claudia B. Porter RN Department of Radiation Oncology.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI8 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by Trustee O'Keefe. Committee Chair Brandon asked for further discussion and then asked for all in favor of the motion and any opposed and motion was approved unanimously.

5.0 Discussion Items

5.1 Campus Construction Update

Interim Assistant Vice President for Planning, Design and Construction Matt Webster reviewed the Campus Construction Update. We have over 700 projects on campus, including six active major projects in construction now. Board Chair Hosseini remarked that we have \$2.7B in total current projects at some stage, and that in total, when future housing and other projects are included, we have \$6 to \$7B in construction over the coming years. IAVP Webster stated yes at various stages in the pipeline.

5.2 Deferred Maintenance Update

IAVP Webster reviewed the Deferred Maintenance Update. Approximately 50% of the funding that was allocated through the deferred maintenance federal funds has been spent. Our plan is to finish and be done by December 2026 with the majority of the projects completed.

5.3 Planning, Design and Construction Update

IAVP Webster reviewed the Planning, Design and Construction Update.

The focus is on four areas:

- increase competition and getting payments out by the 10th of the month.
- implement the Autodesk Construction Cloud, a university wide software including cost modules which will make sure costs are input and paid timely.
- lower the barrier of entry and working with small business relations.
- identify parking islands and areas for construction crews to staging that is both convenient and practical. This will create a more efficient workflow with our group and

moving the 200 and less projects to decentralize with different groups across campus, creating the new organization chart to help teams focus on different colleges of campus.

5.4 Student Housing Project Update

VP Little and Vice President for Student Life Heather White reviewed the Student Housing Project Update. This is a 10-year master plan, with phases 1 through 11. Currently we are completing demolition and starting to work on utilities. Phase 1 will include 1,100 beds and Phase 2 will include the same for a total of Phase 1 and 2 having 2,200 beds. Phase 1 will begin July 2026 finishing in 2028, followed by completion of Phase 2 in 2029. Board Chair Hosseini expressed the need to move this project timeline up, we need to start both Phase 1 and 2 at the same time, we cannot wait until 2029 to have this completed. Committee Chair Brandon noted he feels confident that the hired construction team has the manpower to get this projected done sooner. VP Heather White shared that recently they have visited a few colleges, Georgia Tech, Clemson and University of Utah to look at design ideas and student space that will be incorporated into the new student housing. VP Heather White expressed that about 71% of our students are first year students who live on campus.

5.5 Graduate Housing Subcommittee Update

Chief Financial Officer Nick Kozlov reviewed Graduate Housing Subcommittee Update. We have looked at three alternatives, building our own, buying an existing facility or partnering with a private company to build. UF building and public-private partnerships are expensive and would exceed what our graduate students have expressed is their ability to pay. The most viable pathway is to purchase an existing facility that can be retrofitted to UF standards. Our models indicate that we would have to add 30% onto whatever the purchase price would be to retrofit it to make it work for students' needs. Board Chair Hosseini asked the Committee Chair Brandon to work with the Provost office to see what other top universities are doing. Interim Provost Joe Glover encouraged the Board to consider an alternative; take the funding you would invest in a facility like this and improve graduate students' stipends and allow them to go out into the market for housing opportunities. Board Chair Hosseini asked Interim Provost Glover to present this concept at the next board meeting. It was suggested to get the input from the subcommittee as students are represented on the committee. Interim Provost Glover agreed.

5.6 Baby Gator Facility Update

VP Little and Vice President for Human Resources Melissa Curry provided a Baby Gator Facility Update. The current site at the Health Science Center location is 7,500 square feet and the new design will increase the overall footprint to about 16,000 square feet of space, allowing for an additional 60 to 70 students. We will require space currently occupied by Health Science staff, so they are being moved to nearby renovated space. Once the new Baby Gator area is renovated, Baby Gator operations will move into the new space allowing renovations to the current space. Once completed the enrollment of the additional students will be done. Board Chair Hosseini advised to bring back a residential model. We need to take care of our faculty and staff and be accountable to them.

6.0 New Business

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

7.0 Adjourn

There being no discussion, Committee Chair Brandon adjourned the meeting at 10:49 a.m.

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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 20th 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 5th Comprehensive Fundraising Campaign

VP Martin provided a review of the 5th 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, polices 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.

DRAFT



**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. Heavener, 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.



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

Meeting Minutes

December 4, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 2:25 p.m.

Time Adjourned: 3:30 p.m.

Committee and Board Members Present:

Marsha D. Powers (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), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), 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 CIO, IT; Ryan Fuller, Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Senior Vice President and Chief Financial Officer; Colt Little Vice President for Construction, Facilities, and Auxiliary Operations; 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; Mark Baumgartner, Chief Investment Officer; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Marsha Powers welcomed everyone in attendance and called the meeting to order at 2:25 p.m.

2.0 Verification of Quorum

Chief Financial Officer Nick Kozlov verified a quorum with all members present.

3.0 Review and Approval of Minutes

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

Committee Chair Powers 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 Board Vice Chair Patel and seconded by Trustee Brandon. Committee Chair Powers asked for any further discussion, after which she asked for all in favor of the motion and any opposed. The motion was approved unanimously.

4.0 Action Items

FSPPM1 FY2025-2026 Carryforward Spending Plan

Chief Financial Officer Nick Kozlov reviewed the Carryforward Spending Plan. This is an annual submission to the Board of Governors, which was approved in November and is now pending the Board of Trustees' approval. There are a few new requirements this year, universities must commit 12% of excess of E&G carryforward to PECO or deferred maintenance projects. Also, we must report escrowed amounts for new construction.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM1 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 O'Keefe. Committee Chair Powers asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSPPM2 FY2025-2026 Operating Budget

CFO Kozlov reviewed the Operating Budget. Included are out of state projected tuition review following fee increases this also incorporates final budget data from the colleges, departments and direct support organizations. We are projecting an end of the year that is mostly flat but in positive financial position.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Vice Chair Patel, and second which was made by Board Chair Hosseini. 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.

FSSPM3 Auxiliary Facilities Report

CFO Kozlov reviewed the Auxiliary Facilities Report. Under BOG regulation 9.008 this is required for reporting income and expenditures for outstanding auxiliary bonds. This applies specifically to parking and transportation services. The reserved levels are to support future garage and lot restoration, safety enhancements and new facility development.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSSPM3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by

Board Chair Hosseini. 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.

FSSPM4 Undergraduate Housing Bond Financing

CFO Kozlov reviewed the Undergraduate Housing Bond Financing. This is to approve the not-to-exceed financing amount for Phase 1 of the undergraduate housing master plan. A corresponding package was submitted to the BOG in October that modeled our financing rate at 4.75% to 5.75% to cover construction, capitalized interest and issuance cost net of interest earnings. Latest cost estimate shows below the \$195,000 estimate. Using these financing assumptions, further strengthens this project's feasibility. Board Chair Hosseini asked about flexibility on this issue. CFO Kozlov reassured we have flexibility, this will carry us through Phase 1, but not both Phases unless we start this early. The proposal is conservative with the Board of Governors' guidance at 1% on top of what is currently projected. The anticipated rate is 4.75%. We submitted under 5.75% to show feasibility even if rates increase. We hope issuance will be less than \$245M. Trustee Cole asked if we are approving the amount not to exceed \$245M. CFO Kozlov confirmed approval not to exceed \$245M, giving ourselves flexibility rate increases. CFO Kozlov stated this is for Phase 1 and would expect an additional issuance the same time next year. Board Chair Hosseini asked if we can issue in September. CFO Kozlov replied Yes, and he will work with VP Little and the Treasury Team. For the first phase, additional issuance can be secure by this time next year for April 2027.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by Trustee Ridley. Committee Chair Powers asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSSPM5 Performance-Based Funding Metric 10

Interim Provost Glover reviewed the Performance-Based Funding Metric 10. The BOG is in the process of revising its system. The choice of metrics, with the exception of metric number 10 is limited. The BOG has supplied eight possibilities to choose from. There has been discussion about increasing the amount of funding that goes through performance-based funding. We have chosen option 1 SUS, this would be the dollars of annual giving. This definition, new funds committed, including bequest and new funds committed means new monies and properties committed in the reporting year from an individual or qualified organization. We are expecting a growth of about 2.5% to 2.7% each year, reaching \$585M by 2030, which would give us the maximum points. For example, if we achieve the amount indicated in 2026, we will get six points.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM5 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 Powers asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSSPM6 Initiate Phase 2 of the UF Health 10-year Master Plan

UF Health System Chief Executive Office, Steve Motow reviewed Initiate Phase 2 of the UF Health 10-year Master Plan. The concept of a greater Gainesville master expansion plan, not only isolated to Shands, but into multiple county regions. Approval requested to engage in the construction and design planning stage and strategic analysis, which will encompass a seven-year capital program of what will ultimately be a 10 to 11-year overall program. The operational improvements are key to the plan and are continually underway. For us to remain relevant to our academic mission, we need more capacity in the greater Gainesville market with the opportunity to develop architectural from hard builds to clinic capacity to expansion of other ambulatory sites of care. We estimate that this phase is not to exceed \$30 million, which would include the planning design process, partnerships that we identify, and potential land purchases.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM6 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 Vice Chair Patel. 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.

FSPPM7 HiPer Gator Factory Expansion (This action item was added to the meeting)

CFO Kozlov gave a review of FSPPM7 HiPer Gator Factory Expansion. This item seeks approval to direct \$5.6M of donor funds for the expansion of our HiPer Gator AI factory. This purchase aligns with the intent of the gift and is time sensitive to take advantage of a negotiated discount before it expires.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM7 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 Powers asked for further discussion and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion Items

5.1 CFO Update

CFO Kozlov provided CFO Update. Total revenues were under \$5B, which increased by \$500M over the year prior. Net income finished at \$340M favorable to budget. Both the UAA and UF Foundation outperformed budget. Some expense items and categories are not budgeted above the line; the core performance drivers were consistent and sustained. Despite our strong performance for FY25 we are attentive to federal, state and market conditions that present uncertainty. The \$53M cut to our operating allocation will be reflected in this year's numbers. Board Chair Hosseini expressed the need to be responsible and show our leadership is looking for efficiencies and savings throughout the University. CFO Kozlov advised in June he presented a baseline decline of about 5% to 10% in our research revenues. Over the last 10 years our operating expenses have grown by approximately \$1B while our cost structure remains

relatively stable. We spend about 6% to 8% on institutional and academic support, which are our core administrative expenses. Committee Chair Powers expressed that looking forward to our spending that programs like faculty salaries are considered. Board Chair Hosseini agreed we need to take care of our faculty and invest in our students to be competitive. Our President has a vision and plan. He advised CFO Kozlov to get with all the colleges and check every dollar and item. This is just like Radical Financial Transparency.

5.2 UF Health Update

SCEO Motew provided a UF Health Update. Our goal of being the Premier Health System in Florida in the next five years is empowered by aspiration that we have now rolled out the entire organization, inclusive of our health science partner in College of Medicine, Nursing and others. Key factors include, increase in volume, we are still very busy despite capacity constraints. Improvement to our contract and manage contract rates. We continue to improve our metrics year after year, our trajectory remains strong. Our scorecard showed no C's and an improvement in overall GPA, Gainesville campus did fluctuate to a B but is expected due to the variation. Board Chair Hosseini advised Motew the Gainesville Campus score should be higher. He also noted the many accomplishments Shands Children's Hospital demonstrated six programs in the top 50.

5.3 UFICO Update

Chief Investment Officer Mark Baumgartner shared the UFICO Update. Our portfolio is in great shape and markets have been fantastic. The Board has been supportive of the changes we have proposed. The downside to this is where we ended up. The total AUM assets under management stands at \$6.8B and is split between three main clients, UF Operating, UF Endowment and UF Health Shands. Endowment and some UF operations are combined into a portfolio called long-term pool and currently stands at \$3.7M. We are looking to reach the goal of CPI plus spend, to help keep our asset values and purchasing power growing. We finished the year very good. We had a 70/30 mix of equities and bond over the time period. We are pulling different sources of return and combining them in a way that improves the consistency of our outperformance.

6.0 New Business

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

7.0 Adjourn

There being no discussion, Committee Chair Powers adjourned the meeting at 3:30 p.m.



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

Meeting Minutes

December 5, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:32 a.m.

Time Adjourned: 10:59 a.m.

Committee and Board Members Present:

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

Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:32 a.m.

2.0 Verification of Quorum

Vice President and General Counsel Ryan Fuller verified a quorum with all members present.

3.0 Review and Approval of Minutes

- **June 5, 2025**

- **November 3, 2025**

Board and Committee Chair Hosseini 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 Brandon and seconded by Board Vice Chair Patel. Board and Committee Chair Hosseini 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

GGRIA1 UF Regulations

Vice President and General Counsel Ryan Fuller reviewed UF Regulations. The first amendment, 3.037 tuition cost, is designed to better align the regulation with UF's practice regarding assessments made to out-of-state graduate students. UF waives tuition fees for out-of-state graduate students who are employed as graduate assistants at the out-of-state rate so this change will better align with our practices. Amendment two, 4.036 medical withdrawal, allows us to involuntarily withdraw students whose medical issues make them a threat to others. This is in line with our ongoing initiative to enhance campus safety. Third, 3.0372 relates to student health, athletic activities and service and transportation access fees. This amendment proposes to increase the student health fee by \$.27 per credit hour and the student athletic fee by \$1.56 per credit hour.

Trustee Cox stated the Local Fee Committee, which is mainly composed of students per State regulations, reviewed the request and provided support for the change. The Local Fee Committee unanimously approved the athletic fee and the health fee increase. He stated there has not been an increase in the health fee in 10 years. This fee supports Gator Well, our counseling and wellness Center and our care team in the Disability Resource Center (DRC). The DRC has never had a formal increase via the health fee. The DRC needs more accessibility specialists to serve the student body. The current ratio is approximately 1 specialist to 879 students. The average top 20 school ratio is 1 specialist to 420 and in the SEC, it is 1 specialist to 242 students. The increase would allow for five more specialists, which would bring UF's ratio to 1 specialist to 512, which is much more on par with some of our peers. This would reduce the student wait time from on average 3.5 to 4.5 weeks to up to one week. The athletic fee increase will make a very large difference because we are very behind statewide and costs continue to rise. UF's athletic fee is the lowest in our State University System with the closest being FSU at \$7.90 per credit hour. Additionally, a resolution was unanimously approved by Student Senate for these increases. General Counsel Fuller asked if there were any other students at the meeting to discuss the importance of the fee to them. Trustee Cox advised there are and they have registered to speak at public comment during the main board meeting.

Chairman Hosseini stated he wanted to move this action from the committee to the main board meeting so they can hear from other students.

Board and Committee Chair Hosseini asked GGRIA1 be moved to the main board meeting to allow input from other students before taking a vote.

GGRIA2 Facility Security Clearance

Vice President of Research David Norton reviewed Facility Security Clearance. UF has limited classified research that requires security clearance. This action item will be amended to reflect that VP Norton will serve as Senior Management Officer. While Interim President Landry completes his security clearance from the cognizant agency, VP Norton will serve as the designated senior official relative to the classified programs. Instead of all Trustees going through the security clearance, we have deferred to a limited number of individuals, VP Norton, the Board Chair and the President to have this security clearance.

Board and Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA2 with the amended language for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Board Vice Chair Patel. 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.

GGRIA3 Repurpose and Rename Shands Lake Shore Community Health, LLC

UF Health System and Chief Executive Officer Steve Motew reviewed the request to Repurpose and Rename Shands Lake Shore Community Health, LLC. This will allow UF Health to continue our operating model and consolidate our transformation into a true Health System. We propose taking the current LLC and repurposing and renaming it to St. John's CIN, LLC.

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

GGRIA4 Board Self-Evaluation

Vice President and General Counsel Ryan Fuller shared the results of the Board Self-Evaluations. This is required every two years to meet our accreditation requirements. Twelve of the thirteen board members completed the anonymous survey. The survey consisted of twenty-three questions and two open-ended questions. Overall, the majority of Trustees agree that the Board is knowledgeable, dedicated to the University, has strategic plans and goals, works effectively with administration, has an effective leadership and is ethical and fulfills its roles. Board Chair Hosseini noted we need to work on our orientation. If any trustee has any issues, please let him know so he can immediately address it.

Board and Committee Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA4 for recommendation to the Board for its

approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Board Vice Chair Patel. 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.

GGRIA5 Policy

Vice President and General Counsel Ryan Fuller reviewed the Institutional Neutrality Policy. The policy on institutional neutrality, defines key words regarding social issues, communication resources and University business. The policy preserves the personal and academic expression rights of individuals, prohibits University and unit leadership from making statements or proclamations regarding social issues, and reserves that authority to the president, in consultation with the Board chair and limits the use of University communication resources to University business.

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

GGRIA6 Officer Elections

Vice President and General Counsel Ryan Fuller reviewed Officer Elections. The Board elects a Chair and Vice Chair to serve a two-year term. We are currently seeking election for both Chair and Vice Chair of the Board of Trustees. The floor was open for nominations for the Board Chair. Board Vice Chair Patel nominated the current Board Chair Hosseini for another two-year term stating what you have accomplished as Board Chair is extraordinary, from continued rise in our stature, growth of our infrastructure and physical plant. The restricting and overhaul of UF Health, expanding AI initiative, research function growth at \$1.3B, acquisition of Scripps, the Jacksonville initiative and the Hamilton School to name a few. The influence you have made from inspiring and challenging our leadership and leveraging your relationship with Tallahassee for the benefit of the institution. It is clear you have the energy, passion and vision to continue the grow the University. Trustee O'Keefe echoed Board Vice Chair Patel's comments. Trustee Powers remarked on Board Chair Hosseini's leadership skills, values, integrity and how he is grateful for the Board Chair's work. Trustee Brandon echoed all comments by my three colleagues. No other nominations for Board Chair were made.

Board and Committee Chair Hosseini asked for any questions or further discussion. Trustee Cole then moved to approve Trustee Patel's nomination, which was seconded by Trustee Patel. Vice President Fuller asked if there was any discussion, all in favor, any opposed and the motion was approved unanimously. The Chairman received a standing ovation by the Board and all in the meeting.

Next, Board Chair Hosseini nominated Vice Chair Patel to maintain his role as Vice Chair and serve a two-year term stating Board Vice Chair Patel has been an integral part of Board leadership and an incredible partner in his role of Board Vice Chair. No other nominations were made.

Board Chair Hosseini made the motion and was seconded by Trustee Powers. 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.

5.0 Discussion Items

5.1 UF Health Corporation Update

Trustee Marsha Powers provided a review of the UF Health Corporation Update. The Board and UF Health leadership are growing and developing well. The Board provides valuable feedback and insight. Dr. Motew and his team are well rounded and understand the goals, challenges and opportunities and health industry landscape. They are well equipped for the challenges that lie ahead. Interim President Dr. Landry has proven to be a valuable asset as well with his robust of knowledge in the health field industry.

5.2 Jacksonville Update

Vice President of Strategic Initiatives Kurt Dudas provided a Jacksonville Update. We have postponed closing later this month to allow for the completion and review of additional environmental due diligence and environmental risks have been identified on the properties. We expect construction costs for the renovation to be approximately \$4.6M and completed by summer 2026. Huron's marketing and enrollment team will coordinate both program and campus-wide marketing for UF Jacksonville. Colleges and programs have initiated their own recruitment for faculty and staff. Several colleges have already hired administrative leads for their respective programs and faculty hiring, both instructional and tenured track, is underway. We have formed an ITN Evaluation Committee under Trustee David Brandon's leadership, which includes CFO Nick Kozlov, VP Colt Little, University Architect Cydney McGlothin, and VP Dudas. We have received 11 proposals from developers with national higher-education experience and the Committee narrowed the selection to three finalists. UF team members in RJA have been conducting design and legal workshops with these teams, with final interviews and selections expected in February. We will present our recommendation to the Board at March 2026 Meeting.

6.0 New Business

Board and Committee Chair Hosseini stated there was no new business to come before the Committee.

7.0 Adjourn

There being no discussion, Board and Committee Chair Hosseini adjourned the meeting at 10:59 a.m.



BOARD MEETING MINUTES

December 5, 2025

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

Time Convened: 11:10 a.m.

Time Adjourned: 11:32 a.m.

Board Members Present:

Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, 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

Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 11:10 a.m.

2.0 Verification of Quorum

Vice President and General Counsel Ryan Fuller verified a quorum with all members present.

3.0 Public Comment

Vice President and General Counsel Ryan Fuller informed the Board there were 4 members of the public registered to speak: Johanna Moncy, Maya Idiculla, Marco Salvador and Julia Seifer. Speakers provided comments regarding Action Item GGRIA1 UF Regulations. Each speaker

announced themselves as a UF student and student leader. As such, they spend a considerable amount of time talking to UF students about their concerns and where the University can improve the student experience through many different ways, including through the expenditure of their student fees. They explained that a sense of belonging and school spirit is critically important to students. One aspect of the student experience that provides both of these is athletics. Having an affordable and engaging athletics experience is essential to being a Gator. They remarked about how the costs of college athletics has increased considerably in recent years and students support the increase in the student athletic fee to ensure that this experience continues for current and future students. They also talked about the important work of the student Disability Resource Center and the difference it makes in students' lives. However, long wait times at the Disability Resource Center and Counseling and Wellness Center impact the accessibility of these services and deter some of our students from getting the assistance they need. An increase to the student health fee is greatly supported as a means to enhance student academic experience and allow disabled students to get the accommodations they need. All the student speakers supported the fee increase and represented that the increases are supported by the student body.

4.0 Action Items (Consent)

BT1 UF Regulations

This action item was GGRIA1 in the Governance Committee but Board Chair Hosseini requested the action not be taken up until after public comment to give students an opportunity to weigh in on it.. Vice President and General Counsel Ryan Fuller reviewed BT1 UF Regulations, which consists of amendment to Regulation 4.036 involuntary medical withdrawal, amendment to Regulation 3.037 Tuition costs and amendment to Regulation 3.0372 Student Health Activities, Athletic and Service and Transportation access fees. Chairman Hosseini asked Faculty Senate Chair Trustee Dempere if the faculty was in support of this increase resulting from amendment to Regulation 3.0372 and she advised they were. Board Chair Hosseini asked for a motion to approve BT1 UF Regulations. A motion was made by Trustee Cox and seconded by Trustee Zalupski. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

BOT Minutes

Board Chair Hosseini asked for a motion to approve the minutes from the June 5-6, 2025 meeting. A motion was made by Trustee Brandon and seconded by Board Vice Chair Patel. Board Chair Hosseini asked for any further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

Board Chair Hosseini noted there are 23 action items on consents agenda, which we discussed in Committee meeting today and yesterday. We will vote on a consent agenda on a committee-by-committee basis. If any Trustees would like an action item taken out and voted on individually, please let me know.

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

Board Chair Hosseini asked for a motion to approve AFSSPRSC1 Tenure Upon Hire. A motion was made by Trustee Ridley 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. The motion was approved unanimously.

Committee on Audit and Compliance (AC)

Board Chair Hosseini asked for a motion to approve AC1 Performance Based Funding Audit Report and AC2 UF Compliance and Ethics Program FY25 Annual Report. A motion was made by Trustee Cole and seconded by Trustee Dempere. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

Committee on Facilities and Capital Investments (FCI)

Board Chair Hosseini asked for a motion to approve FCI1 Construction Projects Budget Amendment, FCI2 New Capital Minor Projects, FCI3 Garage 14 Solar Program, FCI4 Acquisition of 3107 SW Williston Road, FCI5 Assignment of Hilton Hotel Sublease, FCI6 Major Project Selections and FCI7 Campus Master Plan Amendments. A motion was made by Trustee Brandon and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

Committee on Finance, Strategic Planning and Performance Metrics (FSSPM)

Board Chair Hosseini asked for a motion to approve FSPPM1 FY2025-2026 Carryforward Spending Plan, FSPPM2 FY2025-2026 Operating Budget, FSPPM3 Auxiliary Facilities Report, FSPPM4 Undergraduate Housing Bond Financing, FSPPM5 Performance-Based Funding Metric 10, FSPPM6 Initiate Phase 2 of the UF Health 10-year Master Plan and FSPPM7 HiPer Gator Factory Expansion. A motion was made by Trustee Powers and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

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

Board Chair Hosseini asked for a motion to approve GGRIA2 Facility Security Clearance, GGRIA3 Repurpose and Rename Shands Lake Shore Community Health, LLC, GGRIA4 Board Self-Evaluation, GGRIA5 Policy and GGRIA6 Officer Elections. A motion was made by Trustee Cole and seconded by Board Vice Chair Patel. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

5.0 Action Item (Non-Consent)

Board Chair Hosseini stated there is one action item on the non-consent agenda for the Committee on Facilities and Capital Investments (FCI).

Board Chair Hosseini asked for a motion to approve FCI8 Naming: The Alan H. Porter, M.D. and Claudia B. Porter R.N. Department of Radiation Oncology. A motion was made by Trustee Brandon and seconded by Board Vice Chair Patel. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

6.0 President's Report (Report was provided on Friday, December 5 prior to the GGRIA Meeting)

The University is the flagship University and is based on a foundation of strong realities that make our success inevitable. The State of Florida is the strongest state in the nation in many, many ways. Our interest is strongest in terms of education with popular rankings, 7 of our public universities rank in the top 100 among those in the country. It's a fantastic environment for a University and the State of Florida. The governor is prescient and the legislature, insightful. The University of Florida has profoundly important roots, this is a land-grant institution and has maintained its commitment to the land-grant ethos and now a massive hospital system that provides extraordinary care. IFAS is the stuff of legend and by far the number-one enterprise of its kind in the nation. Operations in all 67 counties, it is a behemoth that bestrides the state. When there's going to be education for young children in reading, it can occur through IFAS. If we try to increase engineering awareness in the populace, in high school students, it undoubtedly will be through IFAS. The service that is provided is not just the service in medicine to people or the service in agriculture, trying to advance the health of our livestock, the health of our crops. We have a supercomputer, HiPerGator, which was gifted by the co-founder of NVIDIA, who happens to be a UF Alumni. We are pushing AI out across our curriculum. We have given access to other Universities in the system as we have our own faculty. We have provided data for the State as well. This University, this state, aspires to leadership. As the flagship University of this state, we must lead. We're providing access to HiPerGator, to universities beyond the borders of the State of Florida. This is just an extraordinary thing. The vision for the future is going to be a vision that captures the spirit of service and the desire for leadership. It requires stability in leadership and a stable place. The State of Florida has taken all sorts of actions, either through executive order, through legislation, through regulations of the BOG, to make sure that the right for academic expression, does not overwhelm the right to teach and the right to learn. This is a state where individuals can come to learn and be confident that their education will not be disrupted. Where faculty can come, knowing they will be able to teach, do research, and be able to do their scholarship. That's a firm foundation for a vision of preeminence and leadership. Over the last ten years UF has broken into the top 10 for public institutions. UF has been in the 5-to-7 range for the last several years. City Journal rankings look not at value entering, but value added.

What do we give to these students? How much have we burdened them with debt? How much value have we added to them through their education here? City Journal, as described in the Wall Street Journal editorial, ranked the University of Florida number 1 befitting the environment of the State University System of Florida. Education for adult learners, master's programs, advanced AI training is going to be the future of Jacksonville. Hamilton School is an investment in classical and civic education. The future of humanities at the University of Florida, the future of the humanities across the United States of America, perhaps around the world, is

exemplified by Hamilton School and what's being done in classic education. They have majors that span multiple areas, political science, philosophy, ethics, and law. Hamilton School, with its War Statecraft and Strategy operation that's attracting so much attention, needs facilities in Washington, DC, because what they do also has an effect on policy, the policy of the federal government, the policy of our nation. This University is a foundation for a vision of the future and is positioned in a stance of forward motion. We are going to make it better by what we accomplish here and make it better by the example we set. There are some exceptional things we can do with these assets. On the AI front, there's the possibility of drug discovery. UF Wertheim Scripps Institute brings things forward that might become therapeutics, refract those discoveries there, and the discoveries through the departments in the medical school and in class. One part of my vision for the future for the University of Florida is to make use of AI for the drug-discovery apparatus. These are the kind of things that will change this University. It will be the beginning of the transformation of this University into our inexorable path to the top. This is my desire, that is my vision, and that is my pledge to you.

7.0 New Business

Board Chair Hosseini asked the Board to officially start a search for the 14th President of the University of Florida by voting to launch a search today and allow him to put together a search committee.

Vice President and General Counsel Ryan Fuller reviewed proposed action to approve and initiation a search for the University of Florida's 14th President and in the interest of efficiency, to delegate authority to the Board Chair to approve the retention of a search consultant, approve the retention of an executive compensation firm and to provide the charge to the search committee.

Board Chair Hosseini asked for a motion to approve a formal search for the 14th University of Florida President. A motion was made by Trustee O'Keefe and seconded by Board Vice Chair Patel. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

8.0 Comments by the Chair of the Board

We look forward to seeing you all in March.

9.0 Adjourned

There being no further discussion, Board Chair Hosseini adjourned the meeting at 11:32 a.m.