



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

Meeting Minutes

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:17 a.m. Time Adjourned: 11:50 a.m.

Time Convened: 1:30 p.m. Time Adjourned: 1:46 p.m.

Committee and Board members present:

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and RealEstate; 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; 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 11:17 a.m.

2.0 Verification of Quorum

Interim Provost Joe Glover verified a quorum with all members present, except Trustee Heavener who had an excused absence.

3.0 Review and Approval of Minutes

• December 12, 2024 and February 25, 2025

Committee Chair Patel asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee 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 Items

AFSSPRSC1 Tenure Upon Hire

Interim Provost Glover summarized the two Tenure Upon Hire cases. These cases have met the criteria for tenure and have been recommended to the Board by the Provost and President to receive tenure.

- Dr. Jeremy Bailey Professor, Hamilton Center for Classical and Civic Education
- Dr. Susmita Pati - College of Medicine-Jacksonville Professor, Department of Pediatrics

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

AFSSPRSC2 New Degree

Interim Provost Glover requested approval of the proposed Master of Studies in Law (MSL). The MSL degree will provide greater access to the high-quality legal education available through the Levin College of Law to the broader professional community. This will provide another path by which to engage Florida's business community. The MSL's focus on professionals who must regularly interact with legal rules and undertake compliance obligations will increase the educational levels of Florida's citizens and enable them to gain new perspectives that will expand entrepreneurship.

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

AFSSPRSC3 Honorary Degree

Interim Provost Glover advised the Committee on Honorary Degrees and Distinguished Awards has reviewed the nomination for, and has recommended, Sachio Semmoto to receive the UF Honorary Degree, Doctor of Technology. This has been approved by the Faculty Senate.

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

AFSSPRSC4 New Institutional Accreditor

Interim Provost Glover advised during the 2022 legislative session, S) 1008.47, Florida Statutes (F.S.), establishing a public postsecondary institution may not be accredited by the same

accrediting agency for consecutive accreditation cycles. To begin the process of seeking accreditation from another agency, the university must request approval from the university's BOT to pursue another accrediting agency.

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

AFSSPRSC5 Special Purpose Center

Interim Provost Glover summarized the Herbert Wertheim UF Scripps Institute for Biomedical Innovation & Technology is proposing to establish the Jupiter site as a new off campus instructional site. The primary purposes are to grow the campus's ability to provide graduate training opportunities while also fully preparing to fully transition to UF programs.

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

AFSSPRSC6 Degree Program Change

Interim Provost Glover reviewed request from the College of Design, Construction and Planning to reduce the amount of credit for the Bachelor of Science (B.S.) in Construction Management from 125 total credits to 120 total credits. This will meet the general education and accreditation requirements with ACCE- American Council for Construction Education.

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

5.0 Discussion Items

5.1 Admissions Update

Vice President Mary Parker advised this was the first year for early action admissions, in addition to regular decision, which had a significant positive impact. Early Action moved our decisions up about 6 weeks. Early action made a difference in the admit profile and quality of the class. There were over 91,000 applications, a 23% increase from last year. In Honors applications, there was a 26% increase in applications. UF has been expanding their footprint and brand domestically and internationally which are reflected in the numbers. First generation numbers up 19% and low-income student applications increased 20%. She thanked Enrollment Management for their hard work as they had the same number of staff processing more applications in less time. She also thanked campus partners for recruiting efforts and participation in decision release and shared a video. She reviewed the admit profile and noted a high-level yield strategy. A thematic approach was amplified through an integrated marketing

strategy. The Strategic Enrollment Management Working Group short term goals and long-term planning were reviewed. Additionally, VP Parker provided an update on Scholarship Universe which is a one-stop shop for institutional and well-vetted external scholarships that included key benefits and an implementation timeline. VP Parker shared objectives for Streamlining Academic Management including empowering student success, improving administrative operations, fostering innovation and modernizing systems. She thanked the Board and Chairman for the resources given to Enrollment Management to help get them to where they are today. Committee Chair Patel thanked VP Parker and team for smoothly executing two decision releases with the same resources as last year, the same team but 20,000 more applications with six weeks shorter time. Trustee Brinkman added his thanks for the Academic Management piece which will allow more students to seek double majors and graduate timely. Trustee Brandon added his thanks and asked if the GPA change was due to early admissions. VP Parker advised that has a direct impact.

5.2 Faculty Senate Update

Trustee and Faculty Senate Chair Sarah Lynne reflected on Faculty and Student Success noting they are inextricably linked. She advised that last month 190 faculty were honored in the first ever Faculty service recognition ceremony which recognizes faculty in 5-year increments. This follows on the heels of the faculty and staff raises implemented last fall and the investments in the digital and built environments in which our faculty work and our students learn, work, and live. She expressed her gratitude to administrative leaders at UF, the Board, and especially Board Chair Hosseini for everything done to elevate UF and make this the best place to work and learn in all higher education. She advised since the December meeting, there has been extensive media coverage of executive orders and related actions that impact higher education. She has had conversations with leaders at every level and feels confident people in Florida and Washington are working hard to ensure a positive outcome for UF, our state system and the nation. She added faculty are not slowing down. Since January of 2025, faculty at UF have submitted 1,457 new proposals which is in line with proposal submission totals for the prior 3 years over the same time frame. We have also received 1,249 new grant awards since January of this year, 651 of which are federal awards. The total number of new awards equates to more than \$163 million dollars. A reduction in the indirect cost rate to 15% for federal awards would be devastating to the research mission of this University as well as the educational mission. These grant awards are the seeds of the next big invention, the next life-saving medical innovation, and they are the foundation for experiential learning for our students. Faculty continue to do excellent work and are motivated to continue to work with administrative leaders and this Board as we collectively weather any challenges that come our way.

The Committee convened for lunch at 11:50am and resumed the meeting at 1:30pm.

5.3 Student Body President Update

Trustee and Student Body President John Brinkman advised this was his last meeting. He shared his appreciation for a great experience and being able to see so many projects during the year come to the Board that benefit the UF students. He thanked the Board on behalf of himself and the student body. He then introduced his successor, Blake Cox. Committee Chair Patel thanked Trustee Brinkman and advised he will be formally recognized at the June meeting.

5.4 Student Life Update

Vice President Heather White provided an update on the breadth and depth of student life. She shared an update on creating community including the move-in campus-wide experience, student organization, First Year Florida growth as well as Family Weekend. There has been a focus in feedback across constituencies including parent and families, student council and boards. Surveys have been deployed to obtain feedback to stay informed of student needs. VP White highlighted recently completed projects, projects in the planning phase and current construction. Finally, VP White commented on the need to make sure human capital is in alignment with our foundational and aspirational goals. We must be a good steward with our resources which in turn enhance the student experience to be the best it can possibly be. She shared cultivating opportunities including the Work + Collective-Grant, the Pantry - First Endowed Gift and Student Life Development.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 1:46 p.m.



COMMITTEE ON ADVANCEMENT

Meeting Minutes

Thursday, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:18 a.m.

Time Adjourned: 10:46 a.m.

Committee and Board members present:

Richard P. Cole (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim 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; 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 10:18 a.m.

2.0 Verification of Quorum

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

3.0 Review and Approval of Minutes

Committee Chair Cole asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Lynne and seconded by Trustee Corr. 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 FY25 Current Fundraising Performance**

VP Martin provided a high-level overview of the FY 2025 current fundraising performance. As of February 28, 2025, we have total commitments of \$300M with \$214M Cash Received. Since the conclusion of the last campaign that ended in 2022, the fundraising team has been busy and closed about \$500 million each year in the last two years. We are currently on target to do the same or go higher this year. This success during a non-campaign cycle puts us in an optimal position as we plan and later launch the next campaign.

- **4.2 Campaign Planning Update**

VP Martin reviewed the current Campaign 5 Readiness planning noting this information will be subject to the new university president's approval. Advancement obtained approval from the UF Board of Trustees, President Fuchs and Foundation Executive Board to conduct a campaign readiness assessment. Huron | GG+A consultant was hired and will be a critical planning partner.

- **Current State Analysis** - In April, consultants will conduct campaign readiness workshops with academic leaders and senior development officers.
- **Database Analysis** – First and critical to this readiness assessment is our database analysis. The consultant will use our data to conduct an analytic readiness project by evaluating a prospect performing a major gift portfolio analysis and penetration and yield analysis to provide us with growth scenarios and conducting a portfolio management and optimization review. We hope to have it completed by the end of June. Information gathered will help determine our potential campaign goals and if we currently have the pipeline and strategies in place to support those goals.
- **Campaign Orientation Sessions** – Like those workshops taking place in April, these sessions will be aimed at educating our academic leaders on the elements of a campaign and building engagement.
- **Gift Counting** - President Fuchs approved we can begin counting as of January 1, 2025. With UF leadership, we will draft recommended counting guidelines that will be brought back to the Board for approval.
- **Key Next Steps** – We have worked to identify key next steps to take following the appointment of a new president based on results from our current state and database analysis. This will inform other areas such as the funding, staffing, fundraising plans and portfolio structure for the next campaign. Consultants will assist us with our listening and learning sessions with all internal stakeholders. An outside partner allows us to be more objective and receive quality feedback and also serves as an outlet for our stakeholders to have open discussions. In the Fall, we hope to have a Presidential Tour, subject to the new president's approval, where we will interview our external stakeholders including donors, alumni and key partners. This planning process will be intense and iterative, and it will help guide us to a potential public campaign announcement some time in the next couple of years.

President Fuchs noted a campaign gives the institution an opportunity to plan for the future. You need to capture donors' imaginations about how they can have an impact on the university. Currently, we have in place a housing plan for residential for the next 10 years and a new campus in Jacksonville. VP Martin meeting with the deans to talk about the campaign is important as internal decisions - like how much of that campaign in different areas should be for endowment and how much should be for facilities – will need to be made. I recommend we focus on the endowment side going forward. Most campaigns have an average of 14% for facilities and we typically had a little more than that. Decisions made internally will be brought to the Board for approval. We will need to invest approximately \$10M a year in new revenue for the campaign.

Vice Chair Patel noted the Presidential Search Advisory Committee has a subcommittee on Integration that VP Martin has been working with. Prospects have been interested in the campaign and its current life cycle. This preplanning work is going to be very helpful.

- **4.3 New Leadership Gifts (January-March 2025)**

Committee Chair Cole reviewed new leadership gifts from January to March 2025 including:

- **Eugene F. Brigham Finance Excellence Fund** from the family of Eugene Brigham. The late Dr. Brigham was a 30+ year faculty member in the Warrington College of Business. This gift will provide technical training, networking and specialty electives for undergraduate finance students.
- **Upgraded gift of software and hardware from Trimble.** This will be utilized to conduct interdisciplinary research and collaboration between the Herbert Wertheim College of Engineering School of Sustainable Infrastructure and Environment; the School of Forrest, Fisheries and Geomatics Sciences; and the College of Design, Construction and Planning. This will allow for students to partner with faculty to utilize industry standard technology in the classroom before beginning work in their chosen fields.
- **The Stellar Collision Commons in the Bruno E. and Martiza F. Ramons Collaboratory** gifted by The Stellar Group to the College of Design, Construction and Planning. This will be a gathering space for the college for faculty, staff and students.
- **Davis UWC Scholars Program** leadership gift supporting 118 students this year. Over the past 20 years, this program founded by Shelby Davis has funded 522 students within the UF Honors Program.
- **Anonymous Donor Endowed Investment** in the form of a future bequest to the Bud Shorstein Center for Jewish Studies will uplift strategic priorities for the center's leadership, faculty and staff. The gift will provide sustained support for the center's operations and programming and augment the center's commitment to integrity in teaching, researching and broadcasting the rich and broad Jewish story throughout the community and beyond.
- **Linda and Ken McGurn principal gift.** This will support groundbreaking research at UF Health for years to come in areas ranging from immunology to Parkinson's as well as funding scholarships for future physician-scientists.

These are just a few of the gifts we have received since our last meeting. Collectively these gifts represent a grand total of over \$49 million in support of UF.

5.0 New Business

Past Advancement Committee Chair and Board of Trustee Anita Zucker, whose term ended in February 2025, was recognized by Board leadership for her outstanding contributions and honorable service to the Board and University of Florida since 2015. Due to a schedule conflict, Trustee Zucker was recognized during this committee meeting instead of the main Board meeting recognitions on Friday, March 28, 2025.

There was no additional new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 10:46 a.m.

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COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

Thursday, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:47 a.m.

Time Adjourned: 10:49 a.m.

Committee and Board members present:

Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Interim 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; 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 Dan O'Keefe welcomed everyone in attendance and called the meeting to order at 10:47 a.m.

2.0 Verification of Quorum

Chief Compliance, Ethics, and Privacy Officer Chelsey Clements verified a quorum with all members present, except Board Chair Hosseini who had an excused absence.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Committee Chair O'Keefe asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was

made by Trustee Cole and seconded by Trustee Brinkman. 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 Discussion Item

- **4.1 Title IX Progress Update**

Committee Chair Dan O'Keefe advised he and Trustee Cole have been working with staff to review the current Title IX program and advise staff of opportunities for improvement including finalizing a new policy and firming up the procedures surrounding jurisdiction and scope. A variety of factors are being discussed to determine when outsourcing is appropriate. We have agreed with UF staff recommendation to bring the Title IX coordinator and majority of investigators in house to ensure consistency and cost effectiveness. Preliminary, advisors and hearing officers should continue to be outsourced on an as needed basis. A final report will be brought back to the Board in June.

5.0 New Business

There was no new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair O'Keefe adjourned the meeting at 10:49 a.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 8:59 a.m.

Time Adjourned: 10:04 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim Vice President for Construction, Facilities & 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; 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 David Brandon welcomed everyone in attendance and called the meeting to order at 8:59 a.m.

2.0 Verification of Quorum

Interim Vice President Colt Little verified a quorum with all members present, except Chair Hosseini who had excused absence.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Committee Chair Brandon asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee O’Keefe and seconded by Trustee Zalupski. 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

The Construction Projects Budget Report is provided to the Board on a quarterly basis to provide an update on university wide construction activity and highlight any changes to those projects. Any amendments to approved budget thresholds must be presented to the Board for approval. Interim Vice President Colt Little provided a review of the eight Construction Projects Budget Amendments outlined in the action item for approval by the Committee and the Board.

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$20,000,000	\$10,000,000	UF Internal Loan	\$30,000,000
UF-606	Whitney Laboratory for Marine Bioscience	\$41,200,000	\$1,054,353	Donor	\$42,254,353
UF-654	Honors College Residential Facilities	\$224,938,137	(\$23,651,777)	Housing Bond	\$201,286,360
UF-1112	Basic Science 3rd Floor Renovation	\$11,050,000	\$322,894	Interest from Research Bond	\$11,372,894
UF-675	New Disability Resource Center	\$12,450,000	\$65,005	CITF	\$12,515,005
UF-683	Dental Science Building-Envelope Repairs	\$9,953,960	\$475,040	Deferred Maintenance	\$10,429,000
UF-692	Chemical Engineering Renovation & Remodeling	\$43,292,685	\$1,103,560	Transfer from UF-695 & Research Bond	\$44,396,245
UF-693	Communicore 3rd Level Renovation	\$11,141,943	(\$259,270)	Reporting Correction	\$10,882,673

Committee Chair Brandon noted for UF-654 when UF requested Housing Bond from the Board of Governors, we promised the project would be under budget and funds would be reappropriated throughout Housing. This promise has been fulfilled.

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 Trustee O’Keefe, and second which was made by Trustee Zalupski. 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 Construction Grant for the 4-H Camp Cherry Lake

Senior Vice President Scott Angle advised over two years ago U.S. Representative Al Lawson, through a congressional earmark, appropriated over \$1.1 million to support a building on the 4-H Campus Cherry Lake. The U.S. Department of Agriculture is administering the funds and included a letter of conditions that must be met as a part of action approval. Interim VP Little noted this approval also includes approval of resolution R25-319 which authorizes the University to implement the provisions.

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 Ridley, and second which was made by Trustee Zalupski. 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 Memorial Statue: Alfred C. Warrington IV

Vice President Maria Gutierrez Martin provided an overview of the proposed memorial statue for Alfred C. Warrington IV. Mr. Warrington made significant contributions to the College of Business and UF. It will be built with non-state funds and maintained by the college. This proposed memorial statue meets all the requirements and is aligned with the UF Namings & Memorials Policy.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee Brandon. 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 Naming: Homer and Dolly Hand Homestead

Vice President Maria Gutierrez Martin provided an overview of the proposed naming for the Homer and Dolly Hand Homestead, the family home and 9.6 acres of property in Palm Beach County gifted to IFAS. The proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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

FCI5 Naming: Linda and Ken McGurn Medical Plaza

Vice President Maria Gutierrez Martin provided an overview of the proposed naming of the Shands Medical Plaza B the Linda and Ken McGurn Medical Plaza. Both are UF alum and significant supporters to the university as well as the Gainesville community. 10% of their gift has been received with the remaining amount to be paid over the next six years plus additional funds from their estate payment will commence upon approval. This proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee O’Keefe, and second which was made by Trustee Zalupski. 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 Naming: UF Early Childhood Collaboratory at Anita Zucker Hall

Vice President Maria Gutierrez Martin provided an overview of the proposed naming of the Early Childhood Collaboratory at Lake Alice (Baby Gator) to the UF Early Childhood Collaboratory at Anita Zucker Hall. Trustee Zucker’s dedication to UF and passion for childhood education has been inspiring. She was one of the first donors to the Excellence in Early Childhood Studies formally named the Anita Zucker Center for Excellence in Early Childhood Studies in 2014. This proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

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 Trustee Ridley, 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 P.K. Yonge Gymnasium Project

Trustee Sarah Lynne reviewed the P.K. Yonge Gymnasium Project. The Board is asked to approve the proposal to utilize capital renewal funding from the College of Education and P.K. Yonge along with philanthropic donations to compliment the PECO funding for this project.

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

5.0 Discussion Items

5.1 Campus Construction Update

Assistant Vice President Cydney McGlothlin reviewed the construction dashboard. She advised the capital minor project threshold increased and is now defined at \$2M to \$7.5M. UF has over 32 million square feet of facilities. The state has allocated \$148M in deferred maintenance funds to UF, and UF is deploying these funds across 131 deferred maintenance projects. Additionally, there are currently 40 major projects and 682 minor projects currently underway, totaling \$2.6B. She highlighted the progress and anticipated completion dates for projects to be completed this Summer and Fall. Several buildings in the design phase were also noted. UF anticipates holding three ceremonies later this year to commemorate milestones associated with Hamilton Center, the Dental Science Building, and the Music Building. Committee Chair Brandon stated that while it is a discussion item, the committee always vote to ratify the Campus Construction Update for the record. He asked for a motion to approve Discussion Item 5.1 which was made by Trustee O’Keefe, and a second, which was made by Trustee Davis. Committee Chair Brandon asked for all in favor of the motion, any opposed, and the motion was approved unanimously.

5.2 Digital Twin Buildings

Dean Chimay Anumba, Design Construction and Planning, along with assistant professor Karla Saldaña Ochoa provided an update on the Digital Twins (DT). They reviewed the evolution of Digital Twins, current projects at UF highlighting Jacksonville as well as the benefits including cost savings, better understanding of facility utilization, pro-active informed decision making, and emergency response. Leveraging HiPerGator and the AI infrastructure will give UF the opportunity to be a leader in this space.

5.3 Infrastructure and Funding Update

Assistant Vice President Mark Helms provided an update on facilities services utilities and electrical, water, chilled water, steam, and reclaimed water distribution systems. He advised UF utilities assets are worth approximately \$902M and shared significant projects in recent years. He highlighted energy savings of \$1.8M associated with the VetMed Plant over the last four years. He reviewed UF’s consumption against our peers. Interim VP Little added we have legacy systems that will restrain our resources, and we are working on efficiencies.

5.4 Housing Facilities Update

Interim VP Colt Little provided background and a project overview of the initial phase of UF Housing’s 10-year master plan. We are in the solicitation phase for a fee developer on the initial project that involves redevelopment of Trusler/Graham/Simpson Halls which currently has 622 beds. Demolition to hopefully begin in summer and initiate new construction, which will result in 2200 beds. In addition, a subsequent phase would include renovation of Beaty Towers. The fee developer model is slightly different than what has been done. UF will finance and maintain the building as we do in all the undergraduate housing system. The developer will be responsible for overall management of the project and retaining the design firm, engineering, etc. After the selection, they will come back to the Board in June for approval. Committee Chair Brandon advised this is the largest housing initiative ever done to date. VP Heather White thanked the Committee Chair and Board for their support. This will transform housing for UF.



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

Meeting Minutes

Thursday, March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:46 p.m.

Time Adjourned: 2:28 p.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim 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; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Marsha Powers welcomed everyone in attendance and called the meeting to order at 1:46 p.m.

2.0 Verification of Quorum

Interim Chief Financial Officer Nick Kozlov verified a quorum with all members present, except Chair Hosseini who had an excused absence.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Committee Chair Powers asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Corr and seconded by Trustee Patel. Committee Chair Powers 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 CFO Update**

Interim CFO Kozlov advised the importance to recognize that a university of our size operates as a collection of dozens if not hundreds of unique business models. Two weeks ago, Moody's issued a report down grading its outlook for the higher education industry from stable to negative. It is more important to be proactive and flexible in how we manage our resources. Strong sound financial management and the ability to adapt as conditions change to ensure we have the financial resources and agility to keep advancing our mission is critical. He reviewed the Quarterly Financial Summary for Q1 FY25. He advised the CFO's office is actively monitoring and assessing the impacts of potential changes in the federal funding of key policy areas including direct and indirect research funding as well as tax-exempt status. He summarized the actual and projected federal contracts and grants revenues, which will be updated as impacts become clear. He provided an update on the FY26 budget including the timeline and approach using the One UF approach. The CFO's office is working with stakeholders across the University to evaluate efficiency opportunities and response to the changing macro environment. They are preparing a 'Plan A' and 'Plan B' budget within administrative units to protect our core teaching, research and service activities. Interim CFO Kozlov then provided an update on Radical Financial Transparency. We are quantifying the exposure of risk, identifying short term strategies, articulating long term strategies to continuously reinvest in our mission and shape our financial future. He advised of the use of a Unit Dashboard for the CFO Intelligence & Analytics Dashboard Suite serves as a great benefit to all. The strength our financial results reflect both the resilience of our enterprise and the quality of our leadership at every level. We are developing the tools of data and decision-making processes that will allow us to navigate uncertainty with confidence. Committee Chair Powers recognized Board Chair Hosseini who urged the committee a couple of years ago to start the financial transparency initiative. We sit in a better position than most universities because we know what and where we are spending our money.

- **4.2 UF Health Update**

System Chief Executive Officer Steve Motew reviewed recent celebrations by the UF Health system including high ratings in quality safety outcomes, UF Health transplant programs ranking number one in Florida and top ten in the U.S., and UF researchers identifying a new genetic mutation linked to Alzheimer's disease. We are investing in strategic priorities and working to achieve a unified vision of excellence for what we provide to our communities and to UF to become Florida's premier health system by 2030. There is incredible progress in moving ourselves from a holding company of six different hospitals and three separate markets into through unified operating company which is leveraged by hiring of incredible talent both from academic medical centers and large integrated health systems. System CEO Motew reviewed the key performance indicators all system leaders are accountable to which allows everyone to think more broadly and share across the enterprise as a system. Performance targets across all entities are set at the guidance of the UF Health Corporation Board. Goals are set very high to achieve top decile performance which aligns with the Board of Trustees and Chairman's direction to be the best. The first component of that is quality. We are reaching our stretch

goals on those that keep our patients safe and avoid harm, but we do have several areas of ongoing improvement. He reviewed the year-to-date FY25 financials and recent accomplishments related to key integration. Finally, he shared the three highest level strategic focus areas including vision and culture, clinical excellence and sustainability that ties into the Health Sciences colleges in close partnership with College of Medicine in Gainesville, Dean Hunt, and Jacksonville, Dean Edwards as well our overall mission as a land grant university, and finally systemness. Committee Chair Powers echoed her thanks. Trustee Corr asked if they share their income statements with the Board. System CEO Motew advised they do share on a quarterly basis with the UF Health Corporation Board, system performance, and they are happy to share with this Board.

Committee Chair Powers thanked System CEO Motew. We are on our way to developing the type of system that we want to be known for and to be the leader in the state of Florida. Vice Chair Patel noted the combined brand of Gainesville and Jacksonville into a singular UF Health brand is excellent. System CEO Motew added from a data-driven perspective and from a sentiment analysis we compete in an incredibly diverse and competitive market in the healthcare landscape and the key to our strategic success is the brand. Vice Chair Patel noted the importance of this initiative to the UF enterprise in general as UF Health is two-thirds of our budget.

- **4.3 UFICO Update**

Chief Investment Officer Mark Baumgartner advised he is new to the role but not to Gainesville. He reviewed the asset summary through the lenses of clients, portfolios, and sub-portfolios. He noted UFICO's clients' benchmarks and secondary objectives differ between one another. They will revisit asset allocation and portfolio construction for each client on an individualized / custom basis. He provided a fiscal year to date financial summary that reviewed the long-term pool of the UFF Endowment and UF Operating long-term reserves. Additionally, he showed peer data and a summary of asset allocation. He advised opportunities and risks over the next ten years. He reviewed the UF operating liquidity, discussed operating asset strategy and the investment of the liquidity portfolio.

5.0 New Business

President Fuchs thanked Committee Chair Powers for all her time, work, and wisdom for this committee as well as the UF Health Corporation Board.

There was no new business to come before the Committee.

6.0 Adjourn

There being no further discussion, Committee Chair Cole adjourned the meeting at 2:28 p.m.



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

Meeting Minutes

March 27, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:49 a.m.

Time Adjourned: 11:17 a.m.

Committee and Board members present:

Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim 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; 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 Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 10:49 a.m.

2.0 Verification of Quorum

Interim Vice President and General Counsel Ryan Fuller verified a quorum with all members present, except Chair Hosseini and Trustee Heavener who had excused absences.

3.0 Review and Approval of Minutes

- **December 12, 2024 and February 25, 2025**

Board Vice Chair Patel asked for a motion to approve the minutes from the December 12, 2024 Committee Meeting and the February 25, 2025 Committee Pre-Meeting. A motion was made by Trustee Brandon 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 Items

GGRIA1 UF Regulation

Interim Vice President and General Counsel Fuller advised this action item relates to USPS regulation amendments. The University previously had two staff employee classifications TEAMS (Technical, Executive, Administrative and Managerial Support Staff) and University Support Personnel System Staff (USPS). The USPS classification included only approximately 180 employees. TEAMS is the primary staff employee classification for the University. After the State of Florida decertified the union representing USPS employees, the University moved USPS employees into the TEAMS classification. Human Resources notified the impacted employees of this change and documented it in their personnel files. Consistent with this change and to avoid any confusion, the University seeks to act on university regulations identified in the action item to either remove references to USPS or repeal regulations exclusively related to USPS.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee Ridley. 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.

GGRIA2 Direct Support Organization Appointments

Interim Vice President and General Counsel Ryan Fuller advised pursuant to the UF Governance Standards all appointments of directors to university direct support organizations must be approved by this Board. He summarized the 52 Direct Support Organization (DSO) appointments before the committee for approval noting bios in the materials.

- **Florida 4-H Club Foundation, Inc. (11):** Samuel J. Ard, Dana Bluckhorn Davis, Errick Farmer, Danita Thomas Heagy, Bascom “Nax” Joye, Robert “Scott” Mixon, Roy Petteway, Wendy Smith, Raiza Solorzano, Curt Williams, Sarah Wolking
- **University of Florida Alumni Association, Inc. (17):** Beau Beaubien, Cristina Cabrera, Jessica Costello, Ruan Cox, Christina Criser Jackson, John Dicks, Alex Hurd, Kim Kaupe, Elizabeth Levine, Ari Luxenberg, Smith Meyers, Careshia Moore, Glenna Palazzo, Andrea Pelt-Thornton, Kyle Robisch, Damon Sununtnasuk, Craig Thompson
- **University of Florida Leadership and Education Foundation (2):** Michael Basore, Kati Migliaccio
- **University of Florida Foundation (4):** Swati Patel, Eugene Pettis, Jon Pritchett, Howard Sheridan
- **GatorCare (2):** Joseph Glover, Lesli Ward

- **University of Florida Historic St. Augustine (6):** Jeff Atwater, Charles Ellis, John Fraser, Doug Jones, Susan Parker, Reverend Father Thomas S. Willis
- **University of Florida Investment Corporation, Inc. (1):** William Walton
- **Florida Foundation Seed Producers, Inc. (3):** Jonas Forrester, Matthew Griffin, Ricky Hartley
- **University of Florida Research Foundation (2):** Brad Bennett, Saby Mitra
- **Citrus Research and Development Foundation (3):** George F. Hamner, Jr., Deeley A. Hunt, Joseph B. “Joby” Sherrod
- **University of Florida Development Corporation (1):** Burl “Colt” Little

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

GGRIA3 Facility Security Clearance

Vice President David Norton advised UF has certain contracts between itself and federal government, which require the university to hold up facility security clearance rather than obtaining security clearances for each individual trustee and various officers within the University. The University chooses as it can to delegate designate a senior management officer in this case the president, to oversee all classified information working with the vice president of research who also holds a clearance. This action reflects the change in trustees.

Board Vice Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee Brandon. 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 UF Health Corporation Update

Trustee Marsha Powers advised the UF Health Corporation Board met recently and had a productive meeting. We continue to streamline the process of updating our board members on key aspects of the UF Health system, including finances, patient care, regulatory compliance and significant projects. There were robust discussions about changes and proposed changes at the federal level related to funding and their potential impacts on UF Health and the health care industry. We continue to make progress on aligning the policies, practices and strategic goals of the hospitals that make up the UF Health system. Finally, Steve Motew, the UF Health President and CEO made some exciting announcements, including: UF Health ranks #2 in the country for patient safety by Vizient among a cohort of over 140; UF Health transplant programs rank No. 1 in Florida and are in the top 10 in the U.S.; UF Health hired Michael Holms as the new Senior Vice President and Regional President for the Greater Gainesville; and UF

Health also updated titles for the UF Health Market Leaders Patrick Green and Heather Long from CEO to SVP/Regional Presidents for their respective markets, which more accurately reflect the scope of what they do.

5.2 Jacksonville Update

Vice President Kurt Dudas provided an update on the Jacksonville campus, including renderings, noting we are currently in the planning phase which includes due diligence on the future campus's site. He extended his gratitude to all collaborative partners including the City of Jacksonville. He reminded the Board of the site in the LaVilla community that they selected during their December 2024 meeting. He provided a detailed update on this location including existing conditions and plans for a phased build out of the campus. The site includes 22 buildable acres which will be developed across at least three phases. The first phase will include an initial launch at the building located at 801 Bay Street. The second phase will include the construction of two new buildings to the west of that location. Future phases will include expansion to the property currently occupied by the Prime Osborn Convention Center and the historic train station. The building located at 801 Bay is 38,000 square feet and could be occupied immediately. A substantial renovation to convert the building into an academic space including classrooms and offices for faculty and staff as well as a welcome center is being planned. The second development phase includes parcels where UF will construct two new buildings including a flagship facility for the Jacksonville campus and a space for the Florida Semiconductor Institute. The plan is for the train station and the Convention Center to continue their current operations until we have completed and opened the buildings located in the second development phase. At that time, the campus should be well established enough to justify renovating and preserving the train station, which will remain open to the public. UF has agreed to hold space on the south end of the campus for the potential return of passenger rail to the city of Jacksonville. VP Dudas reviewed a timeline for the next 18 months with key milestones. UF expects to close on the properties by this summer with the ultimate goal of launching at least five programs in Fall 2026. Closing on the property this summer would also allow UF to locate an existing Master's of Architecture program in 801 Bay and provide sufficient time to renovate that facility before the Professional MBA program launches in Jacksonville in January 2026. A phased rollout will help manage early operational adjustments. A redevelopment deal is being negotiated with the city of Jacksonville. Our goal is to come back to the Board in June to request approval followed by the Jacksonville City Council meeting in June to vote on the disposition. The city has been very collaborative, and we are hopeful to meet this timeline. He noted there may be news regarding competing proposals for how the city takes ownership of the property at 801 Bay, which is currently owned by a private developer. That is a matter for the city to decide and it won't impact UF so we will remain neutral in those discussions and respect the city's process. Next steps include a design competition to select the development team including the architect. Conversations with faculty and leadership at UF and in Jacksonville on cross functional initiatives—including the Florida Semiconductor Institute—will augment our educational and research offerings. He reiterated his gratitude to UF partners, the city of Jacksonville and the state of Florida. Trustee Zalupski thanked VP Dudas for all his great work and the amount of time he has spent building consensus with the city and stakeholders of Jacksonville. Vice Chair Patel added as they speak

with prospective president candidates, the Jacksonville campus is brought up. He thanked Chair Hosseini and feels the steady way this process has gone will set UF up for future success.

5.3 Florida Semiconductor Institute Update

Vice President David Norton provided an update on the Florida Semiconductor Institute (FSI). It is led by Director Dr. David Arnold who is a UF faculty member in Electrical and Computer Engineering. The goal of FSI is to position Florida as a leader in Specialty Electronics in three areas: research and development (R&D), workforce development and trainees, and in the fostering Florida's semiconductor ecosystem. The goal is to accelerate activity in the semiconductor regime for the state of Florida and in doing so enhance economic prosperity for the state. This is a statewide initiative with current activities on the UF campus in Gainesville, and at NeoCity in Osceola County where UF now has a footprint in that location. At present, there are approximately 60 collaborators across UF and other universities within the state. The FSI, while relatively new, has attracted significant funding from various sources including from the federal government. The most exciting current opportunity is to expand the FSI into Jacksonville, leveraging specific strategic assets that exist with a potential focus on national security. UF will leverage a significant state appropriation for which our board chair was key in securing. This appropriation totals \$80 million - \$45M for capital infrastructure and \$35M for R&D for this area. UF will leverage industry partnerships and complementary graduate education assets that will sit in the Jacksonville area allowing us to build our own signature programs in Jacksonville. We are talking to multiple key stakeholders and experts to help us guide that direction. Current discussions include applied research for national security, semiconductors, AI, and cybersecurity. Current relationships with industry partners and collaborators nationally are being leveraged. Vice Chair Patel and Trustee Brandon applauded the partners that FSI is working with. President Fuchs added that our state college and the state university system colleagues in Jacksonville have been helpful and welcoming as UF maps out plans for the Jacksonville initiative. It will provide an opportunity for these institutions to access resources, facilities and programs that currently do not exist in the area. We are committed for whatever we do in Jacksonville with this graduate campus to be a benefit to the other institutions that are already there. Vice Chair Patel added that the Board Chair has worked on this strategic plan for this all to come together – FCI, the graduate campus, discussions with other institutions, and thanked Dr. Norton for his execution.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 11:17 a.m.



BOARD MEETING MINUTES

March 28, 2025

President's Ballroom 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:07 a.m.

Time Adjourned: 11:44 a.m.

Board members present:

Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Jed V. Davis, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Patrick O. Zalupski.

Others present:

Kent Fuchs, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Nick Kozlov, Interim Chief Financial Officer; Colt Little, Interim 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; 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 Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 11:07 a.m.

2.0 Verification of Quorum

Interim Vice President and General Counsel Ryan Fuller verified a quorum with all members present, except Chair Hosseini and Trustee Heavenner who had excused absences.

3.0 Recognitions

The Board recognized immediate past Senior Vice President for Construction, Facilities and Auxiliary Operations David Kratzer and Vice President for Government and Community Relations Mark Kaplan. Resolutions honoring each of them were read in the record at the meeting. Trustee Anita Zucker was recognized on Thursday due to her schedule for her service.

4.0 Public Comment

Interim Vice President and General Counsel informed the Board there were 4 members of the public registered to speak: Derek LaMontagne, Barrett Uhler, Sarah Younger and Max Banach. Speakers provided comments related to Action Item FCI1 Construction Projects Budget Amendments.

5.0 Action Items (Consent)

BOT Minutes

Board Vice Chair Patel asked for a motion to approve the minutes from the December 12, 2024 Meeting and the February 25, 2025 Virtual Meeting. A motion was made by Trustee Brandon and seconded by Trustee Cole. Board Vice 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.

Board Vice Chair noted there are twelve action items on consent agenda discussed at pre-meetings and committee meetings yesterday. He asked if there was any trustee who wanted an action item taken out and voted on individually. Hearing none, he reviewed the action items by committee for approval.

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

Board Vice Chair Patel asked for a motion to approve AFSSPRSC1 Tenure Upon Hire, AFSSPRSC2 New Degree, AFSSPRSC3 Honorary Degree, AFSSPRSC4 New Institutional Accreditor, AFSSPRSC5 Special Purpose Center and AFSSPRSC6 Degree Program Change. A motion was made by Trustee Lynne and seconded by Trustee O'Keefe. Board Vice Chair Patel 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 Vice Chair Patel asked for a motion to approve FCI1 Construction Projects Budget Amendments, FCI2 Construction Grant for the 4-H Camp Cherry Lake and FCI7 P.K. Yonge Gymnasium Project. A motion was made by Trustee Brandon and seconded by Trustee Ridley. Board Vice Chair Patel 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 Vice Chair Patel asked for a motion to approve GGRIA1 UF Regulation, GGRIA2 Direct Support Organization Appointments, and GGRIA3 Facility Security Clearance. A motion was made by Trustee Powers and seconded by Trustee Corr. Board Vice Chair Patel 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 Action Items (Non-Consent)

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

Board Vice Chair asked for a motion to approve FCI3 Memorial Statue: Alfred C. Warrington IV, FCI4 Naming: Homer and Dolly Hand Homestead, FCI5 Naming: Linda and Ken McGurn Medical Plaza, and FCI6 Naming: UF Early Childhood Collaboratory at Anita Zucker Hall. A motion was made by Trustee Brandon and seconded by Trustee Lynne. Board Vice Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved unanimously.

7.0 President's Report

Interim President Kent Fuchs reflected on his tenure and the difference he has seen since 2015. UF is being transformed by progress in facilities, with students and colleges as was shared in many presentations during the meeting. There are challenges externally and internally but there is incredible momentum moving into the next decade. Each of the leaders, deans, and vice presidents, have benefited from the hard work of the Board and investment by our State. It is likely at the June meeting we will have a new president. Kent noted that it will be an exciting decade ahead and that he is grateful. He thanked all who have put us where we are today. Board Vice Chair Patel thanked President Fuchs for all he has done and for continuing to drive UF forward at a very fast pace.

8.0 New Business

There was no new business to come before the Committee.

9.0 Comments by the Chair of the Board

None.

10.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 11:44 a.m.

Trustee O’Keefe agreed and added this new student housing experience will elevate the Board’s goal of a culture of excellence.

5.5 FCI Subcommittee Update

VP Heather White advised the subcommittee has met twice since December and meetings have been productive. They have discussed occupancy, existing options, benchmarking, data and financial modeling around graduate and family housing. With the help of Trustee Lynne, Dean of the Graduate School Nicole Stedman, President of the Graduate Student Council Kevin Senior and other subcommittee members a graduate housing survey was launched. Results and recommendations will be shared at the next meeting.

5.6 Miscellaneous Projects Update

Interim VP Colt Little advised the Miami lease has been executed since the December meeting that increases the UF footprint and visibility in south Florida. The space is currently intended for the College of Business MBA program, but other university programming is under discussion.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

There being no further discussion, Board Vice Chair Patel adjourned the meeting at 10:04 a.m.