



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

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:10 a.m.

Time Adjourned: 9:23 a.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), and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, 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, Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve 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; Mark Baumgartner, Chief Investment Officer; George Kolb, Assistant Vice President Budgets; Bill Starkey, Assistant Vice President and Treasurer, members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chair Powers welcomed everyone in attendance and called the meeting to order at 9:10 a.m.

2.0 Roll Call

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

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

- **FSPPM1 FY2505-2026 Carryforward Spending Plan**

Senior Vice President and Chief Financial Officer Nick Kozlov reviewed the annual Carryforward Spending Plan. The plan maintains a required 7% Statutory Reserve and funds are directed toward several strategic priorities. New Regulation requires that 12% of the University's FY 2025-2026 state operating fund greater than the 7% must go towards PECO and maintenance projects. We are well above the 12% spend rate but this is a new requirement this year.

- **FSPPM2 FY2025-2026 Operating Budget**

CFO Nick Kozlov reviewed the University's Operating Budget of Revenues and Expenses for the fiscal year ending June 30, 2026. In June, the preliminary operating budget for the University was shared but did not have approval from the State at that time. The submission requires the Board of Governors approval.

- **FSPPM3 Auxiliary Facilities Report**

Senior Vice President and Chief Financial Officer Nick Kozlov advised per Regulation 9.008, the University is required to submit a template on any University auxiliary facilities with outstanding revenue bonds. It relates to one piece of finance in our Transportation and Parking services. This is an annual requirement that will be submitted to the Board of Governors for approval.

- **FSPPM4 Undergraduate Housing Bond Financing**

CFO Nick Kozlov advised we are launching a new undergraduate campus housing master plan. This action item is to secure the financing for the first phase, which will help us create 1100 beds. The maximum borrowing amount is set at \$245million. This is a conservative estimate to make sure we are able to complete this entire project with more phases to come. The UF Housing System proposes to finance through the issuance of fixed rate bonds, a portion of the cost of the following capital improvements relating to the University Housing system on the main campus. Phase 1 will replace housing on a site formerly occupied by Trusler, Simpson and Graham Halls. The Board is asked to approve the issuance of the bonds and adopt the authorizing resolution as required by the Board of Governors' Debt Management Guidelines. Chairman Hosseini shared that we have been working on this for years. Trustee Brandon and Vice President Colt have been working to get us the best deals.

3.3 Review Discussion Items

- **CFO Update**

CFO Kozlov provided a high-level summary of his updates to be given in December. There will be a detailed update on challenges and opportunities.

- **UF Health Update**

CFO Kozlov advised UF Health System CEO Steve Motew will provide a UF Health quarterly update in December. Dr. Motew advised there are additional conversations about the Gainesville Master Facility Plan.

- **UFICO Update**

CFO Kozlov advised Mark Baumgartner will provide a UF Investment Corporation update in December.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 9:23 a.m.

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COMMITTEE ON AUDIT AND COMPLIANCE

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:25 a.m.

Time Adjourned: 9:30 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, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, 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, Chief Financial Officer; Colt Little, Vice President for Construction Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve 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 O’Keefe welcomed everyone in attendance and called the meeting to order at 9:25 a.m.

2.0 Roll Call

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

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

Committee Chair Dan O’Keefe advised there are two action items to be approved at the December Audit and Compliance Committee meeting. Chief Audit Executive Dhanesh Raniga will review AC1 Performance Based Funding Audit Report. The conclusion is we have good data and systems in place. Chief Compliance, Ethics and Privacy Officer, Chelsey Clements will go through details of the UF Complaints and Ethic program FY25 Annual Report. We will go over in detail the steps compliance takes in order to protect the University and make sure we have the right systems and procedures in place to protect not only students but faculty and staff as well.

- **AC1 Performance Based Funding Audit Report**
- **AC2 UF Compliance and Ethics Program FY25 Annual Report**

3.3 Review Discussion Items

- **Internal Audit Activity**

Committee Chair Dan O’Keefe advised of the discussion items to be presented by Chief Audit Executive Dhanesh Raniga in December. CAE Dhanesh Raniga advised that the Internal Audit Office has been busy completing a number of internal audit reports. They have released 13 internal audit reports and worked on 3 advisory related projects since the last meeting. He will provide the highlights of these reports and information on other activities of the Office of Internal Audit.

- **Internal Audit Annual Report**

Committee Chair Dan O’Keefe advised of the second discussion item related to internal audit to be presented by Chief Audit Executive Dhanesh Raniga at the December meeting also. CAE Dhanesh Raniga advised that the Annual Report is required by the Board of Governors regulation and is good practice from the Internal audit perspective. It highlights key accomplishments and activities for the year, including the required compliance reporting as mandated by the Institute of Internal Auditing standards and the Board of Governors

- **Audits of Affiliated Organizations**

Chief Financial Officer Nick Kozlov advised that results of the audits of Affiliated Organizations will be presented at the December Board Meeting.

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Committee Chair O’Keefe adjourned the meeting at 9:30 a.m.

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

Pre-Meeting Minutes

Virtual Meeting

Monday, November 3, 2025

Time Convened: 9:30 a.m.

Time Adjourned: 9:46 a.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, Daniel T. O'Keefe, Marsha D. Powers, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, 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, Chief Financial Officer; Maria Gutierrez Martin, Vice President for Advancement; Colt Little, Vice President for Construction, Facilities, and Real Estate; Steve 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:30 a.m.

2.0 Verification of Quorum

Interim Provost Joe Glover verified quorum with all members present.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

- June 5, 2025

3.2 Review Action Items

- **AFSSPRSC1 Tenure Upon Hire**

Interim Provost Joe Glover reviewed the following faculty tenure upon hire summary:

Dr. Aoife Wiberg – College of Design Construction and Planning

Professor, School of Architecture

Dr. Wiberg earned a Ph.D. from the University of Cambridge in 2010, a M.Phil. from the University of Cambridge in 1998, and a B. Arch from Cardiff University in 1997 and a B.Sc. in 1994 from Cardiff University. Her prior institution was University of Bath, UK. Currently at the University of Bath, UK, she leads transformative initiatives such as the REGEN - Beyond Net Zero studio and serves as a core member of transdisciplinary research centers like RENEW and GW4 Living Labs for Net Zero Transformation. Professor Wiberg's international impact is evidenced by her leadership in the International Energy Agency's EBC Annexes (57, 72, and 89), where she has shaped global standards for net zero whole life carbon buildings.

Dr. Lesley-Ann Chow — Herbert Wertheim College of Engineering**Associate Professor, J. Crayton Pruitt Family Department of Biomedical Engineering**

Dr. Chow earned a Ph.D. in Materials Science and Engineering in 2009 from Northwestern University and a B.S. in Materials Science and Engineering in 2004 from the University of Florida. Her prior institution is Lehigh University. Dr. Chow received the NSF CAREER award in 2020, the Society for Biomaterials Mid-Career Award in 2024, and American Chemical Society Polymer Materials Science and Engineering Young Investigator Award in 2022. Dr. Chow has a significant number of publications, 43 in total, including 36 journal articles and 7 conference proceedings.

Dr. Jia Liu — Herbert Wertheim College of Engineering**Associate Professor, Department of Industrial and Systems Engineering**

Dr. Liu earned a Ph.D. in Industrial and Systems Engineering from Virginia Tech in 2017, a M.S. in Statistics from Virginia Tech in 2016, a M.S. in Electrical Engineering from Zhejiang University in 2007, and a B.S. in Electrical Engineering from Zhejiang University in 2005. His prior institution is Auburn University. Dr. Liu has received numerous prestigious awards and recognitions, including the NSF CAREER Award for which he is establishing deep learning algorithms to understand fatigue performance and processing relationship of complex parts by additive manufacturing. Dr. Liu's publications include 23 peer-reviewed journal articles, 12 conference proceedings and 1 book chapter. He has also delivered 33 conference presentations and invited talks.

Dr. Xiaoyi Lu — Herbert Wertheim College of Engineering**Associate Professor, Department of Electrical and Computer Engineering**

Dr. Lu earned a Ph.D. from University of Chinese Academy of Sciences in 2012 and a B.S. from Huazhong University of Science and Technology in 2006. His prior institution is the University of California, Merced. Dr. Lu has a significant number in highly impactful publications, 169 in total, including 110 conference proceedings and 17 journal articles. Dr. Lu's ability to secure funding is demonstrated through multiple significant awards for which he is PI/Lead-PI, such as his \$4.35M (candidate share \$1.75M) Department of Energy (DOE) award "Scalable and Resilient Modeling for Federated-Learning-Based Complex Workflows", \$500k NSF CAREER award "CAREER: Heterogeneity-Enriched Communication for Advancing HPC Systems and Applications", and \$597k sole-PI NSF award 11OAC Core: Revolutionizing Data Movement on CPU-Powered HPC and AI Cyberinfrastructures".

3.3 Review Discussion Items

Centers and Institutes

Interim Provost Joe Glover reviewed the changes in Centers and Institutes:

- Closure of the AI, Cybersecurity Governance and Privacy Management Center in Warrington College of Business
- Creating Center of Engineering Human Performance and Wellness
- Change of Name, University of Florida Health Cancer Center to University of Florida Health Cancer Institute
- Change of Name, Center for Pediatric Psychology and Family Studies to Center for Technology and Child Health
- Change of Name, Center for Pain Research and Behavioral Health to Center for Pain Rehabilitation Research
- Closure of the Environmental Management Systems Institute
- Closure of the Center for Landscape Conservation and Ecology
- Closure of the Center for Sustainable Agriculture and Food Systems

Chairman Hosseini requested additional information regarding these items – why the action is being taken and any financial implications.

Degree Changes

Interim Provost Joe Glover reviewed the creation of a new Warrington College of Business major in Marketing with a concentration in Marketing Analytics for the Master of Science.

4.0 New Business

Chair Hosseini requested an update of all professional state testing and where UF ranks at the committee meeting. The goal for the tests is to have no less of 90% minimum and reach the goal of 95% overall. Committee and Vice Chair Patel advised they will bring this to the committee. Trustee Cole shared the UF Law school ranked number one in bar passage. Chair Hosseini acknowledged this achievement and the hard work done to achieve this goal. Provost Glover added this information may be tracked in the Accountability Report. President Landry added the article referenced by Trustee Cole, WSJ editorial of the City Journal rankings, shows the great education and culture at UF.

5.0 Adjourn

There being no further discussion, Committee Chair and Board Vice Chair Patel adjourned the meeting at 9:46 a.m.

COMMITTEE ON ADVANCEMENT**Pre-Meeting Minutes****Virtual Meeting****Monday, November 3, 2025****Time Convened: 10:14 a.m.****Time Adjourned: 10:16 a.m.****Committee and Board members present:**

Richard P. Cole (Committee Chair), Christopher T. Corr, Blake E. Cox, Jed V. Davis, L. Amelia Dempere, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Dan O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, and Patrick O. Zalupski.

Others present:

Donald Landry, Interim President; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Chuck Clemons, Vice President, 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, Chief Financial Officer; Colt Little, Vice President for Construction, Facilities, and Real Estate; Maria Gutierrez Martin, Vice President for Advancement; Steve 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 Cole welcomed everyone in attendance and called the meeting to order at 10:14 a.m.

2.0 Roll Call

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

3.0 Review Draft Agenda for December Meeting**3.1 Review Draft Minutes**

- June 5, 2025

3.2 Review Discussion Items

Committee Chair Cole advised the discussion items would be reviewed during the committee in December. Committee Chair Cole advised a committee has been formed. While President Landry is new, they have been able to accomplish many things.

- FY26 Current Fundraising Performance
- New Leadership Gifts
- UF's 5th Comprehensive Fundraising Campaign

4.0 New Business

There were no new business items to discuss.

5.0 Adjourn

There being no further discussion, Chair Cole adjourned the meeting at 10:16 a.m.

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