



**BOARD RETREAT MINUTES**  
**Thursday, September 18- 19, 2025**  
**Ponte Vedra Inn, Ponte Vedra Beach, Fl.**  
**Time Convened: 9:01 a.m.**  
**Time Adjourned: 3:47 p.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, Bill 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 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; members of the University of Florida community, and the public.

**Welcome**

Board Chairman Hosseini welcomed everyone to the retreat and welcome the Interim President Dr. Donald Landry. The retreat began at 9:01am.

**College of Medicine Performance Review and Strategic Vision**

Dr. Jennifer Hunt, interim dean of the College of Medicine, presented recent highlights and the college’s strategic vision.

**Performing with excellence**

Undergraduate/Graduate medical education

- UF’s medical school Class of 2029 has 136 students enrolled, 119 of whom are Florida residents and 14 of whom are first-generation college students. Also, 100% of UF medical students matched to residency programs in 2025. Out of 150 students, 40%

matched into primary care specialties, 46% will stay in Florida to train and 25% will stay at UF Health to train.

- The Gainesville campus has 80 ACGME training programs and 22 clinical sites. 40% of trainees from the Gainesville campus remain in Florida after training.
- The Jacksonville campus has 36 ACGME training programs and 38 clinical sites. 53% of trainees from the Jacksonville campus remain in Florida after training.

#### Research

- UF is ranked #21 in NIH funding among public universities. For the NIH fiscal year 2024, the total NIH funding awards were \$166M.
- Total research funding for UF fiscal year 2025 was \$456M (this includes Gainesville, Jacksonville, shared PHHP departments and The Herbert Wertheim UF Scripps Institute).
- UF leads Florida medical schools in NIH funding.
- UF has 7 programs ranked in the top 20 among public universities.

#### Patient care

- Teams at UF Health are using large language models to enhance preoperative prediction of postoperative respiratory failure. Clinicians and scientists have also developed AI models to predict and address maternal and newborn health issues, including breastfeeding challenges, premature infant nutrition, postpartum hypertension and depression.
- UF Health has several mobile health care vehicles. The Mobile Outreach Clinic has delivered free health care since 2010 and served 2.9K patients in 2024. The new OB/GYN Mobile Outreach bus serves Alachua and surrounding counties with gynecologic and maternal care and has been operating since February 2025, already serving 170 patients. Three Mobile Stroke Treatment Units serve Gainesville, Jacksonville and Central Florida. These units are equipped with lifesaving technology, where patients can receive treatment immediately in the units while being transported to the hospital. Lastly, the Mobile Cancer Screening Connector brings breast, cervical, colon and prostate cancer screening to communities in rural areas and has served 523 patients since its launch in October 2024.

#### Revenues and expenditures

- Gainesville has revenues and expenditures with an estimated \$1.54B in revenue and \$1.54B in expenditures for the 2026 fiscal year. Jacksonville has an estimated \$503M in revenue and \$507M in expenditures for the 2026 fiscal year.

#### **Improving with rigor**

##### Faculty affairs/human resources

- The College of Medicine has created CAFÉ (Center for Advancing Faculty Excellence), which is designed to support faculty throughout the career lifecycle, from recruitment to robust retention and intentional succession planning.
- In fiscal year 2025, 20 faculty moved into new leadership roles.
- The College of Medicine has been working on faculty and staff engagement, holding the second annual College of Medicine Week in September.

#### Undergraduate medical education

- We are working to attract and maintain our medical student population with undergraduate medical education scholarships. UF has awarded over \$3.6M in merit- and need-based scholarships and has supported 437 students in 2024-25.

#### Jacksonville integration

- The College of Medicine is working on a two-phased enhanced integration plan. Phase 1 will be holding joint leadership meetings, fostering partnerships between campus senior associate deans and establishing a communication workflow between campuses. Phase 2 will consist of sharing expertise and resources, moving toward practice plan integration and capitalizing on programmatic synergy.

#### Integrated oncology strategy

- In June 2025, the UF Board of Trustees approved a new department of oncology. This will elevate the Division of Hematology/Oncology to a position of greater visibility.
- The Proton Therapy Institute was founded in 2006. It has served over 12K patients, and 98% of patients receiving treatments would recommend the institute to loved ones.

#### Integrated pediatrics strategy

- Gainesville has 11 graduate medical education programs with 160 faculty. Jacksonville has 8 graduate medical education programs with 92 faculty.

#### Leading with vision

- In May 2025, we initiated a planning process to identify objectives in three mission areas for the next 12-18 months:
  - Help the College of Medicine strategic plan by creating a healthy working environment for faculty, staff and patients to attract, retain and develop top talent.
  - Create incentives and compensation structures to reward the tripartite mission.
  - Deliver intentional multimodal programs in leadership, mentoring and communication.
  - Change how we recruit: Stacking resources to collaborate and strategically recruit top talent.

#### AI in Healthcare Institute

Dr. Azra Bihorac presented on AI for Health Institutes. Dr. Bihorac shared the research, vision and improvements AI can make in UF Health everyday functions for both physicians, staff and patients. With our resources and the use of HiPerGator we can set to move the needle forward on health in the United States. She shared the new technology for intelligence ICU beds and how this can help save lives and assist physicians, nurses and medical staff with any forthcoming issues in real lifetime for patients. The ICU beds would be equipped with facial, visual, body position, muscle movement and environment to provide better care and detect medical emergency before they happen. Digital Twin platforms will help with improving overall care. These platforms are designed to assist the patients with questions before a procedure or after care. These are presented in real time questions and answers, we feel this will help develop

better quality health care and provide patients with information to better understand what they will experience and the process after surgery. Currently, Florida has 41 approved AI graduate programs in Engineering, Business and Education.

### **UF Health Corporation Performance Review and Strategic Vision**

CEO Dr. Steve Motew presented on UF Health Corporation and Performance Review with Strategies and Vision for UF Health. The presentation provided the following information:

- UF has improved on several system performances including growth, finance, people, readmission. The goal for 2026 is to continue to improve in overall areas and focus on quality of care.
- Operating Revenue growth is expected to be 12.5% from 2024 to 2025. By 2030 Florida's Premier Health System will be operating at its potential.
- Health Care rating systems include Vizient, CMS stars, U.S. News & World Report and Leapfrog Safety Grade. To help improve our overall rankings, we are focused on 4 unranked programs to improve and achieve the top 50 status.
- In order to grow we must deliver excellence in care, scale to manage increasing costs and fierce competition with building on our strengths and preeminent programs, improve access and deliver consistently high-quality care across the system.
- UF Health is uniquely positioned to build on its strength in its core markets, expanding its reach into high growth regions while deepening its impact across the state and tailor strategies to each market. UF Health can transform selective growth into a statewide advantage and secure its role as Florida's preeminent academic health system.
- We have made strides in growing UF Health with strategic investments including Durbin Park Hospital, a community hospital located between St Augustine and Jacksonville, which open in 2026, 5 freestanding ER/Urgent Care Unit sites have opened with 5 more planned to open in the next 12 months.
- Master facility and market planning is underway for the greater Gainesville market to address capacity constraints at UF Health Shands and take advantage of growth opportunities. Options identified include improving throughput and bed capacity at Shands as well as establishing market growth with a comprehensive site of care expansion throughout the broader Gainesville market and adjacent regions.

### **UF Diabetes Institute**

Dr. Brusko is one of the leading physicians in the fight against Diabetes and is leading the research at UF. He shared the challenges Florida will face with its growing population and lack of medical expertise. Half of Floridians are at risk of developing diabetes, the ratio to patients and Endocrinologist is 1: 35,000 and currently 92% of patients with diabetes are receiving care from their primary physicians, most offend leading to misdiagnosis between T1D and T2D. Dr. Brusko shared the 3 pillars to help lead the way for Florida, including population screening and treatment, early detection can save lives and cost. AI enables personalized diabetes education and support, this can help with education, real time support and access to online educational leading and diabetes tissue biobanking fundamental research for prevention. This will help researchers learn and improve overall health care for diabetic patients.

## **UF Health Leadership Shared Strategic Priorities & Aspiration and Vision for Future of UF Health**

Dr. Jennifer Hunt, interim dean of the College of Medicine, and Dr. Steve Motew, president and system CEO of UF Health, shared final thoughts on the integration of the academic and clinical enterprise and encouraged the Board of Trustees to continue investing and growing UF Health. Takeaways:

- We need to think about updating equipment. Epic software is a big investment currently integrating in the Jacksonville campus.
- Chairman Hosseini added that we are in a place to make changes and improve health care in Florida.
- Trustee O'Keefe asked how we should show capital investments and growth.
- Trustee Powers suggested profiling our strengths, overcoming fixed costs and lower overall expenses, engage investments, marketing and campaign strategies and a 5-year capital plan including financing. Chairman Hosseini asked Vice Chair Patel to help lead this effort.

## **Athletic Update**

Athletic Director Scott Stricklin gave an overview of the athletic updates, SEC changes and the upcoming renovations to the Ben Hill Griffin Stadium.

- Starting the Fall 2026 season, we will move to a 9-game conference schedule, continuing with a single standing non divisional structure and each school will play 3 annual opponents focused on maintaining many traditional rivalries. Each team's remaining 6 games will rotate among the remaining conference schools, and each team will face every other SEC program at least once every 2 years and every opponent home and away in 4 years.
- A new Chief Commercial Officer, Michael Ceilley will join as the Senior VP and General Manager of Partnership Marketing and Media Sales. He will oversee areas including marketing, communications, ticketing, sponsorships, licensing and Gator Booster, merchandise, concessions, NIL opportunities and special events.
- Revenue Share/NIL Update. Revenue sharing began in July 2025 with (20.5M) excepted in 2026. College Sports Commission, NIL Go system, Roster Caps, Third-Party NIL Review and Valid Business Purposes and Range of Compensation. The Third-Party NIL will be competitive in the SEC and will need to heavily supplement revenue shared dollars by an additional \$10-12M per year. Currently, our research tells us that we need a football roster of \$25M-\$30M to compete at a high level.
- SUS Athletic Fee and Institutional Support. Among Florida football programs Florida has the smallest athletic fee at \$1.90 and the total athletic fee \$1,924,700. Trustee Brandon added UF has not changed their fees since the 90's. Chairman Hosseini added this has been mentioned to the Board of Governors. UF is part of the SEC and receives \$40M verses other schools and conferences in the state. Trustee Zalupski asked if you can increase the athletic fee by a certain amount each year. Trustee Cox added that a committee makes these decisions. The total increase for health, activity services and

athletics is 5%, although the Athletic department has not presented to the fees committee a request to increase. He has brought this up to the committee. Items are submitted to the committee, voted on and then presented to the BOT for approval. Someone asked if out of state tuition fees could be used. Chairman Hosseini verified it's a different fee, Trustee Cox added out of state fees are not tuition fees. Chairman Hosseini added that we must also get state approval for fees.

Athletic Director Stricklin stated we will be renovating and expanding the Ben Hill Griffin Stadium. This will offer great opportunities for Florida in the future with extend usable life of the facility by 50 years, address code required changes, maintain seating capacity to the extent possible, increase and enhance premium opportunities, improve circulation and reshape concession programs. He shared three options for renovations. Option 3 addresses all the concerns and issues and still maintains the integrity and capacity of the stadium. This option includes 77 new suites and 70 renovated suites, 27 founders level suites, 50 new suites in East/South sections. Total premium club space of 107,996 square feet, 175% increase in player and/or recruiting space, 362 concessions compared to 199 today, 330% more LED including 2 new videoboards, new ribbon boards, 124% more stadium entry gates and turn styles and 10 refurbished elevators with 33 new elevators and 16 new added escalators. Total of new club capacity of 4,525 square feet. Updates done to several existing areas like Touchdown Terrace, which could become a 365-day club space for dining, private meetings and event rentals. On game days, it will revert to regular club functions. 654 new loges on the east and south. Capital Gifts are \$550,000,00 (Suites, Clubs, Loge and General); Tax Exempt Municipal Bonds at \$550,000,000, \$34M increase ticketing revenue, \$5M sponsorships and \$3M in concessions. Options to consider, \$3M shortfall, stadium Naming rights, State appropriations, CIT/State fees, UF Capital Campaign, extend the loan beyond 30 years and UF/State pay infrastructure. New tickets and initial gifts for premier seating would increase to help costs. Chairman Hosseini asked VP Little if the cost of utilities will help UF with the new housing units and the Hamilton Center VP Little stated that it does. Our utility systems are not individually done so this work would help with the boarder scope in that entire section of campus. Chairman Hosseini stated that he is in conversation with the Board of Governors office and legislatures about budget for this as part of our infrastructure. VP Little added, if accepted this will eliminate a lot of extra work and construction moving forward. Vice Chairman Patel asked for every dollar raised, what is the debt ratio, AD Stricklin stated its 70K for every million. He asked CFO Kozlov to verify. Chairman Hosseini advised he would connect the AD with EED tax experts before construction begins as there may be opportunities there. Chairman Hosseini also mentioned a retail sales tax that can be applied, like in Gainesville the 1.5% sales tax at Celebration Point. Chairman Hosseini advised AD Stricklin to bring this to the Board in December. It will then need to go before the state and financing. AD Stricklin then reviewed a draft renovation schedule including, September 26, 2025, completion of the design, development and drawings; November 10, 2025, primary estimate of project and November 24, 2025, delivery of design development cost estimate. January 19, 2026, release design team to proceed with construction documents.

### **Adjourned**

Chairman Hosseini thanked everyone for the presentations and their hard work. The retreat was adjourned at 3:47pm.



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**Welcome**

Board Chairman Hosseini welcomed everyone this morning. The retreat was called to order at 9:01am.

**Artificial Intelligence Update**

Interim Provost Joe Glover started the presentation by discussing UF’s unique position with AI across campus. UF is acknowledged internationally for our leadership roles in AI, including AI across the curriculum. UF was the winner of the inaugural 2024 Tambellini Future Campus Award. UF is set to be the best AI University, we have deep talent across campus and UF’s CIO is one of the top 150 global executives leading AI transformation. Finally, UF has the AI Bluesky TaskForce engaging strategic planning for the next 5 years. Dr. Glover provided the following chronology:

- January 2020 UF received the HiPerGator AI supercomputer as a gift,

- February of 2020 UF held an inaugural meeting of UF AI Leadership Council,
- April 2020, we began our \$15M upgrade to our Data Center,
- August 2020, we approved the undergraduate degree in Data Science. The VPR solicits proposals for AI seed grants,
- November 2020 delivery of HiPerGator components, including 15 miles of cables
- January 2021, the assembly was completed and UF offered use of the system to SUS. The VPR awarded \$1M to 21 AI proposals,
- February 2021, GatorTron was HiPerGator's first large project: analyzing over 90 billion words of medical notes,
- March 2021, UF offers use of HiPerGator to other SEC schools,
- June 2021 Legislature appropriates \$20M to hire 100 faculty members,
- March 2022, AI<sup>2</sup> Center was established,
- April 2022 a master's degree in applied data science was approved,
- July 2022 HiPerGator's second large project was a success, analyzing how smoke moves through a drywall
- November 2022 UF signed Rome Call for AI Ethics, and at the end of November OpenAI released ChatGPT,
- January 2023, Congressional funding earmarked to train faculty at Palm Beach State College and UF featured on NVIDIA podcast,
- March 2023 NVIDIA published "The Roadmap to Becoming an AI University",
- April 2023, several colleges hosted events featuring AI,
- September 2023, master's degree in AI systems was approved
- February 2025 AI Summit in Orlando was held,
- March 2025, NVIDIA begins delivery of new HiPerGator components to UF
- April 2025, the AI Bluesky TaskForce report was completed.

The first HiPerGator was a gift. The second one was purchased in 2025.

Senior Vice President and Chief Information Elias Eldayrie shared the infrastructure of the University systems. In 2012, UF set itself so that we were able to plan and adapt to system changes and upgrades, in 2015 we upgraded again and in 2020 we received the HiPerGator from Chris Malachowsky/ NVIDIA as a gift to create a supercomputer system and transform AI into everyday life on campus later in 2020 we received upgrades. UF received the first delivery of the B200 in the world and 2025 upgrades were made including 63 nodes, 60,000 cores, 600 NVIDIA L4 GPUs, 504 NVIDIA DGX B200 GPUs and 11PBs in high performance file system this is a 35X increase in computational power and will be at full production in September of 2025. We were able to complete our updates without any disruptions to service. How does all this work at the University. HiPerGator is used throughout the University with 42 courses, 1K HiPerGator Sponsors, 7K HiPerGator active users, 1K HiPerGator Investors, 500+ HiPerGator active projects and 1,7878 visitors to HiPerGator. We have received \$805,360.549 in research funding for HiPerGator enable external award in a 12-month period. HiPerGator is known around the world with visitors from 21 countries and on average two tours a day. AI metrics for HiPerGator are 27,100,700 total pages generated and 13,569,2905,300 toolkit tokens generated. HiPerGator is used throughout our University from Digital twins, Robotics and Machine Learning. Chairman Hosseini asked that the last investment was 25 out of a 100M for Palm Beach campus, can we



keep the 25M here for upgrades. VP of Advancement Marie Martin stated they will be speaking with him and are putting 30M toward upgrades. Chairman Hosseini expressed that when Chris comes again, we need to present him our work so he can see what we are doing here at UF. Vice President of Research

Dr. David Norton talked about University Research. All 16 colleges use AI and wrote proposals using AI at University of Florida. All colleges at the University are submitting and winning awards associated with AI from 2021-2026 we have received millions in awards for AI use. Dr. Norton shared some of the top research at UF with the focus of AI, Director Alina Zare is one of UF's leading collaborators in AI. ICU of tomorrow with AI, Dr. Parisa Rashidi from Biomedical Engineering is working on several projects regarding patient activity recognition, facial expression and analysis to better detect problems before they arise in ICU patients. IFAS Center of Applied AI, this cutting-edge institute, will transform Tampa Bay into a hub for agricultural technology. Professor Pinaki Sarder uses AI to better understand the human body and improve medical outcomes. Carlos Messina, a Professor of Horticulture Science, uses AI to help develop plant breeds that are more resilient and productive. Ivy Munoko an NSF Career award winner, uses AI to explore how to detect and prevent fraud in financial system using AI to support auditors and fraud examiners. Another NSF Career award winner is Professor Ivan Ruchkin, he uses AI to study smart systems including self-driving cars and robots. UF Digital Brain Initiative, is working on creating a brain health data set of imaging and clinical data to power neuro-medicine research and AI brain health. Our next goal is strengthening the AI Bluesky Taskforce. We held 11 workshops and have 5 dominant themes that emerged. AI-Driven Education and Personalized Learning, the ideal of AI powered tutors and study assistants and adaptive learning platforms was a recurring theme across all sessions. AI for Research and Interdisciplinary Collaboration, participants highlighted the need for an AI-driven research ecosystem that enhance collaboration and standardizes data access. AI for Campus Operations and Sustainability, AI solutions for optimizing transportation, energy efficiency and resource management was widely discussed. AI-Driven Student and Faculty Support, career advising, faculty workload management and mental health monitoring were frequently suggested. AI-Governance, Ethics and Responsible AI Adoption, participants emphasized the need for AI governance, ethical guidelines and AI literacy training across the University. Task Force recommendations include UF AI personal assistants, intelligent support for all, a living AI laboratory, data driven insights for innovation, Human AI collaborative agents, AI Infrastructure and Data Strategy, building UF's AI Ecosystem, AI Literacy and workforce readiness, AI for Environmental resilience and sustainability and finally AI and Robotics for smart campus operations. The AI workplan includes AI Factory, AI Tutor, AI "Buddy", Campus Digital Twin, Robotics and Quantum Computing. Trustee Cox asked what considerations have gone into the AI Buddy mentioned, one of the most common problems students face are loneliness and isolation, if they only relate to an AI Buddy will this continue to encourage these habits and behavior. We plan to work with VP Heather White, Student life and consult about these items and what would work best.

Chairman Hosseini expressed that we will be changing the order on the agenda, we will move rankings up before the UF Foundation Campaign and will not present on UF Jacksonville Campus today due to time limitations.

## **Rankings**

### **US NEWS America's Best Colleges, ranking year 2026**

BOT Undergraduate rankings presentation, Sept 19th

- No change in position of UF from last year.
- Same national rank (30). Tied with Texas.
- Same public rank (7). Tied with Texas.
- Same overall reputation score (3.7). Texas is 4.1.
- No change in elements of the ranking formula or weights of elements.
- UF is highest ranked school in Florida (national rank 30). (Florida State has a national rank of 51 and public rank 21.)
- UF improved on 54% of the formula. Our net improvement was 25%.
- There were 23 privates and 6 publics ahead of Florida last year, same count this year.
- 18 public universities have higher reputation score than UF.
- The average faculty salary at UF increased 4.3%, from \$124,655 to \$129,984.
- There are 33 public universities with an average salary higher than UF. (each higher than \$130K). UF ranks 57<sup>th</sup> on salary, among public and private universities.
- Texas is a direct competitor with UF, having moved up from overall rank of 42 to 30.

## **Advancement**

Vice President for Advancement Maria Guterrez-Martin provided a campaign update. Our 2025 fundraising performance was a total of \$563M with 99% of this restricted money. She then shared a breakdown of the total and fundraising history since 2013. The Go Greater Campaign was July 2015 to December 2022. Before the Go Greater campaign, we averaged \$9.4M per year in realized deferred gifts. Since our campaign for Go Greater started, our average realized deferred gifts per year has jumped to \$15.4M and this is projected to continue to increase to an average of \$50.9M per year over the next 20 years. UF ranks # 5 in total commitments in a 3-year Peer Comparison. UF Advancement receives most of its funding sources from the Foundation with 72% and 28% coming from institutional support and our expenses were \$71.8M for fiscal year 2025. VP Guterrez-Martin shared current data and averages. VP Guterrez-Martin reviewed new opportunities for fundraising goals and next steps. Chairman Hosseini expressed the Board's need to work with VP Guterrez-Martin to increase our campaign and fundraising efforts. The Board needs a clear understanding of what the numbers are, and we need to discuss if something is not working, how to change it.

## **Adjourned**

Chairman Hosseini thanked everyone for presenting and attending the retreat. This is the time we cannot go backwards. The board needs the help of the University leaders to take UF to the next level. The retreat was adjourned at 11:53 am.