



COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS
PRE-MEETING AGENDA
Monday, May 13, 2024
10:30 a.m. or at the conclusion
of the GGRIA Pre-Meeting beginning at 10:00 a.m.
Virtual Meeting: (646) 558-8656, ID#: 923 3442 4173

Committee Members:

Marsha D. Powers (Committee Chair), David L. Brandon, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

- 1.0 Call to Order and WelcomeMarsha D. Powers, Chair
- 2.0 Roll Call Board Staff
- 3.0 Review Draft Agenda for June MeetingMarsha D. Powers, Chair
 - 3.1 Review Draft Minutes
 - [March 7, 2024](#)
 - 3.2 Review Action Items
 - [FSPPM1](#) Preliminary Operating Budget FY25.....Taylor Jantz, Interim Chief Financial Officer
 - [FSPPM2](#) Estimated Direct Support Organization Use of University Resources (FY25).....Taylor Jantz
 - [FSPPM3](#) Approval of West Palm Beach Funding Reallocation.....Taylor Jantz
 - [FSPPM4](#) Adoption of Student Payment Plan Mechanism.....Taylor Jantz
 - 3.3 Review Discussion Items
 - CFO Report Taylor Jantz
 - UF Health Update.....Stephen Motew, UF Health President and System Chief Executive Officer
 - UFICO Update William Reeser, UFICO Chief Investment Officer
- 4.0 New Business.....Marsha D. Powers, Chair
- 5.0 Adjourn.....Marsha D. Powers, Chair



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

Meeting Minutes

March 7, 2024

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 3:10 p.m.

Time Adjourned: 3.47 p.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

Others present:

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon Jr., Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; 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 D. Powers welcomed everyone in attendance and called the meeting to order at 3:10 p.m.

2.0 Verification of Quorum

Interim Chief Financial Officer Taylor Jantz verified a quorum with all members present.

3.0 Review and Approval of Minutes

Committee Chair Powers asked for a motion to approve the minutes of the December 7, 2023 committee meeting and the February 5, 2024 committee pre-meeting, which was made by Board Chair Hosseini, and a second, which was made by Trustee Brandon. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

FSPPM1 Enterprise Resource Planning Implementation Partner Selection

Interim CFO Jantz provided an overview of the action item, reviewing progress on the project and highlighting the selection of Deloitte as the Enterprise Resources Planning (ERP) implementation partner. Board Chair Hosseini commented that the project is a game changer for the university and thanked the team for their hard work.

Committee Chair Powers asked for a motion to approve Action Item FSPPM1 which was made by Board Chair Hosseini, and a second, which was made by Board Vice Chair Patel for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FSPPM2 Baby Gator Fee Update

Interim CFO Jantz provided an overview of the action item, stating the proposed fee increase of 12% is to help Baby Gator be financially sustainable. He explained the importance of rates remaining in line with inflation. He indicated despite the 12% increase, Baby Gator would remain below open market tuition rates, increasing our fees to 90% of the average market rate. Board Chair Hosseini recommended reconsidering the fee increase. He emphasized the importance of providing affordable childcare to the university's faculty and staff. This is part of us giving back in appreciation of our employee's good work. Interim CFO Jantz agreed and stated we can look at internal resources to cover the costs, especially considering the new state funding we received. Board Chair Hosseini asked Trustee Zalupski and Interim CFO Jantz to work together and come back to the Board with an updated request. Trustee Zalupski noted there is an opportunity to look at the costs and marketing strategy.

This action item was removed from consideration.

5.0 Discussion Items

5.1 CFO Update

Interim CFO Jantz provided updates on the CFO's Office partnership with faculty to identify and implement streamlined process improvements, hiring of/recruiting for key roles including a Treasurer, Controller, and ERP Project Finance Lead. He provided a high-level overview of the enterprise financials, sharing that both revenue and net income have increased. Board Chair Hosseini emphasized UF Health's revenue increase of 13% is impressive.

Interim CFO Jantz reviewed the FY24 Strategic Funding Process and outcomes. He highlighted large allocations of strategic funding to Fintech Research Center, the expansion of access to

breast cancer screening in North Central Florida, and the Space Mission Institute. Interim CFO Jantz also spoke on the Radical Financial Transparency initiative, noting that the initiative kicked-off in February and he will report back with pilot unit results at the June board meeting. He indicated the project will help us to benchmark ourselves internally and provide a data driven approach to funding. Committee Chair Powers emphasized the importance of this initiative. We must hold ourselves accountable and ensure we are spending funds from the state legislature appropriately. Interim CFO Jantz agreed.

Finally, Interim CFO Jantz introduced the foundation of becoming a “Top 5” finance organization. He shared he has challenged the CFO’s Office to strive to reach this goal by focusing on 4 key areas: Transparency, Accountability, Innovation, and Agility. If we as a university do not give our people opportunities to grow, pathways to expand, incentives to stay and build careers, we are doing ourselves a disservice. We need to make sure our people feel valued.

5.2 UF Health Update

Senior Advisor to the President Jim Staten provided an update on UF Health. He highlighted the system’s revenue growth, strong operating performance, year-end projections, and new areas of focus. Senior Vice President Nelson agreed that continued growth plan and innovation will allow UF Health to continue to advance and become a leading health system. Board Chair Hosseini stated that UF Health is academic healthcare and should be elite, but not at the cost of quality. It is a privilege for us to take care of people. Focusing on having the best physicians and providing the best care will help the university become a \$10B enterprise. He added that will also increase the brand of the University of Florida. Committee Chair Powers stated the importance of high-quality healthcare and noted it is so important to us as an institution, it is a standing item on the FSPPM Committee agenda. She applauded the efforts of the Board Chair and President for initiating and supporting the system integration. President Sasse echoed Trustee Powers comments.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 3:47 p.m.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM1
June 13, 2024**

SUBJECT: Preliminary Operating Budget FY25

BACKGROUND INFORMATION

The Board of Trustees is requested to approve the University's Preliminary Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2025.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the University's Preliminary Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2025 for recommendation to the Board of Trustees for approval on the Consent Agenda and for submission by the University of Florida to the Board of Governors for final approval.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors final approval is required for the 2024-2025 preliminary budget of revenues and expenses.

Supporting Documentation Included: Preliminary 2024-2025 Operating Budget - Enterprise Summary

Submitted by: Taylor Jantz, Interim Chief Financial Officer

Approved by the University of Florida Board of Trustees, June 13, 2024

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

University of Florida
Preliminary 2024-2025 Operating Budget - Enterprise Summary
(in thousands)

FY 2023-2024 Operating Budget									
	University of Florida	Athletic Association	Faculty Practice	UF Foundation	Shands Gainesville	Shands Jacksonville	GatorCare	Other DSOs	Total
Revenues									
Tuition and Fees	469,364	0	0	0	0	0	0	0	469,364
State Appropriations	1,080,000	0	0	0	9,674	0	0	12,175	1,101,849
Contracts and Grants	834,675	0	0	0	7,050	0	0	1,185	842,910
Federal and State Financial Aid	235,543	0	0	0	0	0	0	0	235,543
Patient Service Revenue	0	0	893,836	0	2,358,000	954,342	0	0	4,206,178
Contributions/Donations	0	0	0	150,000	0	0	277,636	40,556	468,192
Investment Income	40,000	800	3,333	65,000	63,719	794	300	14,832	188,778
Licensing and Royalties	0	78,094	0	0	0	0	0	53,750	131,844
Sales of Goods & Services	207,323	47,073	231,067	0	0	0	1,666	17,150	504,279
Other Cash Receipts	20,098	611	64,594	9,243	428,108	35,873	310	16,459	575,296
Component Unit Transfers In/(Out)	1,072,373	40,802	(794,228)	(165,000)	0	0	0	(91,699)	62,248
Total Revenues	3,959,375	167,380	398,602	59,243	2,866,551	991,009	279,912	64,408	8,786,480
Transfers In/(Out)									
Salaries & Benefits	2,882,290	73,892	130,749	24,677	1,198,600	445,692	1,344	15,343	4,772,587
Other Operating Expenses	1,019,619	93,351	298,489	25,556	1,564,300	544,568	278,568	53,660	3,878,111
Total Expenses	3,901,909	167,243	429,238	50,233	2,762,900	990,260	279,912	69,003	8,650,698
Net Change	57,467	137	(30,636)	9,010	103,651	749	0	(4,595)	135,783

FY 2024-2025 Preliminary Operating Budget									
	University of Florida	Athletic Association	Faculty Practice	UF Foundation	Shands Gainesville	Shands Jacksonville	GatorCare	Other DSOs	Total
Revenues									
Tuition and Fees	467,554	0	0	0	0	0	0	0	467,554
State Appropriations	1,236,097	3,614	0	0	9,674	0	0	22,550	1,271,935
Contracts and Grants	915,740	0	5,210	0	7,050	0	0	737	928,737
Federal and State Financial Aid	245,697	0	0	0	0	0	0	0	245,697
Patient Service Revenue	0	0	983,518	0	2,921,578	1,107,000	0	0	5,012,096
Contributions/Donations	0	0	106	150,000	0	0	291,517	42,587	484,210
Investment Income	40,000	800	3,193	221,710	31,000	0	300	16,486	313,490
Licensing and Royalties	0	79,971	0	0	0	0	0	50,750	130,721
Sales of Goods & Services	205,746	57,614	257,057	0	0	0	1,749	17,790	539,955
Other Cash Receipts	249,503	0	29,820	9,308	529,493	30,329	310	14,831	863,594
Component Unit Transfers In/(Out)	1,080,692	37,716	(820,383)	(184,000)	0	0	0	(83,403)	30,622
Total Revenues	4,441,029	179,715	458,521	197,018	3,498,795	1,137,329	293,876	82,328	10,288,611
Expenses									
Salaries & Benefits	3,123,047	72,923	163,163	24,185	1,471,704	500,835	1,431	15,046	5,372,334
Other Operating Expenses	1,085,894	107,315	318,079	26,411	1,968,502	627,858	292,433	69,345	4,495,836
Total Expenses	4,208,941	180,237	481,242	50,596	3,440,206	1,128,693	293,863	84,391	9,868,170
Net Change	232,088	(522)	(22,721)	146,422	58,589	8,636	13	(2,063)	420,442



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM2
June 13, 2024**

SUBJECT: Estimated Direct Support Organizations Use of University Resources (FY25)

BACKGROUND INFORMATION

The Auditor General in their Operational Audit Report (No. 2019-193) for the FY2016 recommended that the Board of Trustees (BOT) consider a number of actions to improve its understanding and oversight of the university Direct Support Organizations (DSOs) and their use of university resources. In response, UF staff working with DSOs and BOT leadership have accumulated estimated summary information regarding the DSO use of university personnel, facilities, and systems for the upcoming FY2025.

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the Estimated Direct Support Organizations Use of University Resources (FY25) Summary for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Estimated Direct Support Organizations Use of University Resources (FY25) Summary

Submitted by: Taylor Jantz, Interim Chief Financial Officer

Approved by the University of Florida Board of Trustees, June 13, 2024

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

University Support for UF Direct Support Organizations
Estimates For the Fiscal Year Ended June 30, 2025

University Resources used by the DSO:	UF Foundation	University Athletic Association	Cattle Enhancement Board	Citrus Research & Development Foundation	UF Development Corporation	Florida Foundation Seed Producers	Florida 4-H Club Foundation	Gator Boosters	GatorCare Health Management Corporation	UF Leadership & Education Foundation	UF Historic St. Augustine	UF Investment Corporation	UF Research Foundation
University FTEs	390	5	0	3.1	1.11	5	1.16	0	0	8	5.3	0	35
University Personnel Salary Costs	\$ 45,567,997	\$ 485,000	\$ -	\$ 450,000	\$ 157,414	\$ 597,644	\$ 111,377	\$ -	\$ -	\$ 666,500	\$ 314,000	\$ -	\$ 4,977,000
Salary Amount Reimbursed to the University	\$ 24,184,519	\$ 485,000	\$ -	\$ 450,000	\$ 157,414	\$ 597,644	\$ 111,377	\$ -	\$ -	\$ 666,500	\$ 314,000	\$ -	\$ 4,977,000
Main Source of Reimbursements to the University	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	DSO Revenues	N/A	DSO Revenues
Travel Expenses using State Funds*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead/Other	\$ 892,000	\$ 3,707,000	\$ 50,000	\$ -	\$ -	\$ 3,504	\$ 604,172	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 1,300,000
University Facilities - (number of buildings occupied)	5	36	NONE	3	1	NONE	1	2	NONE	1	1	NONE	3
University Facilities - (square feet utilized)	66,262	1,116,893	NONE	1,480	1,914	NONE	310	9,556	NONE	3,696	250	NONE	4,929

*Per FS 1004.28 it is not permitted for any university DSO to use State Funds for travel expenses.

Other University Services:

PeopleSoft System	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y
AP Processing	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y
Payroll Processing	Y	N	N	Y	Y	Y	Y	N	N	Y	Y	N	Y
Pcard Issuance	N	N	N	Y	N	N	Y	N	N	N	Y	N	N
Purchase Order Issuance	N	N	N	N	N	Y	N	N	N	N	Y	N	Y
Travel Processing	Y	N	N	N	N	N	Y	N	N	Y	Y	N	Y
Transaction Processing by UF Shared Services	N	N	Y	N	N	N	N	N	N	N	Y	N	N
Support for Financial Statement Preparation	N	N	Y	N	Y	N	N	N	N	N	Y	N	N

Estimated DSO Use of University Resources for FY 25

The Auditor General in their Operational Audit Report No. 2019-193 for the FY2016 recommended that the BOT consider a number of actions to improve its understanding and oversights of the university DSOs and their use of University resources.

In response, UF staff working with DSOs and BOT leadership have accumulated estimated summary information regarding the DSO use of University personnel, facilities and systems for the coming FY 2025.

The attached report provides estimates for the fiscal year that begins July 1, 2024 and ends June 30, 2025. All 13 currently active DSOs are represented in this report and summarized in the report is as follows:

- University FTE's – number of full-time positions paid through the UF payroll system
- University personnel salary costs – estimated costs of salary and benefits for budgeted positions
- Salary amount reimbursed to the University – amount of personnel costs the DSO is expected to reimburse the University
- Main source of reimbursement to the University – revenue source the DSO will use to reimburse
- Travel expenses using State funds – payment not allowed by State statute
- Administrative overhead/other – amount of administrative overhead or other expenses paid by the DSO
- University facilities – number of University owned buildings occupied by DSO
- University facilities – square feet of University space utilized

The table at the bottom of the report (orange/blue blocks) represents other University services directly supporting the DSO activities such as use of PeopleSoft Accounting System.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM3
June 13, 2024**

SUBJECT: Approval of West Palm Beach Funding Reallocation

BACKGROUND INFORMATION

The State of Florida originally allocated the University of Florida \$100M in support of a new West Palm Beach campus. As a result of shifting strategic priorities, UF no longer plans to use this funding for a new West Palm Beach campus and requests approval to reallocate the \$100M to other key infrastructure needs.

UF would like to deploy the \$100M to support four key infrastructure projects:

- Workday ERP Solution - \$60M
- The Herbert Wertheim UF Scripps Institute, research equipment upgrades - \$18M
- UF Campus technical debt - \$15M
- Renovation/lease of South Florida MBA Program - \$7M

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the reallocation of the \$100M designated for West Palm Beach to the four key projects listed above for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

The state legislature has already approved the reallocation of these funds pending UF Board of Trustees approval.

Supporting Documentation: None

Submitted by: Taylor Jantz, Interim Chief Financial Officer

Approved by the University of Florida Board of Trustees, June 13, 2024

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM4
June 13, 2024**

SUBJECT: Adoption of Student Payment Plan Mechanism

BACKGROUND INFORMATION

Unlike many other colleges in Florida, the University of Florida does not currently offer an option for installment plans to our students for their tuition and associated fees. Currently, students are required to have their tuition and associated fees paid in full before their associated due dates, or the student may be assessed a hold and a \$100.00 late fee per term. Students that fail to make any payment towards their tuition and associated fees may also face cancelation of their registration for the term.

While many of our students and families can pay their charges at the beginning of each term, this practice can cause a financial burden for many of the students in the following categories:

- Students whose financial aid package does not fully cover their expenses
- Students enrolled in certifications or programs that are not eligible for financial aid
- Students in professional programs

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve a \$15.00 service fee per enrollment for installment plans as allowable in Board of Governors Regulation 7.003(4)(f) for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

- The CFO's Division completed a payment plan pilot program of 25 enrolled students in Spring 2024.
- Students would not be charged interest through this program.
- FSU, UCF, and FAU use this exact payment plan model and have sustained success with it.

Supporting Documentation Included: Spring 2024 Pilot Program Results

Submitted by: Taylor Jantz, Interim Chief Financial Officer

Approved by the University of Florida Board of Trustees, June 13, 2024

Morteza "Mori" Hosseini, Chair

Ben Sasse, President and Corporate Secretary

Spring 2024 Pilot Program Results

- We conducted a free of charge pilot program during the Spring 2024 term. We enrolled 25 students into the program based on their request. We had 13 graduate students, 11 undergraduate students, and 1 professional student. We had a mix of resident and non-resident students in each group except for the professional student who was a resident.
- We received \$83,492.54 in payments through this pilot program.
- Students were encouraged to make a 25% downpayment at the time of enrollment but were not required to. For the students that made a 25% downpayment, 100% of the students paid their payment plan in full by the final due date.
- We received great feedback and gratitude from students and their families regarding the offering.