# UF | Board of Trustees | UNIVERSITY of FLORIDA

## BOARD AND COMMITTEE MEETINGS SCHEDULE
## December 12-13, 2024
## President's Room 215B, Emerson Alumni Hall
## University of Florida, Gainesville, Florida

Virtual Viewing link: https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-dec-2024/

### Thursday, December 12, 2024

| Time | Event |
|---|---|
| 7:30 a.m. to 8:30 a.m. | Breakfast |
| 8:30 a.m. to 8:45 a.m. | Chairman Meeting Remarks |
| ~9:15 a.m. to 10:45 a.m. | Committee on Facilities and Capital Investments (Brandon (Chair), Corr, Hosseini, O'Keefe, Ridley, Zalupski, Zucker) |
| ~10:45 a.m. to 10:55 a.m. | Break (~10 minutes) |
| ~10:55 a.m. to 11:15 a.m. | Committee on Advancement (Zucker (Chair), Cole, Corr, Heavener, Lynne, Powers, Zalupski) |
| ~11:15 a.m. to 11:35 a.m. | Committee on Audit and Compliance (O'Keefe (Chair), Brandon, Brinkman, Cole, Hosseini, Patel, Powers) |
| ~11:35 a.m. to 12:00 p.m. | Committee on Governance, Government Relations and Internal Affairs (Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zucker) |
| ~12:00 p.m. to 1:00 p.m. | Lunch |
| 1:00 p.m. to 2:15 p.m. | Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications (Patel (Chair), Brinkman, Cole, Heavener, Lynne, O'Keefe, Zucker) |
| ~2:15 p.m. to 3:45 p.m. | Committee on Finance, Strategic Planning and Performance Metrics (Powers (Chair), Brandon, Corr, Hosseini, O'Keefe, Patel, Ridley, Zalupski) |
| ~3:45 p.m. to 4:00 p.m. | Break (~15 minutes) |
| ~4:00 p.m. to 4:30 p.m. | College of Law Update Interim Dean Merritt McAlister |
| ~4:30 p.m. to 5:00 p.m. | Campus Safety Update Chief Bart Knowles |
| 6:30 p.m. to 8:00 p.m. | Board Dinner and Tour Public Safety Building, 1555 Museum Road, Gainesville FL 32611 |

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## UNIVERSITY *of* FLORIDA

**BOARD AND COMMITTEE MEETINGS SCHEDULE**
**December 12-13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, Florida**

Virtual Viewing link: https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-dec-2024/

## Friday, December 13, 2024

| | |
|---|---|
| 8:00 a.m. to 9:00 a.m. | Breakfast |
| 9:00 a.m. to 9:20 a.m. | Win Phillips Town Gown Relations Award<br>Vice President Mark Kaplan |
| ~9:20 a.m. to 9:50 a.m. | Baby Gator Update<br>Trustee Patrick Zalupski and Vice President Melissa Curry |
| ~9:50 a.m. to 10:20 a.m. | College of Medicine Physician Assistant Program Update<br>Interim Dean Jennifer Hunt |
| ~10:20 a.m. to 10:50 a.m. | Research Update<br>Vice President David Norton |
| ~10:50 a.m. to 11:05 a.m. | Break (~15 minutes) |
| ~11:05 a.m. to 12:00 p.m. | Board of Trustees' Meeting<br>(Full Board) |
| ~12:00 p.m. to 1:00 p.m. | Lunch |

# UF | Board of Trustees
## UNIVERSITY of FLORIDA

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**AGENDA**
**Thursday, December 12, 2024**
**~9:15 a.m.**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**

**Committee Members:**
David L. Brandon (Committee Chair), Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Fred S. Ridley, Patrick O. Zalupski, Anita G. Zucker

1.0  Call to Order and Welcome .......................................................................... David L. Brandon, Chair

2.0  Verification of Quorum ................................................................................ Vice President Liaison

3.0  Review and Approval of Minutes ................................................................ David L. Brandon, Chair
- June 13, 2024
- August 12, 2024
- November 13, 2024

4.0  Action Items ................................................................................................ David L. Brandon, Chair
- FCI1 Construction Projects Budget Amendments..... David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations
- FCI2 UF-689 Hamilton Center Construction Management Team............. Cydney McGlothlin, Assistant Vice President for Planning, Design, & Construction
- FCI3 UF-698 Center for Applied Artificial Intelligence Construction Management Team ............................................................................................................. Cydney McGlothlin
- FCI4 UF-318 Dental Science Building Construction Management Team... Cydney McGlothlin
- FCI5 Campus District Energy Efficiency Contract Authorization Increase ........... Mark Helms, Assistant Vice President for Facilities Services
- FCI6 Lease of Space...Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel
- FCI7 Naming: Paul M. Lyrene Blueberry Research Building .......... Maria Martin, Interim Vice President for Advancement

5.0  Discussion Items.......................................................................................... David L. Brandon, Chair
- 5.1 Campus Construction Update ............................................................. Cydney McGlothlin
- 5.2 Alachua County Animal Resource Shelter......................................................... Colt Little
- 5.3 10-year Proposed ESCO Funding Model ......................................................... Mark Helms
- 5.4 Housing Master Plan Update …. David L. Brandon, Chair, Heather White, Vice President for Student Life, and Taylor Jantz, Chief Financial Officer

6.0  New Business ............................................................................................... David L. Brandon, Chair

7.0  Adjourn........................................................................................................ David L. Brandon, Chair

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 1:46 p.m.**
**Time Adjourned: 2:43 p.m.**

**Committee and Board members present:**
David L. Brandon (Committee Chair), John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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; Robert Hervey, Vice President for Real Estate and Facilities for UF Health Jacksonville; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; members of the University of Florida community, and the public.

**1.0     Call to Order and Welcome**
Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 1:46 p.m.

**2.0     Verification of Quorum**
Senior Vice President David Kratzer verified a quorum with all members present, except Trustee Cole who had an excused absence.

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### 3.0 Review and Approval of Minutes
**March 7, 2024 and May 14, 2024**

Committee Chair Brandon asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Ridley and seconded by Board Chair Hosseini. Committee Chair Brandon asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### 4.0 Action Items
**FCI1 Construction Projects Budget Amendments**

SVP Kratzer stated 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.

He provided clarifications to 3 projects that received questions during the May committee pre-meeting:

- **UF-606 Whitney Laboratory for Marine Bioscience:** The source of funds is Donor funds made possible by the sale of stocks to the UF Foundation and the requested amendment of $2M is needed to complete the project.
- **UF-654 Honors College Residential Facilities:** The bond interest that has been generated cannot be used for other student housing projects, it must be used for that bond and debt financing. We anticipate completing this project under budget. Committee Chair Brandon commented these cost savings on the original bond help us deliver on Board Chair Hosseini's promise to the Board of Governors (BOG). He added a final cost savings report will be provided to the Board.
- **UF-685A Holland Law ESCO ITC:** This ESCO is not bond funding. It is a low interest loan of 3.5% that was setup through the CFO's Office several years ago. UF Facilities Services only uses the amount of money within that allocation that they need for the project.

**FCI2 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2026**

Committee Chair Brandon stated the BOG requires each university to annually submit a fixed capital outlay budget by July 1. This budget submission is used by the BOG to develop their annual Fixed Capital Outlay Legislative Budget Request for the next fiscal year. Due solely to timing, our preliminary FY2025-26 fixed capital outlay budget was not able to be completed until last night. Approval by the Board Chair and President is required.

SVP Kratzer reminded the Board in most cases, only the top 2 priority capital improvement projects receive funding, and they cannot be projects that have previously received funding. It is important to have the other priorities on the list to generate discussion. With those restrictions in mind, we carefully prioritized our capital improvement projects as follows:

- Priority #1 – Health Science Building Renovation
- Priority #2 – Thermal Infrastructure Plant & Distribution Upgrades
- Priority #3 – Dental Science Building Addition
- Priority #4 – Hamilton Center

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- Priority #5 – IFAS Microbiology & Cell Sciences Teaching Lab
- Priority #6 – Music Building
- Priority #7 – IFAS Florida 4-H: Camp Cherry Lake Outdoor Learning Center Facilities
- Priority #8 – Digital Hologram Center

Vice President Mark Kaplan recommended to amend the action item to include granting authority to the Board Chair and President to make revisions to the fixed capital outlay budget request prior to submission to the BOG and Committee Chair Brandon agreed.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI2 and granting authority to the Board Chair and President to make necessary changes for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by Trustee Zucker. 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 Facilities Spending Plan for Fiscal Year Ending June 30, 2025**
SVP Kratzer summarized the 9 PECO and 11 CITF projects for a total of $248M in state appropriations awarded to UF for FY2025.

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 Board Chair Hosseini, and second which was made by Trustee Zucker. 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.

Board Chair Hosseini added the $80M we received for the Florida Semiconductor Institute is a game changer.

**FCI4 Five-Year Educational Plant Survey**
SVP Kratzer stated an Educational Plant Survey (EPS) is required to be conducted once every 5 years for all public educational entities in the State of Florida, including state universities, per Section 1013.13 of the Florida Statutes. This is a survey of our space on campus and how it is allocated to laboratories, teaching, and housing. It is also tied to the PECO funding list. If we do not meet all the requirements of the Educational Plant Survey, we would not be eligible for PECO funding. A UF Survey Team was created to ensure all requirements were satisfied. Additionally, we collaborated with several of our sister state universities (UWF, UCF, UNF, FAMU, and FGCU) to continue to foster our partnership across the state. He expressed his gratitude to Director Frank Phillips and the Business Affairs Technical Services team, BOG staff, and the Business Affairs team for their hard work.

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 Zucker, and second which was made by Trustee

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

**FCI5 UF-698 Center for Applied Artificial Intelligence (IFAS) Design Team**
SVP Kratzer shared three design teams were shortlisted based upon their qualifications for the Center for Applied Artificial Intelligence at the UF/IFAS Gulf Coast Research and Education Center (GCREC) in Balm, FL. The UF selection committee conducted interviews on February 21, 2024 and ranked the teams. The Committee will be asked to approve the final negotiations contract for the top ranked design team of Bohlin Cywinski Jackson.

Interim Senior Vice President Rob Gilbert commented this is a revolutionary project for IFAS. It will help us with precision agricultural projects using robotics and is vitally important for our agricultural and natural resources throughout the state. Committee Chair Brandon added the UF/IFAS GCREC is where we are currently using robotics to identify fungus on strawberries and can be credited singlehandedly with saving the strawberry industry in Florida. It's this significant level of research that is being done at this facility.

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 Zucker. 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 UAA-62 Ben Hill Griffin Stadium Construction Management Team**
Committee Chair Brandon stated the construction management team for the Ben Hill Griffin Stadium (BHG) multi-phase renovation project went through the Technical Review Committee (TRC) and the recommendation was unanimously approved. This action item is to approve the BHG construction management team of Brasfield & Gorrie.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Board Chair Hosseini, and second which was made by Trustee 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.

**FCI7 UF Health Florida Surgical Center Orthopaedic Surgery Expansion Construction Management Team**
Vice President for Real Estate and Facilities for UF Health Jacksonville Robert Hervey stated the Florida Surgical Center (FSC) is located on 34th Street next to the UF Hilton Hotel. This expansion project would add 8 operating rooms (OR's) to Orthopaedic Surgery. From the 8 solicited construction management team bids, 3 were shortlisted based on their qualifications. The teams were presented to the TRC to review and 1 was unanimously approved. The Board is asked to approve the FSC Orthopaedic Surgery Expansion construction management team of Robins & Morton.

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

**FCI8 Naming: Jonathan and Melanie Antevy Hall**
Interim Vice President Maria Gutierrez Martin stated this gift will name the Architecture Building the "Jonathan and Melanie Antevy Hall." Per the UF Naming and Memorial policy, the minimum gift requirement for pledges should not exceed 5 years, but this gift does. However, this gift is in good standing, internal due diligence has been completed, and it has the approvals of UF Advancement, the President, and the Board Chair.

Committee Chair Brandon asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI8 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee Zucker. 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
SVP Kratzer provided a brief update on the construction dashboard. The volume of work that is under construction at UF is unparalleled. 244 total projects equating to almost $2B, with 10 of those projects currently under construction equating to $406M of that total.

Assistant Vice President for Facility Services Mark Helms provided brief updates on Deferred Maintenance and Minor Projects.
- **Deferred Maintenance:** We are on target to have all the funds encumbered by December 24 and expensed by December 26 as scheduled. We are in a great position for future audits because the offices of Planning, Design and Construction and Facilities worked diligently to put everything in place before we started. We received $148M in deferred maintenance federal funds, more than double of any other SUS university, but our deferred maintenance costs have continued to grow. He emphasized the importance of the Board continuing this fight for us with the legislators and added we need to be forward thinking on creative ways to help finance these types of projects. UF/IFAS is also facing these same type of project challenges.
- **Minor Projects:** In 2014, the decision was made to move all department funded minor projects ($0-$4M) to Planning, Design and Construction. In 2015/2016/2017, Facility Services created pilot programs that puts maintenance mechanics in zones with housekeeping staff. We now call these High-Performance Work Teams. We have seen a 75% reduction in calls from departments about work that needs to be done in their buildings. Currently, we have 6 zones throughout campus, but anticipate 12 zones will be needed to cover the entire campus. We have begun to see opportunities to rethink the way we do business regarding maintenance and projects. Working with SVP Kratzer, we have allocated funds to manage projects $25K and less through Facility Services to reduce the burden on departments. The mission of Facility Services is to provide world class maintenance to

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support the incredible research conducted at our institution. We will continue to push ourselves and expand these programs to grow exponentially.

Trustee Brandon emphasized the importance of continuing talks with legislators and the Governor to create an annual recurring funding source to combat the never-ending cost increase of deferred maintenance. It cost exponentially more to take care of deferred maintenance than it does capital maintenance. There is a big difference. Under the leadership of SVP Kratzer, we have separated the minor and major projects into 2 teams and transitioned construction accounting into the CFO's Office, which has improved our internal efficiency.

Assistant Vice President for Planning, Design and Construction and University Architect Sydney McGlothlin provided a brief update on Major Projects.
- **Recent Demolitions:** 2 buildings in the Health Science Surge Area
- **Planned Demolitions:** 6 buildings including wave tank in Coastal Engineering (TBD) and 50 buildings in UVS/Maguire (Summer 2024)
- **Construction Phase:** Whitney Laboratory for Marine Bioscience, Inner Drive, Architecture Building, Honors College Residential, Holland Law, Broward Dining
- **Design Phase:** Thompson Center for Earth Science, New Disability Resource Center, Flavet Outdoor Recreation, Chemical Engineering, Center for Applied Artificial Intelligence (IFAS), Dental Science, Communicore, Basic Science, Hamilton Center
- **Planning Phase:** Utility Infrastructure (Fletcher Rd)
- **CIP Funding Considerations:** Leigh Hall, Rolf Hall, Sisler Hall, Walker Hall
- **Post-Occupancy:** Malachowsky Hall (DSIT), Student Health Care Clinic

## 5.2 Facility Services/Housing Shared Services Update
SVP Kratzer began by stating we truly are One UF. Business Affairs working in collaboration with Vice President Heather White's Student Life office, we have moved 200+ employees from one side of the ledger to the other to take advantage of the efficiencies AVP Helms spoke about. Our task was to have this process completed by July 1$^{st}$ and it is done now. We will be able to begin measuring the data of these efficiencies and discuss what we have learned in our next report. He announced a new Director of Building Services with a stellar reputation has been hired to lead the shared services team. We believe this is the way of the future and bodes well for our wallet. He expressed his gratitude to VP White and her team and she shared her gratitude to SVP Kratzer and his team.

Committee Chair Brandon commented this collaboration of shared services could not have gone better. SVP Kratzer and VP White did a marvelous job. He said Board Chair Hosseini tasked us with producing shared services measurables almost 2 years ago and we'll be able to bring that report to the Board at upcoming meetings. Board Chair Hosseini commented this is the best news he's heard all day. This clearly shows that collaboration works. We never could have made this happen if we did not hold everyone accountable. If we didn't challenge them. It says to work together, try to create solutions. And if you don't work together to fix things, we will fix it for you. This will help our students and faculty. He expressed his gratitude to everyone involved in making this happen.

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**5.3 Construction Policy and Regulation Update**

Associate Vice President for Enterprise Projects and Senior Counsel Colt Little provided a brief overview of the changes to construction policies and regulations. As discussed in the GGRIA Committee, there were changes to statutes and subsequently BOG regulations that required UF to amend its own regulations. We were able to amend 1 UF regulation and repeal 4 UF regulations and replaced those regulations with policies. He expressed his gratitude to AVP McGlothlin and Casey Joy for their relentless efforts to craft a new way of doing business that would achieve our goals and increase efficiency. These policies give us more flexibility in the procurement process, a significant advantage in negotiations, make us more competitive, and are more transparent and easier to understand. Overall, this will significantly impact our capital side and the way that we do business.

**6.0     New Business**

There was no new business to come before the committee.

**7.0     Adjourn**

There being no further discussion, Committee Chair David L. Brandon adjourned the meeting at 2:43 p.m.

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**Monday, August 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 11:28 a.m.**
**Time Adjourned: 11:42 a.m.**

**Committee and Board members present:**
David L. Brandon (Committee Chair), John E. Brinkman, Richard P. Cole, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Cydney McGlothlin, Assistant Vice President for Design, Construction and Planning; 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 11:28 a.m.

### 2.0 Verification of Quorum
Senior Vice President David Kratzer verified a quorum with all members present, except Trustee Heavener, who had an excused absence.

### 3.0 Action Items
**FCI1 Construction Projects Budget Amendments Approval**
Assistant Vice President for Design, Construction and Planning Cydney McGlothlin stated the Construction Projects Report was developed to provide the Board with an update of university wide

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construction activity, highlight specific or high-profile projects, and present amendments to approved project budget thresholds for approval.

The FCI Committee is asked to approve the following 3 project budget amendments:

- UF-644 Inner Road Resurfacing & Landscape Improvements
- UF-653 Architecture - DCP Collaboratory Addition
- UF-687 Broward Dining Facility Renovation and Addition

Board Chair Hosseini requested this action item be revised to include an addendum for the FCI Committee to grant authority to the Board and Committee Chair to review and approve the budget for the completion of the DCP Building addition before the next board meeting and Committee Chair Brandon agreed.

Committee Chair Brandon asked for a motion to approve the amended Action Item FCI1, which was made by Trustee Ridley and seconded by Trustee O'Keefe. Committee Chair Brandon asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### FC12 Dental Science Building Design Team Approval
AVP Cydney McGlothlin shared 2 design teams were shortlisted based upon their qualifications for the Dental Science Building project. The UF Technical Review Committee conducted interviews and unanimously selected HuntonBrady Architects/SMITHGROUP. The FCI Committee is asked to approve finalizing negotiations and signing a contract. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked design team.

Committee Chair Brandon asked for a motion to approve Action Item FCI2, which was made by Trustee Hosseini and seconded by Trustee O'Keefe. Committee Chair Brandon asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### FCI3 Hamilton Center for Classical and Civic Education Design Team Approval
AVP Cydney McGlothlin shared 3 design teams were shortlisted based upon their qualifications for the Hamilton Center for Classical and Civic Education project. The UF Technical Review Committee conducted interviews and unanimously selected RAMSA/Walker Architects. The FCI Committee is asked to approve finalizing negotiations and signing a contract. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked design team.

Committee Chair Brandon asked for a motion to approve Action Item FCI3, which was made by Board Chair Hosseini and seconded by Trustee Zucker. Committee Chair Brandon asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### FCI4 Chemical Engineering Construction Management Selection Approval
AVP Cydney McGlothlin shared 4 design teams were shortlisted based upon their qualifications for the Chemical Engineering Building infrastructure upgrade project. The UF Technical Review

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Committee conducted interviews and unanimously selected Whiting-Turner. The FCI Committee is asked to approve finalizing negotiations and signing a contract. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked construction management team.

Committee Chair Brandon asked for a motion to approve Action Item FCI4, which was made by Board Chair Hosseini and seconded by Trustee O'Keefe. Committee Chair Brandon asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0     New Business**
There was no new business to come before the committee.

**5.0     Adjourn**
There being no further discussion, Committee Chair Brandon adjourned the meeting at 11:42 a.m.

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**UF | Board of Trustees**
**UNIVERSITY *of* FLORIDA**

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**Pre-Meeting Minutes**
**Virtual Meeting**
**Wednesday, November 13, 2024**
**Time Convened: 9:30 a.m.**
**Time Adjourned: 9:56 a.m.**

**Committee and Board members present:**
David L. Brandon (Committee Chair), John E. Brinkman, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Mark Helms, Assistant Vice President for Facilities Services; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; Cydney McGlothlin, Assistant Vice President for Planning, Design & Construction and University Architect; Trevor Schneider, Assistant Vice President for Real Estate; members of the University of Florida community, and the public.

**1.0    Call to Order and Welcome**
Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 9:30 a.m.

**2.0    Roll Call**
Senior Vice President David Kratzer conducted a roll call, and all Committee members were present, except Trustee Zalupski.

**3.0    Review Draft Agenda for December Meeting**
Committee Chair Brandon noted the pre-meeting is for discussion only and no action will come to the Committee. The following items were addressed by the Committee:

**3.1 Review Draft Minutes**

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- **June 13, 2024 and August 12, 2024**

Committee Chair Brandon reminded committee members to review the draft minutes prior to the board meeting in December.

### 3.2    Review Action Items

- **FCI1 Construction Projects Budget Amendments**

SVP Kratzer stated 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. He reviewed the three budget amendments outlined in the action item.

Board Chair Hosseini requested confirmation the loan documentation and signatures are in place for the UF-653 Bruno E. & Maritiza F. Ramos Collaboratory (DCP) and Chief Financial Officer Taylor Jantz confirmed.

- **FCI2 UF-689 Hamilton Center for Classical and Civic Education Construction Management Team**

Assistant Vice President Cydney McGlothlin shared four construction management teams were shortlisted based upon their qualifications for the Hamilton Center for Classical and Civic Education. The UF Technical Review Committee conducted interviews on October 29, 2024 and ranked the teams. The top ranked team selected is Stellar and we are finalizing negotiations. This Committee and the Board will be asked to approve the contract at the December meeting.

- **FCI3 UF-698 Center for Applied Artificial Intelligence Construction Management Team**

AVP McGlothlin shared three construction management teams were shortlisted based upon their qualifications for the Center for Applied Artificial Intelligence. The UF Technical Review Committee conducted interviews on November 4, 2024 and ranked the teams. The top ranked team will be selected and announced soon. This Committee and the Board will be asked to approve the contract at the December meeting.

- **FCI4 UF-318 Dental Science Building Construction Management Team**

AVP McGlothlin shared three construction management teams were shortlisted based upon their qualifications for the Dental Science Building. The UF Technical Review Committee will conduct interviews on December 10, 2024 and rank the teams. If negotiations are finalized before the December meeting, the top ranked team selected will be announced and this Committee and the Board will be asked to approve the contract at the December meeting.

- **FCI5 Campus District Energy Efficiency Contract Authorization Increase**

Assistant Vice President Mark Helms stated in August 2022 the Board approved Facilities Services to pursue energy service contracts. He shared updates on the first two segments: (1) Holland Law construction is in progress and (2) the Dental Tower investment grades audits have been completed, but this project is now on hold as it has been blended into the overall Dental Science Building renovation project. The third segment is the Cancer and Genetics Research Center with Board approval to not exceed $4.2 million for investment grade audits. We have found fantastic opportunities, but it will increase our spend by $1.1 million. CFO Jantz has confirmed we have

these funds internally and we will be asking the Board to approve this proposed amendment not to exceed $5.3 million total at the December meeting.

Committee Chair Brandon added that himself, the President, and the Board Chair have reviewed this amendment to the project, and it is exceedingly accretive to the savings bottom line. The Board Chair and the President do have authority to approve this internally, however the Board Chair felt it is important enough to come to this Committee and then the full Board for ratification.

- **FCI6 Lease of Space**

Associate Vice President Colt Little stated we are currently in negotiations between three potential sites in downtown Miami of 20,000-25,000 square feet of space for a 10-year term. Primarily this space will house the College of Business's South Florida MBA program, currently located in Miramar, FL, which will provide them with a central location to do more industry outreach and connect to a different cohort of potential students. Additionally, we anticipate this will afford us other educational opportunities to the large South Florida population, as well as more engagement with alumni and donors in the area. We hope to present the final deal to the Board at the December meeting.

Board Chair Hosseini added we already have the MBA program established in South Florida; we are just seeking approval to move the program downtown to be in the heart of Miami to connect the university to the industry. We will invite College of Business Dean Saby Mitra to the December meeting to share more details about this exciting opportunity.

- **FCI7 Naming: The Paul M. Lyrene Blueberry Research Building**

Interim Vice President Maria Gutierrez Martin provided an overview of the proposed honorary naming and biography of Dr. Paul M. Lyrene, an Emeritus Faculty member of IFAS and patent developer of 23 named varieties of blueberries. In recognition of the generous and significant impact made by Dr. Lyrene to UF, we seek to name the Blueberry Research Building the Paul M. Lyrene Blueberry Research Building. This proposed naming meets all the requirements and is aligned with the UF Namings & Memorials Policy.

### 3.3    Review Discussion Items

- **Updates**

Committee Chair Brandon noted updates will be provided at the December meeting for the following:
- Campus Construction
- 10-year Proposed ESCO Funding Model
- Housing Master Plan – collaboration with the FSPPM Committee, seeking net new 2,500 bed funded by auxiliary, not state funds. Chair Hosseini stated he looks forward to discussion. He reminded all the cost must be at least 20% savings to our students or more versus what they pay off campus. SVP Kratzer added these will pay for themselves in the long run. VP Heather White expressed her excitement about the plan.

- **Alachua County Animal Resource Shelter**

AVP Colt Little stated we are currently in negotiations of a 30-year term sublease of approximately 10 acres of state-owned land to Alachua County. This land currently houses the IFAS Swine Unit, which would need to be demolished and relocated. The county is proposing to build a 30,000 square foot animal resource shelter facility and would be responsible for all construction, operation, and maintenance. Negotiations are also ongoing for a potential partnership with the College of Veterinary Medicine and Alachua County to use the facility to collaborate on education opportunities for students. We hope to present the final deal to the Board at the December meeting.

**4.0     New Business**

There was no new business to come before the committee.

**5.0     Adjourn**

There being no further discussion, Committee Chair David L. Brandon adjourned the meeting at 9:56 a.m.

## COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
## ACTION ITEM FCI1
## December 12, 2024

**SUBJECT:**   Construction Projects Budget Amendments

### BACKGROUND INFORMATION

The Construction Projects Report has been developed to provide the Trustees with an update of university-wide construction activity, highlight specific or high-profile projects, and present requests for changes to approved project budget thresholds.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the current Construction Projects Report, along with request for budget amendment to the respective projects as noted below:

| Project # | Project Title | Current Approved Budget | Amendment Request | Source of Funds | Ratified Budget |
|---|---|---|---|---|---|
| UF-653 | Bruno E. & Maritza F. Ramos Collaboratory (DCP) | $32,145,291 | $13,775,000 | UF Internal Loan | $46,620,291 |
| | | | $700,000 | Transfer from UF-653A | |
| UF-653A | Architecture Building Renovation | $3,628,019 | ($700,000) | Transfer to UF-653 | $2,928,019 |
| UF-1112 | Basic Science Building (3rd Floor Renovation) | $10,854,147 | $195,853 | Interest from Research Bond | $11,050,000 |

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: Construction Projects Report

Submitted by: David E. Kratzer, Senior Vice President for Construction, Facilities and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____         _____

Morteza "Mori" Hosseini, Chair               W. Kent Fuchs, Interim President and Corporate Secretary

# University of Florida Board of Trustees

## Major Capital Construction Projects  -  Update

### Meeting Date: December 12th, 2024

Report Date: October 21st, 2024

| Project Phase* | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y/N) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Construction | UF-606 | Whitney Laboratory for Marine Bioscience | $ 28,500,000 | $ 41,200,000 | $ - | | $ 12,700,000 | | $ 41,200,000 | June-2025 | Construction 55% completed. On schedule. |
| Construction | UF-644 | Inner Road Resurfacing & Landscape Improvements | $ 7,058,000 | $ 7,043,000 | $ - | | $ (15,000) | | $ 7,043,000 | August-2024 | Construction 75% completed. Note: Only first layer of asphalt is in place and road in use since August 24' as planned. Final layer after completion of UF-644A & B due to heavy equipment use at times. |
| Construction | UF-644A | Inner Road Thermal Infrastructure Improvements | $ 14,085,000 | $ 14,085,000 | $ - | | $ - | | $ 14,085,000 | June-2025 | Construction 80% completed. Additional days for unforeseen conditions may be added. |
| Construction | UF-644B-2 | Steam and Electrical- Hub to Newell (Phase 2) | $ 15,070,000 | $ 15,070,000 | $ - | | $ - | | $ 15,070,000 | June-2025 | Construction 65% completed. Additional days for unforeseen conditions may be added. |
| Construction | UF-653 | Bruno E. & Maritza F. Ramos Collaboratory (DCP) | $ 38,750,000 | $ 32,145,291 | $ 14,475,000 | Transfer from UF-653A & UF Internal Loan | $ (6,604,709) | N | $ 46,620,291 | October-2025 | Construction 20% completed. Note: Construction funding recently approved. Construction is extended to October 2025. |
| Construction | UF-653A | Architecture -  Renovation/Remodeling | $ 6,250,000 | $ 3,628,019 | $ (700,000) | Transfer to UF-653 | $ (2,621,981) | N | $ 2,928,019 | August-2024 | Construction 95% completed. Completion advanced for Fall 2024. Additional ADA work is being added to the project. |
| Construction | UF-654 | Honors College Residential Facilities | $ 220,000,000 | $ 224,938,137 | $ - | | $ 4,938,137 | | $ 224,938,137 | Buildings 1 & 3 / Building 2 / Building 4 / Shell Space: June 2025 | Buildings are occupied. / Building is occupied. / Building is occupied. / Construction 20% completed. |
| Construction | UF-684 | O'Connell Center Replace Roof and Recoat Flumes (Phase 1 & 2) | $ 6,714,800 | $ 6,714,800 | | | $ - | | $ 6,714,800 | February-2026 | Construction has started. |
| Construction | UF-685 | Holland Law ESCO Heating Hot Water Conversion | $ 34,000,000 | $ 27,614,710 | $ - | | $ (6,385,290) | | $ 27,614,710 | February-2025 | Construction 75% completed. MCC delivery delays. |
| Construction | UF-685A | Holland Law ESCO ITC | $ 5,000,000 | $ 4,856,719 | $ - | | $ (143,281) | | $ 4,856,719 | November-2024 | Construction 75% completed. On Schedule |
| Construction | UF-687 | Broward Dining Facility Renovation and Addition | $ 20,000,000 | $ 25,555,000 | $ - | | $ 5,555,000.00 | | $ 25,555,000 | August-2024 | Construction 95% completed. Occupancy/Operation 8/21/2024. Note: Added scope "canopy" will be completed October 2024. |
| Construction | UF-703 | Medical Sciences Buildings Reroof | $ 5,552,948 | $ - | $ - | | $ - | | $ 5,552,948 | August-2025 | Construction 5% completed. |
| Construction | UF-1112 | Basic Science Third Floor Renovation | $ 10,600,000 | $ 10,854,147 | $ 195,853 | Interest from Research Bond | $ 254,147.00 | N | $ 11,050,000 | February-2026 | Construction 5% completed. |
| **Construction Total** | | **(13 Projects)** | **$ 411,580,748** | **$ 413,704,823** | **$ 13,970,853** | | **$ 7,677,023** | | **$ 433,228,624** | | |

| Project Phase* | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Design | UAA-62 | Ben Hill Griffin Stadium Facility Upgrades | $ 400,000,000 | $ - | $ - | | $ - | | $ 400,000,000 | Phased Completion 2026 through 2028 | Design concepts being presented. CM contract execution in progress. |
| Design | UAA-530 | Basketball Practice Facility Renovation | $ 8,000,000 | $ - | $ - | | $ - | | $ 8,000,000 | November-2025 | Construction was to begin March 2024. UAA has postponed the construction start date to March 2025 due to scope increase. |
| Design | UF-318 | Dental Science Building | $ 198,647,435 | $ - | $ - | | $ - | | $ 198,647,435 | October-2028 | Professional contract executed. CM Selection / contract execution in progress. Current budget reflects $103,647,435 in house state appropriation with pending FY26/27 CIP $95m funding request for combined new construction and renovation of existing facility. |
| Design | UF-396 | Thompson Center for Earth Systems (Addition to Powell Hall FLMNH) | $ 30,000,000 | $ - | $ - | | $ (10,000,000) | | $ 20,000,000 | May-2026 | Project split into two phases. Current plan is to start with the front wing (phase 1) with the available budget. Awaiting funding approval to complete phase I and Phase II. |
| Design | UF-671 | Harn Museum American Art Wing | $ 20,000,000 | $ - | $ - | | $ (14,302,000) | | $ 5,698,000 | April-2026 | Scope being reduced and will become a minor project. |
| Design | UF-675 | New Disability Resource Center | $ 12,450,000 | $ - | $ - | | $ - | | $ 12,450,000 | March-2026 | Frazier Rogers lot is being considered for this project. Re-design to commence once site is approved with new completion date. |
| Design | UF-681 | Flavet Outdoor Recreation | $ 6,552,004 | $ - | $ - | | $ - | | $ 6,552,004 | February-2026 | Design proceeding. CM Selecton Completed and contract execution in progress. Construction begins February 2025. |
| Design | UF-683 | Dental Science Building- Envelope Repairs | $ 9,953,960 | $ - | $ - | | $ - | | $ 9,953,960 | June-2026 | Design in Progress. Cx selection in progress. |

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Design | UF-689 | Hamilton Center for Classical & Civic Education | $ 55,000,000 | $ - | $ - | | $ - | | $ 55,000,000 | October-2027 | Professional selected. CM contract execution in progress. Cx selection in progress. Design to commence. |
| Design | UF-692 | Chemical Engineering Renovation & Remodeling | $ 30,000,000 | $ - | $ 5,450,000 | Transfer from UF-695 | $ 7,842,685 | N | $ 43,292,685 | June-2027 | Design in Progress. Split the projects to UF-692, A, and B to keep track of expenditures for audit trails for SFRF Deferred Maintenance scope adds. |
| Design | UF-693 | Communicore Ground and third level Renovation | $ 10,000,000 | $ - | $ 1,846,937 | Transfer from UF-695 | $ (704,994) | N | $ 11,141,943 | September-2026 | Design in Progress. CM contract negotiation in progress. |
| Design | UF-698 | Center for Applied Artificial Intelligence - Balm | $ 30,000,000 | $ - | $ 165,880 | Research Grant | $ - | N | $ 30,165,880 | April-2027 | ASD completed. CM selection in progress. |
| **Design Total** | | **(12 Projects)** | **$ 810,603,399** | **$ -** | **$ 7,462,817** | | **$ (17,164,309)** | | **$ 800,901,907** | | |

| Project Phase* | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning | UF-626 | Academic & Research Collaboration Center | $ 22,000,000 | $ - | $ - | | $ - | | $ 22,000,000 | TBD | Project placed on hold. |
| Planning | UF-658 | Phillips Center Feasibility Study and Renovation | $ 15,000,000 | $ - | $ - | | $ - | | $ 15,000,000 | TBD | Project will be reduced in size and will proceed per available budget. |
| Planning | UF-672 | Music Building | $ 65,000,000 | $ - | $ - | | $ - | | $ 65,000,000 | TBD | Current budget reflects $60m in house state appropriation and UF funding with pending FY26 CIP $5m funding request. Programming in progress. |
| Planning | UF-673 | Early Childhood Collaborative | $ 25,000,000 | $ - | $ - | | $ - | | $ 25,000,000 | TBD | Project placed on hold. |
| Planning | UF-677 | PK Yonge Gymnasium | $ 18,000,000 | $ - | $ (6,000,000) | Removing UF Internal Loan Portion | $ - | N | $ 12,000,000 | TBD | Facility Program Development |
| Planning | UF-688 | Gator Corner Refresh | $ 12,000,000 | $ - | $ - | | $ - | | $ 12,000,000 | TBD | Facility Program Development. Business Service might push back the design and construction by several months due to Broward. |
| Planning | UF-691 | Health Science Center IGA ESCO (Dental Tower) | $ 34,000,000 | $ - | $ - | | $ - | | $ 34,000,000 | TBD | Siemens developing Investment Grade Audit, Design basis, Design Development and 100% engineering design. Project on Hold. |
| Planning | UF-695 | Black Hall & Material Engineering Renovation | $ 7,261,723 | $ - | $ (7,261,723) | Transfer to UF-692 & UF-693 | $ - | N | $ - | TBD | Design proceeding. CM & Cx Selection in Progress. |
| Planning | UF-702 | Thermal Infrastructure Plant & Distribution Upgrades | $ 50,000,000 | $ - | $ - | | $ - | | $ 50,000,000 | TBD | Facility Program Development. Current budget reflects pending FY26 CIP $50m funding request. |
| Planning | UF-TBD | IFAS Florida 4H: Camp Cherry Lake Outdoor Learning Center Facilities | $ 11,500,000 | $ - | $ - | | $ - | | $ 11,500,000 | TBD | Facility Program Development. Current budget reflects $900k in house state appropriation with pending FY26 CIP $10.6m funding request. |
| Planning | UF-TBD | Digital Hologram Demonstration Center | $ 25,000,000 | $ - | $ - | | $ - | | $ 25,000,000 | TBD | Facility Program Development. Current budget reflects pending FY26 CIP $25m funding request. |
| Planning | UF-TBD | Florida Semiconductor Institute | $ 45,000,000 | $ - | $ - | | $ - | | $ 45,000,000 | TBD | Facility Program Development |
| Planning | UF-TBD | Jacksonville Health & Financial Tech Graduate Education Center | $ 250,000,000 | $ - | $ 50,000,000 | City of Jacksonville | $ - | N | $ 300,000,000 | TBD | Facility Program Development |
| **Planning Total** | | **(13 Projects)** | **$ 579,761,723** | **$ -** | **$ 36,738,277** | | **$ -** | | **$ 616,500,000** | | |
| **Grand Total** | | **(38 Projects)** | **$ 1,801,945,870** | **$ 413,704,823** | **$ 58,171,947** | | **$ (9,487,286)** | | **$ 1,850,630,531** | | |

*We are projecting interest earnings when UF signs the construction contract. Values may change when we reconcile at the end of each phase.

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Substantial Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Post-Occupancy | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | $ 26,000,000 | $ 29,787,048 | $ - | | $ 3,787,048 | | $ 29,787,048 | May-2023 | Closeout proceeding. |
| Post-Occupancy | UF-623B | Thermal Utilities Infrastructure (Museum Rd) | $ 50,000,000 | $ 56,359,048 | $ - | | $ 6,359,048 | | $ 56,359,048 | August-2023 | Closeout proceeding. |
| Post-Occupancy | UF-632 | Data Science and Information Technology Building | $ 135,000,000 | $ 154,100,082 | $ - | | $ 19,100,082 | | $ 154,100,082 | December-2023 | Project is Substantially Completed. Building fully occupied. |
| Post-Occupancy | UF-638 | Student Health Care Center Phase 2 (Infirmary) | $ 26,000,000 | $ 26,062,284 | $ - | | $ 62,284 | | $ 26,062,284 | March-2023 | Closeout proceeding. |
| Post-Occupancy | UF-668 | Racquet Club Dining Renovation | $ 7,000,000 | $ 7,000,000 | $ - | | $ - | | $ 7,000,000 | August-2023 | Closeout proceeding. |

| | | | Prior BOT Approved Budget | Requested Budget Amendment | | BOT Approved Budget Amendment | Revised Project Budget | | Comments |
|---|---|---|---|---|---|---|---|---|---|
| Post-Occupancy | UF-679 | Ronald McDonald House Renovation & Expansion | $ 8,000,000 | $ 8,000,000 | $ - | $ - | $ 8,000,000 | August-2023 | Closeout proceeding. Phase II to begin after funding has been appropriated. |

Chronology below sorted by Amendment Approval Date:

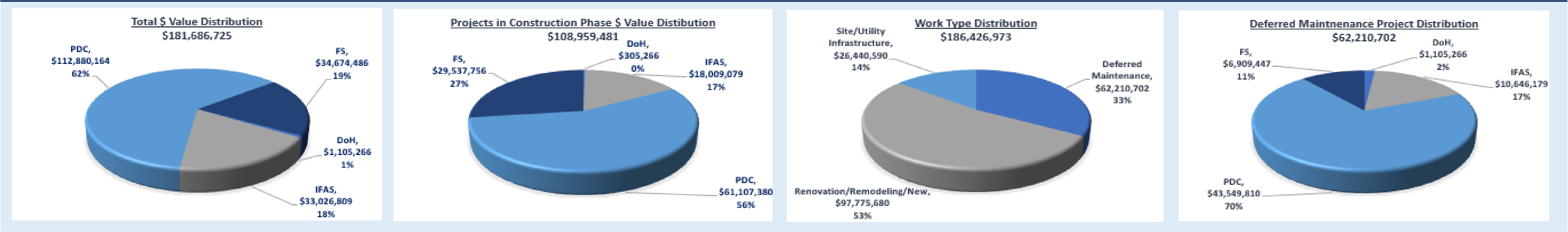| Chronology of Project Budget Amendments | | | Amendment Approval Date | Prior BOT Approved Budget | Requested Budget Amendment | Requested Budget Amendment Funding Source | BOT Approved Budget Amendment | Revised Project Budget | Requires BOG/FCO Amendment (Y) | Comments |
|---|---|---|---|---|---|---|---|---|---|---|
| Construction | UF-653 | Bruno E. & Maritza F. Ramos Collaboratory (DCP) | December 12, 2024 | $ 32,145,291 | $ 14,475,000 | Transfer from UF-653A & UF Internal Loan | $ - | $ 46,620,291 | N | Transferring $700,000 from UF-653A and $13,775,000 from UF Internal Loan to complete construction of project. |
| Construction | UF-653A | Architecture Building Renovation | December 12, 2024 | $ 3,628,019 | $ (700,000) | Transfer to UF-653 | $ - | $ 2,928,019 | N | Transferring remaining funds to UF-653 to complete construction of project. |
| Planning | UF-677 | PK Yonge Gymnasium | December 12, 2024 | $ 18,000,000 | $ (6,000,000) | Removing UF Internal Loan Portion | $ - | $ 12,000,000 | N | Removing ($6,000,000) of UF Internal Loan funds, reducing the project budget from $18,000,000 down to $12,000,000. |
| Design | UF-692 | Chemical Engineering Renovation & Remodeling | December 12, 2024 | $ 37,842,685 | $ 5,450,000 | Transfer from UF-695 | $ - | $ 43,292,685 | N | Transferring $5,450,000 from UF-695 Black Hall to complete construction of project. |
| Design | UF-693 | Communicore 3rd Level Renovation | December 12, 2024 | $ 9,295,006 | $ 1,846,937 | Transfer Research Bond from MP08677 | $ - | $ 11,141,943 | N | Transferring $1,846,937 from MP08677 to complete construction of project. |
| Planning | UF-695 | Black Hall & Material Engineering Renovation | December 12, 2024 | $ 7,261,723 | $ (7,261,723) | Transfer to UF-692 | $ - | $ - | N | Project UF-695 is closed and funds transferred to various research projects with $5,450,000 to UF-692. Last report. |
| Design | UF-698 | Center for Applied Artificial Intelligence- Balm | December 12, 2024 | $ 30,000,000 | $ 165,880 | Research Grant | $ - | $ 30,165,880 | N | Adding $165,880 from Departmental Research Grant. |
| Design | UF-1112 | Basic Science 3rd Floor Renovation | December 12, 2024 | $ 10,854,147 | $ 195,853 | Adding interest from Research Bond | $ - | $ 11,050,000 | N | Adding $195,853 from interest earned on Research Bond. |
| Construction | UF-644 | Inner Road Resurfacing & Landscape Improvements | August 12, 2024 | $ 7,058,000 | $ (15,000) | Transfer to UF-687 Broward Hall Project | $ 7,043,000 | $ 7,043,000 | N | Transferring ($15,000) to UF-687 Broward Hall for shared cost and use of ADA pathway during construction. |
| Construction | UF-653 | Architecture - DCP Collaboratory Addition | August 12, 2024 | $ 27,145,291 | $ 5,000,000 | UF Unrestricted Funds | $ 32,145,291 | $ 32,145,291 | Y | Adding $5m from UF Unrestricted Funds to complete core and shell scope. |
| Construction | UF-687 | Broward Dining Facility Renovation and Addition | August 12, 2024 | $ 25,540,000 | $ 15,000 | Transfer from UF-644 Inner Road Project | $ 25,555,000.00 | $ 25,555,000 | N | Recieving $15,000 from UF-644 Inner Road for shared cost and use of ADA pathway during construction. |
| Post-Occupancy | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | June 13, 2024 | $ 29,761,938 | $ 12,555 | Transfer from UF-200A | $ 12,555 | $ 29,774,493 | N | Remaining funding from UF-200A Centrex Building being transferred over to UF-200 Public Saftey to purchase needing furniture. Closeout proceeding. |
| Construction | UF-606 | Whitney Laboratory for Marine Bioscience | June 13, 2024 | $ 39,200,000 | $ 2,000,000 | Donor Funds | $ 2,000,000 | $ 41,200,000 | N | Additional $2,000,000 is donor funds to complete the funding for the project. |
| Post-Occupancy | UF-632 | Data Science and Information Technology Building | June 13, 2024 | $ 153,224,462 | $ 875,620 | UF Research & Interest | $ 875,620 | $ 154,100,082 | N | Additional $750,000 provided by UF Research for scope increase, additional staffing and GCs to complete the project. Project is Substantially Completed. Building fully occupied. |
| Construction | UF-653 | Architecture - DCP Collaboratory Addition | June 13, 2024 | $ 40,013,600 | $ (12,868,309) | Transfer of funds | $ (12,868,309) | $ 27,145,291 | N | Reduction in source funding and transfer budget from UF-653A for scope revision to shell and core space only. |
| Construction | UF-653A | Architecture - Renovation/Remodeling | June 13, 2024 | $ 6,250,000 | $ (2,621,982) | Transfer of funds | $ (2,621,982) | $ 3,628,018 | N | Transfer budget to UF-653 for scope revision to shell and core space only. |
| Construction | UF-654 | Honors College Residential Facilities | June 13, 2024 | $ 220,000,000 | $ 4,938,137 | Bond Interest | $ 4,938,137 | $ 224,938,137 | N | Additional $4,938,137 provided from Bond Interest. |
| Construction | UF-685 | Holland Law ESCO Heating Hot Water Conversion | June 13, 2024 | $ 34,000,000 | $ (6,385,290) | Cost Reconciliation | $ (6,385,290) | $ 27,614,710 | N | Reducing ($6,385,290) for cost reconciliation based on updated construction costs. |
| Construction | UF-685A | Holland Law ESCO ITC | June 13, 2024 | $ 5,000,000 | $ (143,281) | Cost Reconciliation | $ (143,281) | $ 4,856,719 | N | Reducing ($143,281) for cost reconciliation based on updated construction costs. |
| Construction | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | December 7, 2023 | $ 29,561,938 | $ 200,000 | Business Affairs | $ 200,000 | $ 29,761,938 | N | Project is completed. Additional $200,000 from Business Affairs to complete office furniture build out. |
| Construction | UF-632 | Data Science and Information Technology Building | December 7, 2023 | $ 153,106,319 | $ 136,466 | Business Services | $ 136,466 | $ 153,242,785 | N | Additional $136,466 from Business Services for Café equipment, shelving and counter tops. |

| Phase | Project | Project Name | Date | Original Budget | Change | Funding Source | Change Amount | Revised Budget | State Appr. | Description |
|---|---|---|---|---|---|---|---|---|---|---|
| Construction | UF-687 | Broward Dining Facility Renovation and Addition | December 7, 2023 | $ 20,000,000 | $ 5,540,000 | Business Services, Chartwells and Business Affairs (ADA) | $ 5,540,000 | $ 25,400,000 | N | Additional $5,000,000 from Chartwells and Business Services to expand the building from 7,800 GSF to 10,000 GSF to accommodate for the additional needed seats in the building. Additional $540,000 from Business Affairs for ADA pathway design and construction to project which was omitted in original scope. |
| Construction | UF-692 | Chemical Engineering Renovation & Remodeling | December 7, 2023 | $ 30,000,000 | $ 7,885,399 | Deferred Maintenance and Carry Forward (MP05287 & MP07456) | $ 7,885,399 | $ 37,885,399 | N | Additional $7,885,399 provided from MP05287 and MP07456; two HVAC Deferred Maintenance projects that are planned in this building. Major project absorbing them for coordination in order to save time and money on mobilization, staffing and GCs collectively.  Project split into UF-692,  UF-692A and UF-692B. |
| Construction | UF-632 | Data Science and Information Technology Building | June 8, 2023 | $ 150,504,692 | $ 2,601,627 | UF Research, Facilities Services Utility Funds, Business Services, Unrestricted Funds and Departmental | $ 2,601,627 | $ 153,106,319 | N | Additional $2,000,000 from UF Research for additional FF&E and sitework support. $75,338.48 from Facilities Services Utility Funds for sitework support. $50,000.00 from Business Services for design services of the Cafe. $119,190 from Unrestricted Funds for additional FF&E and AV. $357,098.67 from the College of Engineering for additional AV package. |
| Construction | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | March 16, 2023 | $ 29,000,765 | $ 587,853 | Unrestricted | $ 587,853 | $ 29,588,618 | N | Additional $587,853 is to utilize alternate Q-Pac Fan in lieu of the Carrier system which is still not in production in effort to complete this project in May 2023. |
| Construction | UF-606 | Whitney Laboratory for Marine Bioscience | March 16, 2023 | $ 31,200,000 | $ 8,000,000 | State Appropriation | $ 8,000,000 | $ 39,200,000 | Y | Additional $8,000,000 is the adjustment to account for construction cost escalation to meet the program for the Whitney Lab. The additional funding has been requested as a CIP State Appropriation in the amount of $6.5M and $1.5M donor funds. |
| Design | UF-653 | Architecture Building Renovation/Remodeling and DCP Collaboratory Addition | March 16, 2023 | $ 45,000,000 | $ 1,263,600 | Donor | $ 1,263,600 | $ 46,263,600 | N | Additional $1,263,600 is the adjustment to account for construction cost escalation to meet the program for the Architecture Building and DCP Collaboratory Addition. The additional funding has been provided from Donor gifts. |
| Construction | UF-632 | Data Science and Information Technology Building | December 8, 2022 | $ 150,000,000 | $ 504,692 | Donor, Business Services & Accrued Interest on account | $ 504,692 | $ 150,504,692 | N | Additional $460,000 donated by Chris Malachowsky for Solar panel system to achieve LEED Platinum certification, $25,000 received from UF Business Services to repay for design services of Café and $19,691.66 added from accrued interest on account principle. |
| Construction | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | June 16, 2022 | $ 28,250,765 | $ 750,000 | Unrestricted | $ 750,000 | $ 29,000,765 | N | Additional $750,000 from Unrestricted Funds to account for budget shortfall due to the cost escalation for technology, telecommunications and security systems. |
| Construction | UF-606 | Whitney Laboratory for Marine Bioscience | June 16, 2022 | $ 28,500,000 | $ 2,700,000 | Donor | $ 2,700,000 | $ 31,200,000 | N | The additional $2,700,000 is to account for adjustments in the net to gross square footage and construction cost escalation to meet the original program for the Whitney Lab. This additional funding provided by private donor |
| Construction | UF-638 | Student Health Care Center Phase 2 (Infirmary) | June 16, 2022 | $ 26,000,000 | $ 62,284 | Auxiliary | $ 62,284 | $ 26,062,284 | N | Additional $62,284 was provided by the department for User group requested changes to the scope of the project including additional floor boxes, changes to planter wall, additing interior sliding windows, etc. |
| Construction | UF-623B | Thermal Utilities Infrastructure (Museum Rd) | April 21, 2022 | $ 53,429,048 | $ 2,930,000 | Facilities Services Auxiliary Funds, Carry Forward | $ 2,930,000 | $ 56,359,048 | N | Facilities Services is providing $2,900,000 for the added scope of domestic water pipe replacement, additional Construction Administration services and change orders from the contractor and additional unforeseen conditions after 50% construction. Business Affairs is adding $30,000 in Carry Forward funding for on-campus digital signage to help with traffic and pedestrian flow related to active construction. |
| Construction | UF-200 | University Public Safety Building (Police Department) & Centrex Building Renovation | December 2, 2021 | $ 26,000,000 | $ 2,250,765 | Auxiliary, Unrestricted | $ 2,250,765 | $ 28,250,765 | N | The project incurred market pricing increases on all major building materials including, but not limited to steel and concrete (Due to the "hardened" nature of the facility, including the bulk of the building's robust structure and skin), metal studs, plumbing and fire protection piping, mechanical units and ductwork, and electrical conduit. Further, increased fuel prices increased virtually all materials costs starting from mining of the raw materials, to production of products, to final delivery to jobsite. The User Group recognized the increased financial demands upon the project and infused additional funding to insure its viability. |
| Construction | UF-623B | Thermal Utilities Infrastructure (Museum Rd) | June 10, 2021 | $ 50,000,000 | $ 1,394,812 | Facilities Services Auxiliary Funds | $ 1,394,812 | $ 51,394,812 | N | The original planning/programming budget for the project is $50,000,000. The project was "Hard Bid", and requires budget increase of $1,394,812 to accommodate bid results. Additional funding has been provided by Facilities Services from Auxiliary sources. |

# University of Florida Board of Trustees

**Minor Capital Construction Projects ($2M  - $4M in Construction Costs)**

(Summary Below for Projects <$2M)

**Meeting Date: December 12th, 2024**

Report Date: October 21st, 2024

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget/ Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Construction | MP08459 | Constans Theatre Ceiling Repairs | $ 3,900,000 | $ 3,900,000 | $ 825,000 | UF Unrestricted Funds- Provost Office | $ - | N | $ 4,725,000 | March-2025 | Construction 30% completed. |
| Construction | MP05424 | Weimer - UF media public safety system enhancements | $ 3,822,106 | $ 3,822,106 | $ - | | $ - | | $ 3,822,106 | August-2024 | Construction 99% completed. |
| Construction | UT00861 | Center Drive Steam & Waste Water Piping Replacement | $ 3,000,000 | $ 3,000,000 | $ - | | $ - | | $ 3,000,000 | December-2024 | Construction 70% Completed. |
| Construction | UF-266D | Chemical Engineering Student Center corrections | $ 2,952,529 | $ 3,328,450 | $ 800,000 | Department Funds | $ 375,921 | N | $ 4,128,450 | January-2025 | Construction 75% Completed. |
| Construction | MP07381 | Nuclear Field Building Renovation | $ 2,945,923 | $ 3,185,811 | $ 282,111 | Department Funds | $ 239,888 | N | $ 3,467,922 | June-2025 | Construction 25% Completed. |
| Construction | HS24501 | Graham Hall Elevator Modernization & Fire Sprinkler | $ 2,855,100 | $ 2,855,100 | $ - | | $ - | | $ 2,855,100 | October-2025 | Construction 30% Completed. |
| Construction | UT00348 | Water Reclamation Facility Filtration System Replacement | $ 2,851,500 | $ 2,851,500 | $ - | | $ - | | $ 2,851,500 | September-2024 | Construction 15% Completed. |
| Construction | IF24011 | IFAS Microbiology Teaching Lab Addition | $ 2,750,000 | $ - | $ - | | $ - | | $ 2,750,000 | April-2026 | Current budget reflects $2.75m in house state appropriation with pending FY26 CIP $3.5m funding request. |
| Construction | MP04860 | Reitz Union, Elevator Upgrade | $ 2,000,864 | $ 2,000,864 | $ 5,000 | Department Funds | $ - | N | $ 2,005,864 | December-2024 | Construction 99% Completed. |
| **Construction Total** | | (9 Projects) | $ 27,078,022 | $ 24,943,831 | $ 1,912,111 | | $ 615,809 | | $ 29,605,942 | | |
| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget/ Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
| Design | IF23190 | B0981-Suite 1012 Renovation | $ 4,647,503 | $ - | $ - | | $ - | | $ 4,647,503 | June-2025 | Design at 60% CDs. |
| Design | UF-692A | Chemical Engineering Renovation & Remodeling | $ 4,047,134 | $ - | $ - | | $ - | | $ 4,047,134 | August-2025 | Design Development |
| Design | UF-692A | Chemical Engineering Renovation & Remodeling | $ 3,795,551 | $ - | $ - | | $ - | | $ 3,795,551 | August-2025 | Design Development |
| Design | IF24049 | Agricultural & Biological Engineering Teaching Lab | $ 3,700,000 | $ - | $ - | | $ - | | $ 3,700,000 | November-2025 | Design Development. |
| Design | MP08172 | Communicore Roof - Replace | $ 3,587,133 | $ - | $ - | | $ - | | $ 3,587,133 | December-2024 | Design Development |
| Design | IF24011 | Phase I Teaching Lab Addition | $ 3,500,000 | $ - | $ - | | $ - | | $ 3,500,000 | November-2025 | Design at 50% CDs. |
| Design | MP08677 | ARB, Building Systems Repairs | $ 2,950,000 | $ - | $ - | | $ - | | $ 2,950,000 | March-2025 | Design Development |
| Design | MP06892 | Baby Gator Diamond Village | $ 2,665,390 | $ - | $ - | | $ - | | $ 2,665,390 | April-2025 | Design at DD and holding for contruction funds. |
| Design | IF23169 | B0717 - Convert Classrooms into Labs | $ 2,614,220 | $ - | $ - | | $ - | | $ 2,614,220 | June-2025 | Design at 100% CDs. |
| Design | IF24062 | Crop Transformation Center Ag Containers | $ 2,500,000 | $ - | $ - | | $ - | | $ 2,500,000 | June-2025 | Design at 50% CDs. |
| Design | MP08959 | Jennings Creek Headwall | $ 2,300,000 | $ - | $ - | | $ - | | $ 2,300,000 | April-2025 | Design Development. |
| Design | MP08475 | E-Sports Facility | $ 2,140,000 | $ - | $ - | | $ - | | $ 2,140,000 | May-2025 | Design at 50% CDs. |
| **Design Total** | | (12 Projects) | $ 38,446,931 | $ - | $ - | | $ - | | $ 38,446,931 | | |

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget/ Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Planning | MP08120 | Phillips Center Rm 110 Acoustics | $ 4,032,324 | $ - | $ - | | $ - | | $ 4,032,324 | September-25 | Project in Planning. |
| Plannning | UT00881 | Substation 2 Relay and Breaker Replacement | $ 4,000,000 | $ - | $ - | | $ - | | $ 4,000,000 | TBD | Design Development |
| Planning | MP08441 | Engineering 2nd Floor Admin Suite Renovation | $ 3,999,000 | $ - | $ - | | $ - | | $ 3,999,000 | October-2025 | Project in Planning. |
| Planning | MP08676 | COM 4th Floor Renovation | $ 3,950,000 | $ - | $ - | | $ - | | $ 3,950,000 | March-2025 | Project in Planning. |
| Planning | MP09130 | Demolition of University Village Apartments - Section 3 | $ 3,550,000 | $ - | $ - | | $ - | | $ 3,550,000 | September-2025 | Project in Planning. |
| Planning | MP09037 | Computer Sciences/Engineering E112, E107, E118, E122 Classroom Reno | $ 3,532,101 | $ - | $ - | | $ - | | $ 3,532,101 | June-2025 | Project in Planning. |
| Planning | UT00XXX | Storm Civil Structures Replacement (Jennings Headwall/McKnight Sidewalk) | $ 3,500,000 | $ - | $ - | | $ - | | $ 3,500,000 | TBD | Design Development starting soon. |
| Planning | UT00885 | Waste Water Treatment Plant Grit Removal System Replacement | $ 3,500,000 | $ - | $ - | | $ - | | $ 3,500,000 | TBD | Design Development |
| Planning | PL00016 | UF Wayfinding | $ 3,476,539 | $ - | $ - | | $ - | | $ 3,476,539 | December-2026 | Project in Planning. |
| Planning | MP07685 | McKnight Brain Institute Rm LG-172 MRI Scanner Site Study | $ 3,438,030 | $ - | $ - | | $ - | | $ 3,438,030 | December-2025 | Project in Planning. |
| Planning | MP09139 | Demolition of McGuire Village - Section 1 | $ 3,350,000 | $ - | $ - | | $ - | | $ 3,350,000 | October-2025 | Project in Planning. |
| Planning | MP09143 | Demolition of McGuire Village - Section 2 | $ 3,250,000 | $ - | $ - | | $ - | | $ 3,250,000 | November-2025 | Project in Planning. |
| Planning | IF24076 | BTBD-Animal Sciences Livestock Building | $ 2,500,000 | $ - | $ - | | $ - | | $ 2,500,000 | TBD | Project in Planning. |
| Planning | MP09306 | Cypress Hall Shared-Use Path | $ 2,400,000 | $ - | $ - | | $ - | | $ 2,400,000 | TBD | Project in Planning. |
| Planning | MP08708 | Field and Fork Food Pantry Expansion and Renovation | $ 2,156,825 | $ - | $ - | | $ - | | $ 2,156,825 | April-2025 | Project in Planning. |
| Planning | MP08076 | Facilities Services Human Resources Renovation | $ 2,143,476 | $ - | $ - | | $ - | | $ 2,143,476 | December-2024 | Project in Planning. |
| Planning | MP08120 | Phillips Center Rm 110 Acoustics | $ 2,076,309 | $ - | $ - | | $ - | | $ 2,076,309 | May-2025 | Project in Planning. |
| Planning | MP09098 | Jennings Creek Bridge Replacement | $ 2,000,000 | $ - | $ - | | $ - | | $ 2,000,000 | February-2026 | Project in Planning. |
| Planning | MP06840 | Cultural Plaza Landscape | $ 2,000,000 | $ - | $ - | | $ - | | $ 2,000,000 | March-2025 | Project in Planning. |
| **Planning Total** | | **(19 Projects)** | $ 58,854,604 | $ - | $ - | | $ - | | $ 58,854,604 | | |
| **Grand Total** | | **(40 Projects)** | $ 124,379,557 | $ 24,943,831 | $ 1,912,111 | | $ 615,809 | | $ 126,907,477 | | |

**Capital Minor Projects <$2M  "Graphical Summary"**



Total $ Value Distribution $181,686,725 — PDC, $112,880,164 62%; FS, $34,674,486 19%; DoH, $1,105,266 1%; IFAS, $33,026,809 18%



Projects in Construction Phase $ Value Distibution $108,959,481 — DoH, $305,266 0%; IFAS, $18,009,079 17%; PDC, $61,107,380 56%; FS, $29,537,756 27%



Work Type Distribution $186,426,973 — Site/Utility Infrastructure, $26,440,590 14%; Deferred Maintenance, $62,210,702 33%; Renovation/Remodeling/New, $97,775,680 53%



Deferred Maintnenance Project Distribution $62,210,702 — FS, $6,909,447 11%; DoH, $1,105,266 2%; IFAS, $10,646,179 17%; PDC, $43,549,810 70%

# University of Florida Board of Trustees

**2022-2023 General Appropriations Act, Section 197, Deferred Building Maintenance Program**

Major Projects >$4 in Construction Costs, Minor Capital Construction Projects $2M - $4M in Construction Costs and Summary Below for Projects <$2M

**Meeting Date: December 12th, 2024**

Report Date: October 21st, 2024

## Major Projects

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget/ Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Construction Total | | (0 Projects) | $ - | $ - | $ - | | $ - | | $ - | | |
| Design | UF-683 | Dental Science Building- Envelope Repairs | $ 9,953,960 | $ 9,953,960 | $ - | | $ - | | $ 9,953,960 | December-2025 | Design proceeding. Construction to commence December 2024. |
| Design | UF-684 | O'Connell Center Replace Roof and Recoat Flumes (Phase 1 & 2) | $ 6,714,800 | $ 6,714,800 | $ | | $ - | | $ 6,714,800 | February-2026 | Design in progress. |
| Design Total | | (2 Projects) | $ 16,668,760 | $ 6,714,800 | $ - | | $ - | | $ 16,668,760 | | |
| Planning Total | | (0 Projects) | $ - | $ - | $ - | | $ - | | $ - | | |
| Total Majors | | (2 Projects) | $ 16,668,760 | $ 6,714,800 | $ - | | $ - | | $ 16,668,760 | | |

## Capital Minor Projects

| Project Phase | Project Number | Project Title | Program Planning Budget | Ratified Budget | Requested Budget Amendment | Requested Budget/ Amendment Funding Source | Net Changes To Date | Requires BOG/FCO Amendment (Y) | Final Project Cost | Planned Completion | Status/Comments: |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Construction | MP09049 | Exhaust Fan Replacement Deferred Maintenance | $ 4,194,397 | $ 4,194,397 | $ - | | $ - | | $ 4,194,397 | December-2023 | Construction Proceeding- 5% |
| Construction | MP07468 | Reitz Union - Repair South Terrace Concrete and Seawall | $ 3,810,367 | $ 3,810,367 | $ - | | $ - | | $ 3,810,367 | March-2025 | Construction Starting |
| Construction | MP08364 | DSB Sewer Line from Shands to Dental Repair- Ph 2 | $ 3,631,420 | $ 3,631,420 | $ - | | $ - | | $ 3,631,420 | December-2024 | Construction Proceeding- 15% |
| Construction | MP08348 | Florida Pool Repairs - Phase 1 | $ 3,357,400 | $ 3,357,400 | $ - | | $ - | | $ 3,357,400 | March-2025 | Construction Starting |
| Construction | MP08308 | McCarty Hall C Replace AHU | $ 2,881,957 | $ 2,881,957 | $ - | | $ - | | $ 2,881,957 | February-2026 | Construction Starting |
| Construction | MP07886 | Phillips Center AHU Replacement | $ 2,847,201 | $ 2,847,201 | $ - | | $ - | | $ 2,847,201 | October-2024 | Construction Proceeding- 40% |
| Construction | MP08366 | Engineering Building HVAC Controls System Wet | $ 2,797,900 | $ 2,797,900 | $ - | | $ - | | $ 2,797,900 | December-2024 | Construction Proceeding- 50% |
| Construction | IF23144 | State Defer Maintenance - Replace Third Floor HVAC | $ 2,600,000 | $ 2,600,000 | $ - | | $ - | | $ 2,600,000 | April-2025 | Construction Proceeding- 15% |
| Construction | MP08185 | Replacement of 14 AHU Units (1J-14J) at Weimer Hall | $ 2,324,884 | $ 2,324,884 | $ - | | $ - | | $ 2,324,884 | May-2025 | Construction Proceeding- 15% |
| Construction | MP08292 | Dan McCarty Hall B Replace 5 HVAC Units | $ 2,250,000 | $ 2,250,000 | $ 287,718 | DM Reallocation | $ - | N | $ 2,537,718 | May-2025 | Construction Proceeding- 15% |
| Construction | MP08367 | Robert Marston Science Library AHU Replacement | $ 2,106,525 | | $ - | | $ - | | $ 2,106,525 | May-2025 | Construction Starting |
| Construction | MP07893 | Stetson Medical Sciences - AHU's and FCU Replacement/Retro Fit | $ 2,014,500 | $ 2,014,500 | $ 2,300,000 | DM Reallocation | $ - | N | $ 4,314,500 | June-2025 | Construction Proceeding- 3% |
| Construction Total | | (11 Projects) | $ 34,816,551 | $ 32,710,026 | $ 2,587,718 | | $ - | | $ 37,404,269 | | |
| Design | MP07892 | Veterinary Clinical Sciences AHU & Controls Replacememt | $ 4,478,256 | $ - | $ - | | $ - | | $ 4,478,256 | May-2025 | Design in progress. |
| Design | MP08468 | Communicore- Electrical Distribution Throughout | $ 4,271,300 | $ - | $ - | | $ - | | $ 4,271,300 | December-2025 | Design Progressing.- 50% CDs |
| Design | MP09038 | O'Connell Center Replace Pool and Mechanical Equipment | $ 4,000,000 | $ - | $ - | | $ - | | $ 4,000,000 | December-2026 | Design Development |
| Design | MP08297 | William Bartram Hall Recondition or Replace AHU-1 | $ 3,974,249 | $ - | $ - | | $ - | | $ 3,974,249 | December-2026 | Design in progress. |
| Design | MP08365 | Computer Sciences/Engineering AHU Replacement | $ 3,800,000 | $ - | $ - | | $ - | | $ 3,800,000 | April-2025 | Design in progress. |
| Design | MP07887 | Turlington Hall Basement AHU Systems and HHW Replacement | $ 3,081,831 | $ - | $ - | | $ - | | $ 3,081,831 | December-2026 | Design in progress. |
| Design | UF-692B | Chemical Engineering Renovation & Remodeling | $ 2,797,900 | $ - | $ - | | $ - | | $ 2,797,900 | June-2025 | Design Development |
| Design | IF23142 | Animal Sciences- HVAC Duct & BAS Replacement | $ 2,350,000 | $ - | $ - | | $ - | | $ 2,350,000 | April-2025 | Design Progressing.- 50% CDs |
| Design Total | | (8 Projects) | $ 28,753,536 | $ - | $ - | | $ - | | $ 28,753,536 | | |
| Planning | | | $ - | $ - | $ - | | $ - | | $ - | | |
| Planning Total | | (0 Project) | $ - | $ - | $ - | | $ - | | $ - | | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Total Majors (>$4m) | | (2 Projects) | $ 16,668,760 | $ 6,714,800 | $ 2,587,718 | | $ - | | $ 16,668,760 | |
| Total Capital Minors ($2m-$4m) | | (19 Projects) | $ 63,570,087 | $ 32,710,026 | $ - | | $ - | | $ 66,157,805 | |
| Total Minors (<$2m) | | (159 Projects) | $ 67,954,213 | $ - | $ - | | $ - | | $ 65,366,495 | |
| Grand Total | | (176 Projects) | $ 148,193,060 | $ - | $ - | | $ - | | $ 148,193,060 | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Total Minors (<$2m) | | (110 Projects) | $ 67,954,213 | | | | | | $ 65,366,495 | |
| Total DM Bucket | | (131 Total Projects) | $ 148,193,060 | | | | | | $ 148,193,060 | |

**Funding Distribution by Division  "Graphical Summary"**
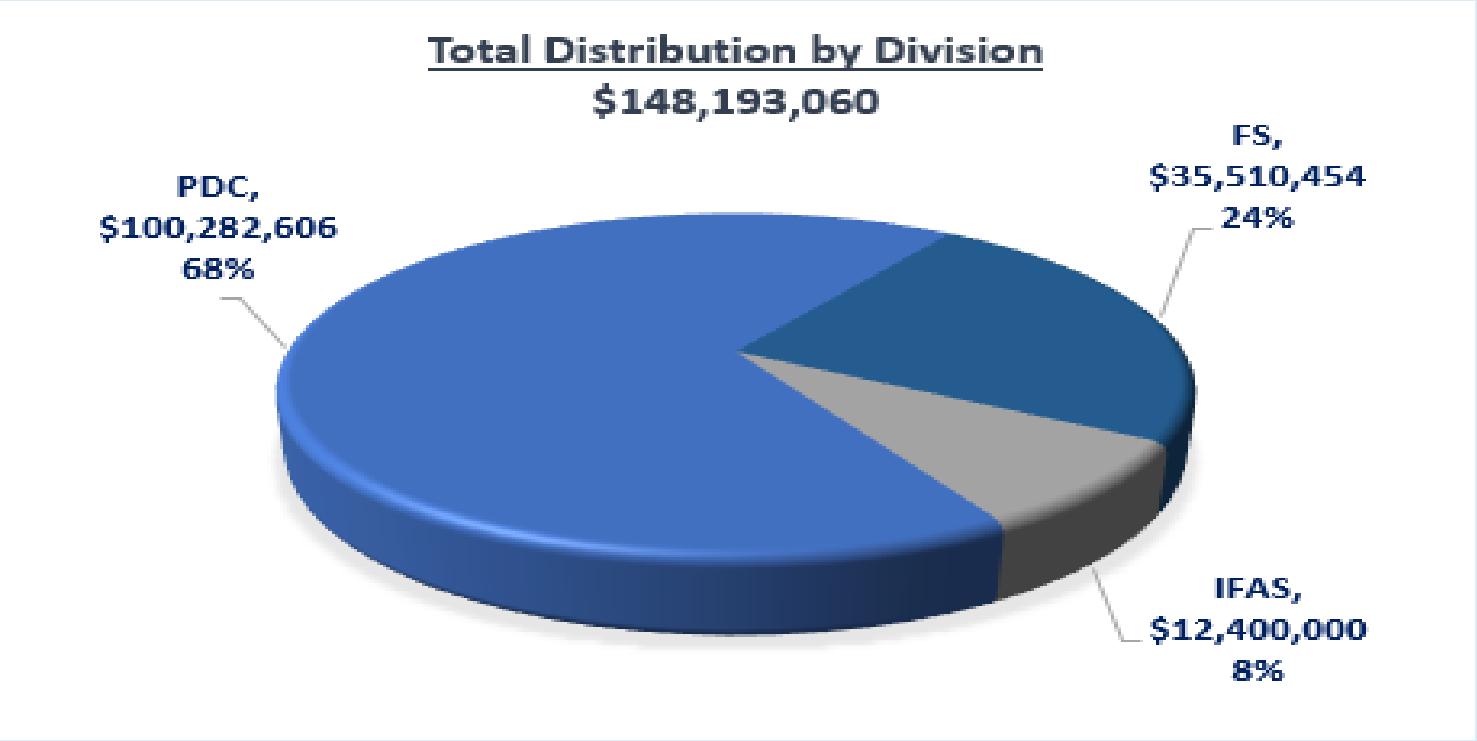


Total Distribution by Division
$148,193,060

PDC, $100,282,606 68%

FS, $35,510,454 24%

IFAS, $12,400,000 8%

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**ACTION ITEM FCI2**
**December 12, 2024**

**SUBJECT:**     UF-689 Hamilton Center for Classical and Civic Education
Construction Management Team

### BACKGROUND INFORMATION

The University of Florida's new Hamilton Center is devoted to research and teaching on Western civilization and the principles of a free society. Here students see past their horizons and prepare for lifetimes of leadership by studying the greatest works of the Western tradition and beyond. The historic Infirmary Building in the heart of campus has been selected as the home for the Hamilton Center. The UF Technical Review Committee conducted interviews and ranked four (4) construction teams on October 29, 2024, which were shortlisted based upon their qualifications. This action item is to approve the selection of the highest ranked team, Stellar Group, Inc. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked team.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Improvements is being asked to approve finalizing negotiations and signing a contract for construction management with the top ranked team.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  None

Submitted by: David E. Kratzer, Senior Vice President for Construction, Facilities and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, December 13, 2024**


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Morteza "Mori" Hosseini, Chair              W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**ACTION ITEM FCI3**
**December 12, 2024**

**SUBJECT:**    UF-698 Center for Applied Artificial Intelligence Construction Management Team

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### BACKGROUND INFORMATION

The University of Florida Institute for Agricultural Sciences (IFAS) desires to construct a Center for Applied Artificial Intelligence (CAAI) in Agriculture hub at the Gulf Coast Research & Education Center (GCREC) located in Balm, Hillsborough County. The agriculture industry is threatened by rising production costs, rising labor costs, and labor availability. A potential solution to these problems is to transition from labor-intensive production to technology-intensive production. Artificial intelligence (AI) and robotics have transformed the capabilities of such technology to autonomously accomplish many tasks that are currently accomplished with manual labor, such as plant breeding programs, planting crops, detecting and identifying pests, applying pesticides, predicting yields, identifying production issues, and deploying autonomous harvesters that can harvest 24 hours/day. The UF Technical Review Committee conducted interviews and ranked three (3) construction teams on November 4, 2024, which were shortlisted based upon their qualifications. This action item is to approve the selection of the highest ranked team, Walbridge. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked team.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Improvements is being asked to approve finalizing negotiations and signing a contract for construction management with the top ranked team.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

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Supporting Documentation Included:  None

Submitted by: David E. Kratzer, Senior Vice President for Construction, Facilities and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____    _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**ACTION ITEM FCI4**
**December 12, 2024**

**SUBJECT:**    UF-318 Dental Science Building Construction Management Team

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### BACKGROUND INFORMATION

The UF Dental School is currently housed in the Dental Science Building (DSB). This building does not meet the needs of the College, and the College needs renovated and/or new space to meet their educational requirements and continue to rise in the rankings nationally. The potential addition will provide a new welcoming space; clinical teaching, clinical student, and clinical resident space; Faculty Practice clinics; clinical support; teaching labs; simulation labs; Classrooms; School amenities; administration offices; faculty offices; Oral and Maxillofacial Surgery Clinic; and research space. In addition, it will remove a parking lot. This will enhance the accessibility for physically challenged patients and visitors by proximity and providing a connected covered parking option for when it is raining. The UF Technical Review Committee conducted interviews and ranked three (3) construction teams on December 10, 2024, which were shortlisted based upon their qualifications. This action item is to approve the selection of the highest ranked team. If a reasonable contract is not negotiable, UF has the option to negotiate with the second ranked team.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Improvements is being asked to approve finalizing negotiations and signing a contract for construction management with the top ranked team.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

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Supporting Documentation Included:  None

Submitted by: David E. Kratzer, Senior Vice President for Construction, Facilities and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**ACTION ITEM FCI5**
**December 12, 2024**

**SUBJECT:**    Campus District Energy Efficiency Contract Authorization Increase

### BACKGROUND INFORMATION

The University of Florida has continued to reduce energy costs, upgrade existing facilities, and reduce critical deferred maintenance, by implementing performance-based energy efficiency contracts on campus.

On August 16, 2022, the UF BOT Committee on Facilities and Capital Investments (Action Item FCI1) Approved the following: University's entering Investment Grade Audits (IGAs) with Siemens associated with the Cancer and Genetics District, and Vet Med District in aggregate not to exceed $4,200,000.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is requesting an additional $1.1M in authorization to enter into Investment Grade Audits (IGAs) with Siemens associated with the Health Science District, Cancer and Genetics District, and Vet Med District in aggregate not to exceed $5,300,000.

Funding for the $1.1 Million expanded scope of the ESCO project would be allocated from internal funding sources. The return on investment would be over the next 20 years and would be substantial. The projected deferred maintenance savings is estimated to be $40 Million and the generated energy savings over the next 20 years would approach $114 Million.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  None

Submitted by:  David E. Kratzer, Senior Vice President for Construction, Facilities and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                W. Kent Fuchs, Interim President and Corporate Secretary

## COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
## ACTION ITEM FCI6
## December 12, 2024

**SUBJECT:**   Lease of Space

### BACKGROUND INFORMATION

The University has identified a need for commercial space in downtown Miami in which to relocate the College of Business' south Florida MBA program (currently based in nearby Miramar), to provide facilities for other educational opportunities to the large population centers in south Florida, and to create a University presence and focal point for engaging with south Florida alumni, current and prospective students, and donors.

In accordance with applicable regulations, University staff publicly issued an Invitation to Negotiate and received eight responses, three of which were short-listed for initial negotiation after comparative analysis.  Final negotiations are ongoing, but currently, the University proposes to lease between 20,000 and 25,000 rentable square feet for an initial term of 10 years (with one, five-year extension at the University's option) at a competitive, all-inclusive (excluding parking) rental rate while maximizing opportunities for free rent and a substantial tenant improvement allowance.  All current options include an allocation of space for exterior monument signage. The lease will commence upon completion of the tenant improvements, likely no earlier than January 2026.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the University's lease of commercial space in downtown Miami on terms substantially similar to those set forth above, and to delegate authority to the Chairman to accept the final terms and lease document, with recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  Map

Submitted by:  Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____        _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

# Miami Building Options



**Select Buildings**
1. Citigroup Center
2. Southeast Financial Center
3. Wells Fargo Center

**Hotels**
A. Gale Miami Hotel & Residences
B. The Elser Hotel & Residences
C. InterContinental Miami
D. JW Marriot Marquis Miami
E. Kimpton EPIC Hotel
F. Courtyard Miami
G. Hyatt Regency
H. The W Miami—Viceroy
I. Mandarin Oriental Miami
J. Four Seasons Miami

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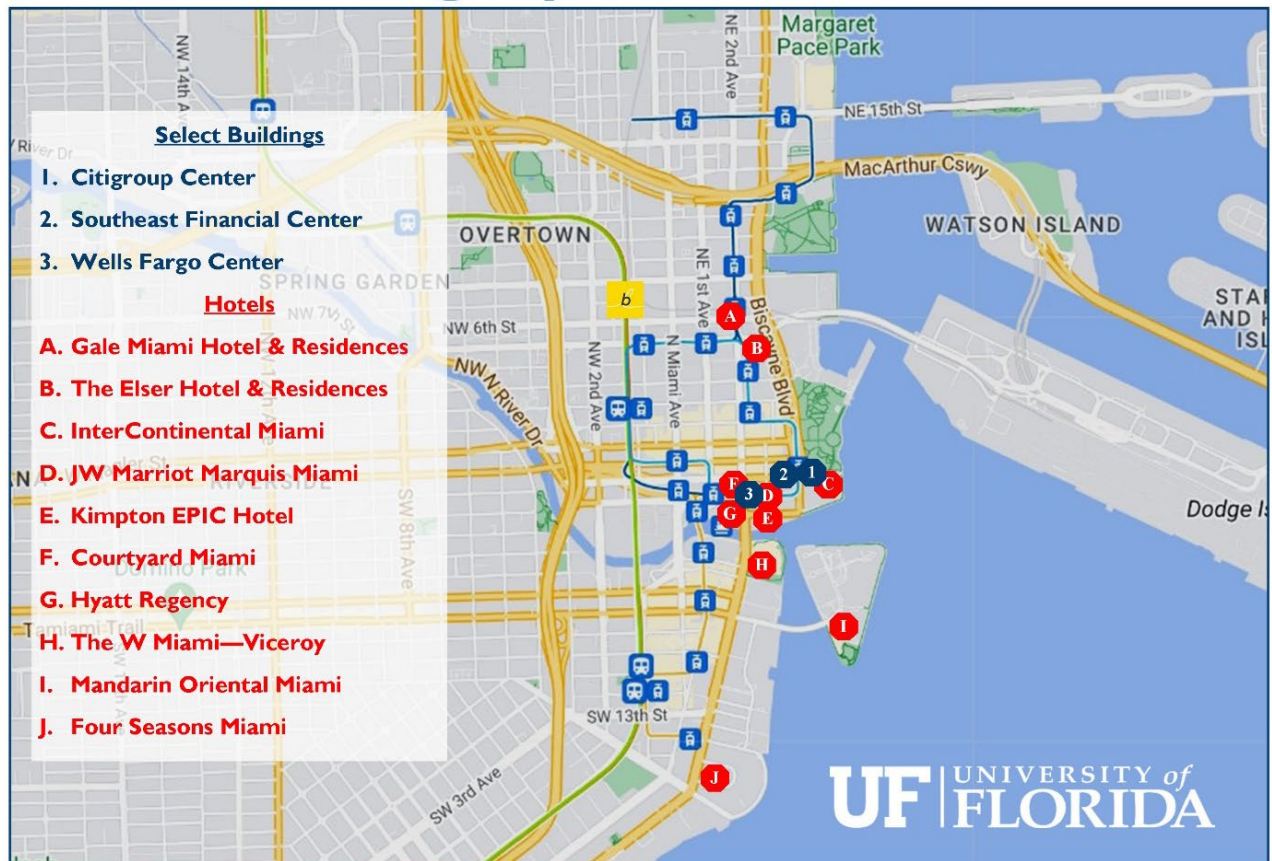
**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**
**ACTION ITEM FCI7**
**December 12, 2024**

**SUBJECT:**     Naming: Paul M. Lyrene Blueberry Research Building

### BACKGROUND INFORMATION

In recognition of the generous and significant impact made by Dr. Paul M. Lyrene to the University of Florida, the University and the University of Florida Foundation seek to name the Blueberry Research Building the Paul M. Lyrene Blueberry Research Building Hall.

### PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve the naming of the Blueberry Research Building the Paul M. Lyrene Blueberry Research Building; (Resolution R24-318) for recommendation to the Board of Trustees for approval on the Non-Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required, but Board of Governors' regulations require all facility, road, and landscape naming to be approved separately on the Non-Consent Agenda. [Note: BOG Reg. 9.002]

Supporting Documentation Included: Biography, Support Letter, and Resolution R24-318

Submitted by:  Maria Gutierrez Martin, Interim Vice President for Advancement

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____     _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

# Dr. Paul Lyrene



**Dr. Paul Lyrene** is a world-renowned plant breeder who has dedicated his career to the development of early ripening, high-quality blueberry cultivars that are productive in Florida's humid, subtropical climate.  His work has been critical to the development of the Florida blueberry industry.

In 1977, Dr. Lyrene moved to Gainesville to head up UF's blueberry breeding program.  Over the course of the next 32 years, he developed and patented 23 named varieties of blueberries.  Eight other numbered varieties are currently pending release as named varieties that will also be patented.

Lyrene's new blueberry varieties had many desirable characteristics.  He bred varieties that produce fruit three to four weeks earlier than other varieties (when the market price is higher), that are disease resistant and live longer, that yield more, that have bigger, better-tasting fruit, and that bear firmer, crisper fruit that ships better and has a longer shelf life.  He also focused on "low-chill" varieties that that don't need much cold weather to flower and fruit.

Lyrene's emphasis on low-chill and early ripening characteristics has given Florida growers the opportunity to produce berries at a time of year when they can't be grown anywhere else in the country.  This means there is more demand for Florida blueberries and growers can sell them at a better price.

Florida is now home to a thriving commercial blueberry industry that relies almost exclusively on cultivars released by Lyrene's breeding program.  In the mid-1980s there were only a few hundred acres of blueberries being grown in Florida. Today, Florida has approximately 5,700 acres in planted blueberry acreage (USDA-NASS 2022). The annual economic impact of Florida blueberry production in 2020 was approximately $295 million, and the industry created around 2,500 jobs per year.

Building: Blueberry Research Building Bldg #: 0906
Naming: Paul M. Lyrene Blueberry Research Building
Unit: IFAS

# UF | UNIVERSITY *of* FLORIDA

**UF/IFAS**
**Office of the Senior Vice President**
**Agriculture and Natural Resources**

**PO Box 110180**
**Gainesville FL 32611-0180**
**(352) 392-1971**
**(352) 392-6932 Fax**

October 23, 2024

Mrs. Maria Gutierrez Martin
Interim Vice President, UF Advancement
University of Florida Advancement
1938 W. University Avenue
Gainesville, FL 32603

Dear Maria,

Our development team has been working with the Department of Horticulture Sciences on a proposed naming for the Paul M. Lyrene Blueberry Research Building.

Dr. Paul M. Lyrene is the pioneer of the blueberry industry in Florida and spent 32 years leading UF's blueberry breeding program. He developed and patented 23 named varieties of blueberries; eight other numbered varieties are currently pending release as named varieties that will also be patented. Florida is now home to a $295M commercial blueberry industry that relies almost exclusively on cultivars released by Lyrene's breeding program.

The Blueberry Research Building was built with IFAS funds, and a large portion of those monies were royalties from the work of Dr. Lyrene. We feel this is a fitting way to memorialize his impact on both IFAS and agriculture.

I respectfully request your support and assistance advancing this proposed naming to President Fuchs, the Board of Trustees, and any other university approvals, as necessary.

Thank you for your consideration and please let me know if you have any questions.

Sincerely,

J. Scott Angle
Senior Vice President for Agriculture and Natural Resources
UF/IFAS

An Equal Opportunity Institution

# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

## UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
## RESOLUTION

**Number:** R24-318

**Subject:** Naming the Paul M. Lyrene Blueberry Research Building

**Date:** December 12, 2024

**WHEREAS**, Dr. Paul M. Lyrene has made a generous and significant impact on the University of Florida;

**WHEREAS,** in grateful recognition of this impact, the University seeks to name the Blueberry Research Building the Paul M. Lyrene Blueberry Research Building;

**WHEREAS**, the University of Florida Foundation seeks to name the Blueberry Research Building the Paul M. Lyrene Blueberry Research Building;

**WHEREAS**, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

**NOW, THEREFORE**, the University of Florida Board of Trustees hereby resolves that the Blueberry Research Building be named the Paul M. Lyrene Blueberry Research Building;

Adopted this 13th day of December 2024, by the University of Florida Board of Trustees.

_____        _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

**UF** | **Board of Trustees**
**UNIVERSITY** *of* **FLORIDA**

**COMMITTEE ON ADVANCEMENT**
**AGENDA**
**Thursday, December 12, 2024**
**~10:55 a.m.**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**

**Committee Members:**

Anita G. Zucker (Committee Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Sarah D. Lynne, Marsha D. Powers, Patrick O. Zalupski

1.0     Call to Order and Welcome ............................................................... Anita G. Zucker, Chair

2.0     Verification of Quorum ...................................................................... Vice President Liaison

3.0     Review and Approval of Minutes...................................................... Anita G. Zucker, Chair
- June 13, 2024
- November 13, 2024

4.0     Action Items ..................................................................................... Anita G. Zucker, Chair
- ADV1 Optimizing Use of Donor Funds ……………. Maria Gutierrez Martin, Interim Vice President for Advancement
- ADV2 Campaign Planning ........................................................Maria Gutierrez Martin

5.0     Discussion Items............................................................................... Anita G. Zucker, Chair
- 5.1 FY24 Final and FY25 Current Fundraising Performance ......Maria Gutierrez Martin
- 5.2 New Leadership Gifts (June – November 2024) ................... Anita G. Zucker, Chair

6.0     New Business .................................................................................. Anita G. Zucker, Chair

7.0     Adjourn .......................................................................................... Anita G. Zucker, Chair

# UF | Board of Trustees
## UNIVERSITY of FLORIDA

**COMMITTEE ON ADVANCEMENT**
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 11:14 a.m.**
**Time Adjourned: 11:25 a.m.**

**Committee and Board members present:**
Anita G. Zucker (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski.

**Others present:**
Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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 Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 11:14 a.m.

## 2.0     Verification of Quorum
Interim Vice President Maria Gutierrez Martin verified a quorum with all members present, except Trustee Cole who had an excused absence.

## 3.0     Review and Approval of Minutes
**March 7, 2024 and May 14, 2024**

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Committee Chair Zucker asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Corr and seconded by Trustee Heavener. Committee Chair Zucker asked for further discussion, after which she asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### 4.0    Discussion Items

### 4.1 Fundraising Performance (as of May 2024)

Interim VP Martin provided a high-level overview of the university FY2024 fundraising performance. As of June 7, 2024, we have raised $402M in New Gifts and Commitments. We are projecting $450M total raised by the end of FY2025. Our Endowment current value is $2.46B with an estimated FY2025 payout of $90M. She reminded the Board that 99.9% of the $402M raised are restricted funds designated by the donor to a specific purpose within the university enterprise.

Board Chair Hosseini emphasized the importance of sharing the detailed assessment of the fundraising numbers with the Board. Committee Chair Zucker and Interim VP Martin confirmed they will provide it at the Retreat.

### 4.2 Summary of FY24 Leadership Gifts

Committee Chair Zucker and Interim VP Martin summarized some of the major gift commitments received in FY2024. Committee Chair Zucker noted these gifts align with President Sasse's university priorities and will have a beneficial impact on our faculty and staff.

- **Research Funding for Advanced & Metastatic Bladder Cancer in Clinical Trials**
  - An additional gift of $2.5M from anonymous donors who made an initial test gift and were so impressed by the research they wanted to do more. Their additional gift will be used to support the progression of testing a novel therapy for advanced and metastatic bladder cancer in clinical trials. This new funding will allow for the research to shift to and supplement clinical trials in human subjects.
- **Interdisciplinary Gift of Software & Hardware**
  - A large undisclosed amount gift from Trimble will be utilized by the Herbert Wertheim College of Engineering (HWCOE) School of Sustainable Infrastructure and Environment, School of Forest, Fisheries, and Geomatics Sciences, and the College of Design, Construction and Planning in the new Ramos Collaboratory. This interdisciplinary gift will enable students to utilize industry-standard technology in the classroom before they begin working in their chosen professions and place students from a variety of disciplines at the cutting edge of technology, innovation, and experiential learning.
- **Need-Based Scholarships for COM-Jacksonville Medical Students**
  - A $5M gift from an undisclosed couple who are grateful patients. This gift will provide need-based scholarships to medical students from the College of Medicine-Jacksonville.
- **Chair & Professorships in the HWCOE's Department of Electrical and Computer Engineering**
  - Over the last year, a generous donor has given more than $2.5M to elevate his existing professorship to a chair and endow two new professorships for hardware security and quantum computing due to the incredible momentum and commitment to recognizing and recruiting the best and brightest faculty in the Herbert Wertheim College of Engineering's Department of Electrical and Computer Engineering. This gift comes after a

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stewardship of his initial $2M gift that supported rising star faculty awards and professorships in the HWCOE.

- **Student Scholarships in the HWCOE's Department of Industrial and Systems Engineering**
  - o An increased estate commitment of $5.25M from a donor's trust will support scholarships for entering or enrolled graduate students in the Department of Industrial and Systems Engineering in the Herbert Wertheim College of Engineering. When added to the previous commitment, this additional gift will bring the donor's total realized estate gift to $12.8M. We should receive the funds in the new few weeks.

- **Faculty Excellence in Interdisciplinary and Practical Research**
  - o We received three generous gifts to support our $1B+ research output and global recognition goal to recruit and retain the most talented faculty capable of advancing discovery and innovation: 1. $8.8M gift to support the Department of Astronomy's efforts to bring in world-class faculty, expand research support, enhance state-of-the-art facilities, and recruit graduate and post-doctoral students. 2. Nearly $7M gift for the College of Veterinary Medicine's Animal Advocacy Initiative which includes two professorships and a few in forensic pathology. This gift also includes external outreach support to help train and educate future scholars and other community stakeholders on how to deter animal abuse; and 3. Additional $5M estate commitment gift for the College of Veterinary Medicine to support small animal research to further elevate the college as a national research leader.

- **Experiential Learning, Scholarships and Student Recruitment**
  - o We received a $6M estate commitment to support the future needs of UF's championship-level Gator Athletics program to guide its forward momentum. We continue to raise funds for Machen Florida Opportunity Scholarship (MFOS) and merit scholarship programs.

- **FY25 Great Expectations**
  - o Looking forward to FY2025, we currently have several initiatives underway in Athletics, UF Health, the Herbert Wertheim College of Engineering, and the College of Education in the areas of nursing, analog AI, computer science, mathematics, and literacy. These initiatives are associated with major 8-figure proposals that will be shared with the Board next quarter.

## 4.0    New Business
There was no new business to come before the committee.

## 5.0    Adjourn
There being no further discussion, Committee Chair Zucker adjourned the meeting at 11:25 a.m.

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**COMMITTEE ON ADVANCEMENT**
**Pre-Meeting Minutes**
**Virtual Meeting**
**Wednesday, November 13, 2024**
**Time Convened: 10:04 a.m.**
**Time Adjourned: 10:10 a.m.**

**Committee and Board members present:**
Anita G. Zucker (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley.

**Others present**:
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 10:04 a.m.

## 2.0    Roll Call
Interim Vice President Maria Gutierrez Martin conducted a roll call, and all Committee members were present, except Trustee Zalupski.

## 3.0    Review Draft Agenda for December Meeting
Committee Chair Zucker noted the pre-meeting is for discussion only and no action will come to the Committee. The following items were addressed by the Committee:

## 3.1    Review Draft Minutes
- **June 13, 2024**

Committee Chair Zucker reminded Committee members to review the draft minutes prior to the board meeting in December.

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**3.2 Review Action Items**

- **ADV1 Optimizing Use of Donor Funds**

Interim VP Martin stated due to changing eligibility criteria and legal restrictions, there are times that we are not able to fully utilize our endowed and non-endowed funds. The Committee will be asking the Board to approve conducting a holistic review of all these historical funds to ensure the fund balances are being actively leveraged per the donor intent.

- **ADV2 Campaign Planning**

Interim VP Martin shared the Foundation is in the beginning stages of planning for the university's 5th comprehensive fundraising campaign. The pre-planning will begin with our current state analysis, as well as an internal feasibility study of our data and pipeline, once that initial phase is completed. The Committee will be asking the Board to approve the launch of this campaign planning for the next campaign.

Interim President Fuchs emphasized the importance of this for the institution and new leadership that will be coming on board, including the president and college deans. This is an opportune time to get the groundwork done, so the university can immediately launch the campaign, and the new leadership will be able to put their stamp of approval on it. The Board and I would encourage all of us to support it, as it will be a significant part of the next step of the university going forward.

**3.3 Review Discussion Items**

- **FY24 Final and FY25 Current Fundraising Performance**

Interim VP Martin stated she will provide an update at the December board meeting on the FY24 final numbers and review what our current fundraising performance is.

- **New Leadership Gifts (June - November 2024)**

Interim VP Martin stated she will provide an update at the December board meeting of new gifts that have closed between June-November this year.

**4.0 New Business**

There was no new business to come before the Committee.

**5.0 Adjourn**

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

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**COMMITTEE ON ADVANCEMENT**
**ACTION ITEM ADV1**
**December 12, 2024**

**SUBJECT:**    Optimizing Use of Donor Funds

### BACKGROUND INFORMATION

University units oftentimes cannot fully utilize historical endowments and non-endowed funds due to changing eligibility criteria, legal restrictions, and very restrictive fund purposes. Thus, these balances accumulate over time.

### PROPOSED COMMITTEE ACTION

Following industry best practice, the Committee on Advancement is asking approval to conduct a holistic review of historical endowments and non-endowed funds to ensure fund balances are being actively leveraged per donor intent in support of university objectives for recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  None

Submitted by:  Maria Gutierrez Martin, Interim Vice President for Advancement

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON ADVANCEMENT**
**ACTION ITEM ADV2**
**December 12, 2024**

**SUBJECT:**    Campaign Planning

## BACKGROUND INFORMATION

The UF Foundation is beginning to plan for the university's fifth comprehensive fundraising campaign. Planning will begin with current state analysis and a feasibility study. Once initial planning is completed, the UF Foundation will come back with timeline and fundraising target recommendations for the university to consider.

## PROPOSED COMMITTEE ACTION

The Committee on Advancement is asked to approve the launch of campaign planning for the university's fifth fundraising campaign for recommendation to the Board of Trustees for approval on the Consent Agenda.

## ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  None

Submitted by:  Maria Gutierrez Martin, Interim Vice President for Advancement

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

**UF** | **Board of Trustees**
**UNIVERSITY *of* FLORIDA**

**COMMITTEE ON AUDIT AND COMPLIANCE**
**AGENDA**
**Thursday, December 12, 2024**
**~11:15 a.m.**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**

<u>**Committee Members:**</u>
Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers

1.0  Call to Order and Welcome ................................................................. Daniel T. O'Keefe, Chair

2.0  Verification of Quorum ........................................................................ Vice President Liaison

3.0  Review and Approval of Minutes ....................................................... Daniel T. O'Keefe, Chair
   - June 13, 2024
   - November 12, 2024

4.0 Action Items  ........................................................................................Daniel T. O'Keefe, Chair
   - AC1 Performance Based Funding Audit Report ... Dhanesh Raniga, Chief Audit Executive
   - AC2 UF Compliance and Ethics Program FY24 Annual Report ....... Chelsey J. Clements, Chief Compliance, Ethics, and Privacy Officer

5.0  Discussion Item.................................................................................. Daniel T. O'Keefe, Chair
   - 5.1 Audits of Affiliated Organizations ......... Taylor Jantz, Senior Vice President and Chief Financial Officer and Matthew Ellis, Assistant Vice President and University Controller

6.0  New Business.................................................................................... Daniel T. O'Keefe, Chair

7.0  Adjourn…………………………………………………………………………………………………Daniel T. O'Keefe, Chair

**COMMITTEE ON AUDIT AND COMPLIANCE**
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 11:25 a.m.**
**Time Adjourned: 11:34 a.m.**

**Committee and Board members present:**
Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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 Daniel T. O'Keefe welcomed everyone in attendance and called the meeting to order at 11:25 a.m.

**2.0    Verification of Quorum**
Vice President and General Counsel Amy Hass verified a quorum with all members present, except Trustee Cole who had an excused absence.

VP Hass introduced the new university Chief Compliance, Ethics and Privacy Officer Chelsey Clements and extended her gratitude to Kate Moore for serving in an interim role after the

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departure of the previous Chief Compliance, Ethics and Privacy Officer, Terra DuBois. Committee Chair O'Keefe echoed VP Hass's comments.

### 3.0    Review and Approval of Minutes
**March 7, 2024 and May 13, 2024**

Committee Chair O'Keefe asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 13, 2024, Committee Pre-Meeting, which was made by Trustee Brandon and seconded by Trustee Powers. Committee Chair O'Keefe asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### 4.0    Action Item
**AC1 July 1, 2024 – June 30, 2025 Office of Internal Audit Work Plan**

Chief Audit Executive (CAE) Dhanesh Raniga provided a high-level summary of the proposed internal audit work plan for FY2025. The work plan is not only a requirement of the Florida Board of Governors (BOG), but also a good practice to ensure the audit plans align with university strategies and the finite internal audit resources are deployed effectively. The FY25 work plan incorporates the President's current strategic initiatives, as well as feedback from the Audit and Compliance Committee members, General Counsel, and Senior Management to develop a broader risk-based approach to look at UF at an enterprise level and incorporate strategic and organizational level topics. He highlighted some of the key areas of focus and informed the Committee that the workplan included information on the internal audit project, a high-level scope of work and the rationale for including the topic in the FY25 workplan. The audit workplan will be reviewed quarterly to ensure that the audit projects continue to be relevant, and any changes will be brought to the attention of the Committee for approval.

Committee Chair O'Keefe commented that as Trustees, we are all fiduciaries of this institution. The audit work plan is a particularly useful tool to ensure we are assessing our risk-based areas of concern and aligning with university priorities. He extended his gratitude to CAE Raniga and the Office of Internal Audit team for their hard work and recent staffing hires.

Trustee Brandon commented the detail outlined in the audit work plan is outstanding. As the Board Chair has reiterated many times, we are fiduciaries of the university. There are opportunities across the institution for audits and we are bound to comply with state and Board of Governors (BOG) regulations. Board Chair Hosseini echoed Trustee Brandon and Committee Chair O'Keefe's comments. He emphasized the importance of us having a vigorous auditing process to ensure we are always in compliance. Auditing is especially important to us, both within the regulations and the governance of UF usage of funds. It does not matter if it's state funds, Foundation funds, UF Health funds, or DSO funds. All of these UF funds are one in the same. He also extended his gratitude to the Committee and Office of Internal Audit for their hard work.

Committee Chair O'Keefe asked for any questions or further discussion. He then asked for a motion to approve Action Item AC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Trustee Powers. Committee Chair O'Keefe asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

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**5.0     New Business**
There was no new business to come before the committee.

**6.0     Adjourn**
There being no further discussion, Committee Chair Daniel T. O'Keefe adjourned the meeting at 11:34 a.m.

**COMMITTEE ON AUDIT AND COMPLIANCE**
**Pre-Meeting Minutes**
**Virtual Meeting**
**Tuesday, November 12, 2024**
**Time Convened: 10:28 a.m.**
**Time Adjourned: 10:59 a.m.**

**Committee and Board members present:**
Daniel T. O'Keefe (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Joe Canella, Audit Director; Chelsey Clements, Chief Compliance, Ethics, and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; members of the University of Florida community and the public.

### 1.0 Call to Order and Welcome
Committee Chair Daniel T. O'Keefe welcomed everyone in attendance and called the meeting to order at 10:28 a.m.

### 2.0 Roll Call
Chief Compliance, Ethics, and Privacy Officer Chelsey Clements conducted a roll call, and all Committee members were present.

### 3.0 Review Draft Agenda for June Meeting
Committee Chair O'Keefe noted the pre-meeting is for discussion only and no action will come to the Committee. The following items were addressed by the Committee:

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### 3.1 Review Draft Minutes

- **June 13, 2024**

Committee Chair O'Keefe reminded Committee members to review the draft minutes prior to the board meeting in December.

### 3.2 Review Action Items

- **AC1 Performance Based Funding Audit Report**

CAE Raniga stated Florida Statute section 1001.706 (5)(C) requires each university to conduct an annual data integrity audit to verify that the data submitted complies with the data definitions established by the Board of Governors (BOG). The results of the annual data integrity audit are required to be submitted to the BOG Office of Inspector General as part of the university's annual certification process. The Office of Internal Audit (OIA) has conducted this annual audit for the last 10 years and the university's business processes, and internal controls have matured over the years. There were no observations of improvement or noncompliance in the current year's audit. The university president and the BOT Chair should be able to sign the required certification.

- **AC2 UF Compliance and Ethics Program FY24 Annual Report**

CCO Clements stated per the BOG Regulation 4.003, the Chief Compliance, Ethics, and Privacy Officer is required to report at least annually on the effectiveness of the Compliance and Ethics Program. This annual report highlights enterprise-wide compliance efforts.

- **AC3 Non-Commercial Aircraft Policy**

Committee Chair O'Keefe stated establishing the non-commercial aircraft policy is part of our continued efforts to strengthen our governance and transparency. He outlined the proposed policy changes:
  - The University Athletic Association (UAA) may continue to use the UAA aircraft for UAA business, in accordance with its policies.
  - All others must submit a written request to the President with a business justification. Presidential approval must be in writing and even if the business justification has been established, the President maintains discretion to deny or approve the request.
  - The President must notify the Board Chair in writing and include a business justification when using the aircraft for university business.
  - All records of requests and approvals will be maintained by the Chief Financial Officer's Office.

- **AC4 Hiring Administrative Employees Policy**

Committee Chair O'Keefe stated establishing the hiring administrative employees policy is part of our continued efforts to strengthen our governance and transparency. He highlighted the proposed policy key points:
  - Hiring of Administrative Employees must be performed in accordance with the requirements and guidelines set forth by University of Florida Human Resources (UFHR).
  - UFHR will not materially change these requirements or guidelines without first conferring with the Chair of the Board of Trustees or designee.
  - Requests for deviation from any requirement or guideline must be in writing, identify the specific requirement(s) or guideline(s) for which deviation is being sought and provide a justification for such request.

- o Deviation from any of these requirements or guidelines for positions earning less than $200,000.00 must be approved in writing by the Vice President or designee of the applicable unit and the Vice President for Human Resources or designee.
- o Deviation from any of these requirements or guidelines for positions earning $200,000.00 or more must be approved in writing by the Vice President of the applicable unit, the Vice President for Human Resources, and the Chair of the Board of Trustees or designee.
- o Deviation from any of these requirements or guidelines for any position in the Office of the President, regardless of salary, must be approved in writing by the Chair of the Board of Trustees or designee.
- o University of Florida Human Resources (UFHR) shall maintain copies of all requests and approvals.

## 3.3    Review Discussion Items

- **Internal Audit Activity Report**

CAE Raniga provided a high-level review of the FY25 Internal Audit Plan Summary and its status of audits since May 2024: 7 completed, 2 final report stage, 10 in progress/planning, and 14 planned internal. He summarized the findings of the following 7 completed audits: Post-Tenure Faculty Review, College of Medicine, Cyber Security Incident Response Management, Performance-Based Funding and Preeminence Metrics, Research Sheild Computing Environment, Payroll, and Business Continuity and Disaster Recovery Planning (University Athletic Association). Overall, 69% of our recommendations have been implemented in a timely manner so far. He highlighted additional updates for the following activities: BOG OIG Follow-up, Executive Expense Review, Global Internal Auditing Standards and its impact on Office of Internal Audit, and Quality Assurance Review (QAR) which was currently being undertaken to comply with the BOG regulations and the Internal Auditing Standards.

Board Chair Hosseini requested the OIA perform a second-year audit of the Post-Tenure Faculty Review process and CAE Raniga agreed.

- **Internal Audit Annual Report**

CAE Raniga provided a summary of the FY24 OIA Annual Report, outlining the Purpose, Mission, Vision, and Values, and that this report was also required by BOG regulation. The key highlights from "The Year in Review" are as follows: staffing and resources, updated assurance map, Development of a risk-based annual audit plan, Incorporated agile approach to auditing and enhanced data analytics, added value while mitigating risk to improve business processes, OIA coordination of external audit activities, value-added consulting opportunities, Investigations and risk management, and External leadership activities. In addition, CAE Raniga informed the committee of the required communications as per the Institute of Internal Audit regarding independence of the internal audit function, management's acceptance of risks, impairments to independence or objectivity, QAR, and any disclosures of nonconformance.

- **Audits of Affiliated Organizations**

Chief Financial Officer Taylor Jantz stated the audit of our affiliated organizations is our standard practice, and an in-depth report of the audit findings will be provided at the December meeting. He noted we had some minor findings with some of our affiliates that have since been addressed by University Controller Matt Ellis.

- **Consulting Agreement Policy**

Committee Chair O'Keefe summarized the proposed consulting agreement provisions to governance standards:
- For UF and our Direct Service Organizations (DSOs), including both the UF Foundation (UFF) and the University Athletic Association (UAA):
  - The President must approve any consulting agreements between $100,000 and $999,999.
  - The Board of Trustees Chair must approve any consulting agreements of $1,000,000 or more.
- For UF Health and Shands entities:
  - The President must approve any consulting agreements between $1,000,000 and $3,999,999.
  - The Board of Trustees Chair must approve any consulting agreements of $4,000,000 or more.

Vice President and General Counsel Ryan Fuller noted additional governance standards revisions will be brought to the Board at the December meeting through the GGRIA Committee, including the faculty raise pool and C-Suite hires at UF Health.

**4.0     New Business**

There was no new business to come before the committee.

**5.0     Adjourn**

There being no further discussion, Committee Chair Daniel T. O'Keefe adjourned the meeting at 10:59 a.m.

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![UF | Board of Trustees, University of Florida]

**COMMITTEE ON AUDIT AND COMPLIANCE**
**ACTION ITEM AC1**
**December 12, 2024**

**SUBJECT:** Performance Based Funding Audit Report

### BACKGROUND INFORMATION

Florida Statutes 1001.92 and 1001.7065 promulgate the establishment of the funding for the State University System Performance-based Incentive ('performance-based funding' or 'PBF') and the Preeminent State Research Universities Program. Florida Statute section 1001.706 (5) (C) requires each university to conduct an annual data integrity audit to verify that the data submitted complies with the data definitions established by the Board of Governors (BOG). The results of the annual data integrity audit are required to be submitted to the BOG Office of Inspector General as part of the university's annual certification process. The results of annual data integrity audit are also used to execute a Data Integrity Certification. The certification document shall be signed by the university president and Board of Trustees' (BOT) chair after being approved by the BOT. As required by Florida Statutes, and as per BOG directives, the Office of Internal Audit annually performs an audit of the university's processes for completeness, accuracy, and timeliness of data submissions. These audits include testing of data that supports performance funding metrics, as well as preeminence or emerging preeminence metrics, as testing is essential in determining that processes are in place and working as intended. The Office of Internal Audit has performed such an audit and on October 30, 2024, issued audit report No. 25-845-06, Performance Based Funding and Preeminence Metrics – Data Integrity.

### PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to accept the University of Florida Performance Based Funding and Preeminence Metrics - Data Integrity audit report as presented, and to approve the Performance Based Funding Data Integrity Certification, as executed by the president, for recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

BOG approval is not required. Submission to the BOG is required after action by the BOT and certification by the BOT Chair.

Supporting Documentation Included: Performance Based Funding and Preeminence – Data Integrity (Audit Report No. 25-845-06) and Data Integrity Certification Form

Submitted by: Dhanesh Raniga, Chief Audit Executive

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____     _____
Morteza "Mori" Hosseini, Chair            W. Kent Fuchs, Interim President and Corporate Secretary

# UNIVERSITY of FLORIDA

**Office of the President**
Office of Internal Audit

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PO Box 113025
Gainesville, FL 32601-3025
352-392-1391
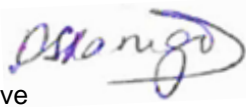
October 30, 2024

**MEMORANDUM**

**TO:**      UF Board of Trustees Audit and Compliance Committee

**FROM:**    Dhanesh Raniga
             Chief Audit Executive

**SUBJECT:** Performance-Based Funding and Preeminence Metrics – Data Integrity Audit

We have completed our internal audit procedures with respect to the University of Florida's data submission process for the data metrics used for the Board of Governors' (BOG) performance-based funding initiative and preeminent designation status. Our internal audit covered the submissions data from October 1, 2023, to September 30, 2024, and was undertaken to comply with the Florida Statutes requirements.

The objective of the internal audit was to assess the adequacy of controls in place to promote the completeness, accuracy, and timeliness of data submitted to the BOG and provide assurance that the university's data submissions comply with the data definitions for the period ended September 30, 2024. The background, objectives and scope of the internal audit, conclusion and overall report rating are included on pages one to three of the attached report.

We conducted the audit in accordance with the International Standards for the Professional Practice of Internal Auditing as promulgated by the Institute of Internal Auditors. It should be recognized that controls are designed to provide reasonable, but not absolute, assurance that errors and irregularities will not occur and that procedures are performed in accordance with management's intentions. There are inherent limitations that should be recognized in considering the potential effectiveness of any system of controls. In the performance of most control procedures, errors can result from a misunderstanding of instructions, mistakes in judgment, carelessness, or other personal factors. Control procedures can be circumvented intentionally by management either with respect to the execution and recording of transactions or with respect to the estimates and judgments required in the processing of data.

Further, the projection of any evaluation of control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions and that the degree of compliance with the procedures may deteriorate.

We sincerely appreciate the cooperation and assistance provided to us during the course of the internal audit. We would be pleased to discuss further any aspect of our internal audit procedures or this report. Please do not hesitate to call me if you have any questions or require any additional information.


DR:wj


cc:     Kent Fuchs, Interim President
        Ryan Fuller, Interim Vice President and General Counsel
        Joseph Glover, Interim Provost and Senior Vice President for Academic Affairs
        Cathy Lebo, Associate Provost and Director, Institutional Planning and Research
        Auditor General

**UNIVERSITY OF FLORIDA**

OFFICE OF INTERNAL AUDIT

PERFORMANCE-BASED FUNDING AND
PREEMINENCE METRICS – DATA INTEGRITY

**Report Issue Date:** October 30, 2024

**Report Number:** 25-845-06

**PERFORMANCE-BASED FUNDING AND
PREEMINENCE METRICS – DATA INTEGRITY**

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AUDIT REPORT

INTERNAL AUDIT PERSONNEL

Audit conducted by:          Samuel Rovelstad, Internal Auditor
                             Nancy Tran, Internal Auditor

Audit supervised by:         Lily Ly, Audit Manager

## Background

Florida Statutes 1001.92 and 1001.7065 promulgate the establishment of the funding for the State University System Performance-based Incentive ("performance-based funding" or "PBF") and the Preeminent State Research Universities Program. Florida Statute 1001.706(5)(e) requires the State University System Board of Governors (BOG) to define the data components and methodology used to implement the statutes.

The PBF model includes metrics to evaluate the institution's performance in a variety of strategic areas. For the 2024-2025 fiscal year, the University of Florida (UF) was allocated approximately $134M in PBF-related funding, including allocation of State Investment ($71.8M), Institutional Investment ($60.5M), and an additional Top 3 State Investment ($1.9M).

Similarly, the Preeminent State Research Universities program was established to award those universities that demonstrate high performance toward academic and research excellence. The universities must meet or exceed the benchmarks to earn the preeminence designation. UF has achieved preeminence designation since the inception of the program in 2013. The state has not allocated any preeminence funding since the 2018-2019 fiscal year.

The BOG maintains a web-based State University Database System (SUDS) to allow data administrators (DA) to submit data on behalf of their universities. The DA role is prescribed by BOG Regulation 3.007(2), which requires each university president to appoint an institutional DA to certify and manage the submission of data to the SUS management information system. The president has formally appointed the associate provost and director of Institutional Planning and Research (IPR) as the DA for UF to serve as the official point of contact with the BOG for submission of data and reports. The IPR coordinates with the various offices responsible for the extraction and compilation of the institutional data that support the BOG submissions for the respective metrics and performs quality checks prior to certifying the submission to the BOG/SUDS. Attachment A provides information on each of the metrics and the university's scores for Performance-Based Funding and Preeminence metrics, as reported in the 2024 Accountability Plan and the data submissions used to support the metrics.

## Objectives and Scope

Florida Statutes section 1001.706(5)(e) requires each university to conduct an annual audit to verify that the data submitted pursuant to Florida Statutes 1001.92 and 1001.7065 complies with the data definitions established by the BOG. The results of the annual audit are required to be submitted to the BOG Office of Inspector General as part of each university's annual certification process. Accordingly, the objective of our internal audit was to comply with the statutory requirements and to:

- Assess the adequacy of controls in place to promote the completeness, accuracy, and timeliness of the data submitted to the BOG.
- Provide assurance that the university's data submitted for the PBF and the Preeminence metrics complies with the established data definitions for the period ended 30 September 2024.
- Provide an objective basis of support for the university president and the university BOT chair to sign the Data Integrity Certification Form (Attachment B).

We performed our fieldwork from 22 July 2024 through 21 October 2024 and covered the submissions from 1 October 2023 through 30 September 2024. During our internal audit, we interviewed data owners, performed analytical reviews, evaluated risks related to each metric, reviewed program changes, performed

process walkthroughs, and validated submitted records to the source system of records. This audit solely addresses the university's processes and data submissions to the BOG that support the metrics. The BOG obtains specific data for some Preeminence metrics directly from external sources. External data and calculations performed by the BOG to derive the final score for the metrics were not included in the scope of this audit.

## Audit Approach and Methodology

This audit is the eleventh annual audit that we have performed as required by the state. Consequently, our audit approach was risk-based and relied on our accumulated knowledge and understanding of the key business processes for data collection and submission.

Our risk analysis considered changes in the information systems and internal procedures for the extraction, review, and submission processes. We also considered staffing changes, changes in reporting requirements between years, variances in the data reported, and the scores reported.

Since the implementation of the new student information system, PeopleSoft's Campus Solutions (CS), in Fall 2018, and the admissions system, SLATE (2019-20 admissions cycle), the reporting of student data and the associated programming logic has continually evolved as the university has refined its business processes and the systems have stabilized. Based on our assessment and familiarity with these processes, we focused our assessment on key controls for the generation and validation of SUDS submissions in concurrence with testing the key data elements identified by the BOG. Our procedures included assessing the following:

- IPR data quality review and submission procedures, including access controls and the role of the DA in this process
- Data compilation, validation and submission procedures at the various data owners and the required IT controls
- Independent testing and validation of the data submission to source records
- Timeliness of submissions and assessing business reasons for any resubmissions

In addition to our detailed review of procedures at IPR and University of Florida Information Technology (UFIT), a summary of the applicable submissions and data owners is presented with each metric in Attachment A.

## Good Management Practices and Internal Controls

We noted the following good management practices and key controls during our assessment:

- Data owners formally certify the completeness and accuracy of data to be submitted prior to IPR's review of the data.
- IPR maintains a portal as a repository of the data owner certifications, checklists, and detailed procedures that are performed by IPR in validating each submission file. A Data Quality Review Summary documents data issues noted for each submission and serves as a reference/knowledge base for future submissions.
- IPR uses analytical tools, including automated statistical analysis system (SAS) reports, to identify missing values or issues based on other institutional reporting and comparisons to previous year values to identify shifts that would require researching.
- The DA has taken a proactive role in fostering a collaborative culture among core offices and enhancing accountability through bi-weekly meetings with the data owners, which allows timely discussions regarding file submissions. The DA promotes data stewardship on campus by working with the different functional areas to resolve data issues, improve data quality, and assure that

external reporting requirements are met.

- Access to SUDS must be formally approved by a supervisor and the DA. Monthly, IPR reviews the list of active SUDS users to ensure that only authorized individuals have access to upload, submit, and view submissions data.
- A shared drive is used by the data owners and UFIT staff to document their quality control and validation procedures for each file submission and includes narratives, supporting reports, and email communications. These procedures include reviewing SUDS edit reports and internal queries of source systems to identify errors or data inconsistencies.
- Data owners run reports throughout the year to monitor known issues that have caused corrections during a previous file build. Data owners work with UFIT to create additional monitoring reports or modify programming codes to detect or prevent these errors, as appropriate.
- Change management procedures include testing by data owners to ensure that the change is producing the desired results and must have documented approval from the data owner before implementing in production for all programming code changes. If the change impacts the file build or its data, it is logged. Updated Structured Query Language (SQL) for each change is attached to the log for future reference.

## Overall Conclusion

We noted that the submissions during the current period were generally timely. Based on the results of our audit procedures, we conclude that controls over the university's data submission process for the period under review are adequate to provide reasonable assurance that the data submitted for PBF and Preeminence metrics pursuant to Florida Statutes 1001.92 and 1001.7065 is complete, accurate, and timely and complies with the data definitions established by the BOG.

| OVERALL RATING | DESCRIPTION |
|---|---|
| ADEQUATE | No significant unmitigated risks (financial and/or operational, compliance, strategic) that require management's immediate attention.  The control environment as designed and evaluated is adequate, appropriate, and effective to provide reasonable comfort that risks are being managed and that significant business objectives are achieved.  Opportunity for improvement exists, and management is generally aware of risks. |

**2024 Performance Based Funding Metrics**

| # | Description | Data Files | Data Owners | Excellence[1] | | Improvement[2] | | Final Score[3] |
|---|---|---|---|---|---|---|---|---|
| | | | | Data | Points | Data | Points | |
| 1 | Percent of Bachelor's Graduates Enrolled or Employed ($40,000+) *One year after graduation* | SIFD | Registrar | 79.0% | 9 | 2.3% | 4 | 9 |
| 2 | Median Wages of Bachelor's Graduates Employed Full-Time *One year after graduation* | SIFD | Registrar | $56,500 | 10 | 10.4% | 10 | 10 |
| 3 | Average Cost to the Student Net Tuition & Fees per 120 Credit Hours | SIF HTD SFA | Undergraduate Affairs, Student Financial Aid & Scholarships, Registrar, Bursar | ($4,380) | 10 | 21.1% | 0 | 10 |
| 4 | Four Year Graduation Rate *Full-time First Time in College* | SIF SIFD RET | Registrar | 76.9% | 10 | 1.6% | 3 | 10 |
| 5 | Academic Progress Rate *2nd Year Retention with GPA 2.0 or above* | SIF RET | Registrar | 96.2% | 10 | 0.8% | 1 | 10 |
| 6 | Bachelor's Degrees Awarded within Programs of Strategic Emphasis *(includes STEM)* | SIFD | Registrar | 59.5% | 10 | -1.1% | 0 | 10 |
| 7 | University Access Rate *Percent of Undergraduates with a Pell Grant* | SIF SFA | Registrar, Student Financial Aid & Scholarships | 23.2% | 5 | -0.2% | 0 | 5 |
| 8a | Graduate Degrees Awarded within Programs of Strategic Emphasis *(includes STEM)* | SIFD | Registrar | 68.8% | 10 | 1.5% | 3 | 10 |
| 9a | Three-Year Graduation Rate for Florida College System Associate in Arts Transfer Student | SIF SIFD RET | Registrar | 70.4% | 5 | 1.9% | 1 | 5 |
| 9b | Six-Year Graduation Rate for First Time in College Students who are Awarded a Pell Grant in their First Year | SIF SIFD RET SFA | Registrar, Student Financial Aid & Scholarships | 85.3% | 5 | 0.3% | 0 | 5 |
| 10[5] | BOT Choice: Endowment Size ($M) | | Advancement | $2,337 | 8 | 2.7% | 5 | 8 |
| | | | | | | | **Final Score Total[4]** | **92** |

[1] Excellence points are based on current year performance.

[2] Improvement is calculated based on the current year performance minus previous year performance.

[3] For each metric, the final score is based on the higher of Excellence or Improvement points.

[4] For 2024, all scores are based on Excellence Points.

[5] Metric 10 is institution specific and left to the Board of Trustees to select.

**Preeminence Metrics**

| Metric | Description | Source | Data Owner | 2024 |
|---|---|---|---|---|
| 1a | **Average High School GPA** <br> *an average weighted grade point average of 4.0 or higher for incoming freshman in Fall semester* | SUDS* | Admissions | 4.5 |
| 1b | **Average SAT Score** <br> *an average SAT score 1200 or higher for incoming freshman in Fall semester. Note: Beginning in Fall 2020, the metric also includes ACTscores that have been translated into the SAT scale.* | SUDS* | Admissions | 1399 |
| 2 | **Public University National Ranking** <br> *A top-50 ranking on at least two well-known and highly respected national public university rankings* | Various** | N/A | 9 |
| 3 | **Freshman Retention Rate** <br> *90 percent or higher for full-time, first-time-in-college students* | SUDS* | Registrar | 97% |
| 4 | **Four-Year Graduation Rate** <br> *60 percent or higher for full-time, first-time-in-college students* | SUDS* | Registrar | 77% |
| 5 | **National Academy Membership** <br> *Six or more faculty members at the state university who are members of a national academy* | Academy Directory** | N/A | 37 |
| 6 | **Total Annual Research Expenditures ($M)** <br> *Total annual research expenditures, including federal research expenditures of $200 million or more* | National Science Foundation** | Research and Cost Analysis | $1,250 |
| 7 | **Total Annual Research Expenditures in Non-Medical Science and Engineering ($M)** <br> *Total annual research expenditures in diversified non-medical sciences of $150 million or more* | National Science Foundation** | Research and Cost Analysis | $767 |
| 8 | **National Ranking in Research Expenditures** <br> *A top-100 university national ranking for research expenditures in five or more disciplines within computer science, engineering, environmental science, life science, mathematical sciences, physical sciences, psychology, and social sciences* | National Science Foundation** | Research and Cost Analysis | 8 |
| 9 | **Utility Patents Awarded** <br> *One hundred or more total patents awarded by the United States Patent and Trademark Office for the most recent 3-year period* | US Patent Office** | Technology Licensing | 420 |
| 10 | **Doctoral Degrees Awarded** <br> *Four hundred or more doctoral degrees awarded annually* | SUDS* | Registrar | 1,621 |
| 11 | **Number of Post-Doctoral Appointees** <br> *Two hundred or more postdoctoral appointees annually* | National Science Foundation** | Human Resources | 725 |
| 12 | **Endowment Size ($M)** <br> *An endowment of $500 million or more* | NACUBO** | UF Foundation | $2,337 |
| 13 | **Science & Engineering Research Expenditures ($M)** <br> *Total annual STEM-related research expenditures, including federal research expenditures, of $50 million or more.* | National Science Foundation** | Research and Cost Analysis | $1,197 |

*\* The SUDS file submissions are ADM, SIF, SIFD, and RET*

*\*\* BOG obtains data from external agencies*

# Data Integrity Certification
## March 2025

In accordance with Board of Governors Regulation 5.001(8), university presidents and boards of trustees are to review, accept, and use the annual data integrity audit to verify the data submitted for implementing the Performance-based Funding model complies with the data definitions established by the Board of Governors.

Given the importance of submitting accurate and reliable data, boards of trustees for those universities designated as preeminent or emerging preeminent are also asked to review, accept, and use the annual data integrity audit of those metrics to verify the data submitted complies with the data definitions established by the Board of Governors.

**Applicable Board of Governors Regulations and Florida Statutes:** Regulations 1.001(3)(f), 3.007, and 5.001; Sections 1.001.706, 1001.7065, and 1001.92, Florida Statutes.

**Instructions:** To complete this certification, university presidents and boards of trustees are to review each representation in the section below and confirm compliance by signing in the appropriate spaces provided at the bottom of the form. Should there be an exception to any of the representations, please describe the exception in the space provided.

Once completed and signed, convert the document to a PDF and ensure it is ADA compliant. Then submit it via the Chief Audit Executives Reports System (CAERS) by the **close of business on March 1, 2025**.

## University Name:

**Data Integrity Certification Representations:**

1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university's collection and reporting of data submitted to the Board of Governors Office which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.

2. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.

3. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.

# Data Integrity Certification, March 2025

4. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office. A written explanation of any identified critical errors was included with the file submission.

5. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.

6. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.

7. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.

8. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.

9. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.

Exceptions to Note:

# Data Integrity Certification, March 2025

**Data Integrity Certification Representations, Signatures:**

*I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.*


Certification: _____      Date: _____
            University President


*I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.*


Certification: _____      Date: _____
            University Board of Trustees Chair

# APPENDIX

| CRITERIA FOR ASSIGNING OVERALL REPORT RATING | |
|---|---|
| **OVERALL RATING** | **DESCRIPTION** |
| **ADEQUATE** | No significant unmitigated risks (financial and/or operational, compliance, strategic) that require management's immediate attention. The control environment as designed and evaluated is adequate, appropriate, and effective to provide reasonable comfort that risks are being managed and that significant business objectives are achieved. Opportunity for improvement exists, and management is generally aware of risks. |
| **NEEDS IMPROVEMENT** | A few unmitigated risks (financial and/or operational, compliance, strategic) exist that could significantly impact management's ability to achieve business objectives and reliable management information. These risks require management's prompt attention. |
| **NEEDS SIGNIFICANT IMPROVEMENT** | Significant risks (financial and/or operational, compliance, strategic) exist that require management's immediate attention. When considered in the aggregate, these risks indicate significant weaknesses in the design or operating effectiveness of internal controls. Overall, risk exposure is unacceptable. |

| CRITERIA FOR ASSIGNING PRIORITY LEVELS TO INTERNAL AUDIT OBSERVATIONS | |
|---|---|
| **PRIORITY LEVEL** | **DESCRIPTION** |
| **HIGH** | Observations addressing control matters for which action is essential for maintaining a strong control environment. These recommendations should be remedied within six months. |
| **MODERATE** | Observations addressing control matters that are important, but where other compensating controls exist. Thus, the adoption of these recommendations would either (a) improve management's control of the business or (b) improve the efficiency of existing controls. The recommendations should be addressed reasonably promptly. |
| **LOW** | Observations addressing situations where controls do not meet good practice standards or are inefficient. Adopting these recommendations would, therefore, enhance the control framework and/or efficiency of operations. The recommendations should be managed through routine procedures. |

*Note: The overall ratings and observation priorities represent a conclusion on the adequacy or effectiveness of internal controls for the processes reviewed. They are based on the estimated impact on the unit/process under review rather than to the university as a whole.*

# RISK CRITERIA

| RISK MATRIX | | | |
|---|---|---|---|
| IMPACT / LIKELIHOOD | LOW | MODERATE | HIGH |
| **HIGH** | Low | Moderate | High |
| **MODERATE** | Low | Moderate | Moderate |
| **LOW** | Low | Low | Low |

| LIKELIHOOD CRITERIA | |
|---|---|
| **RATING** | **DESCRIPTION** |
| **HIGH** | Likely to occur within the next six months |
| **MODERATE** | Likely to occur within the next year (12 months) |
| **LOW** | May occur in the future in exceptional circumstances |

| IMPACT CRITERIA | | | |
|---|---|---|---|
| **RISK CATEGORIES** | **LOW**<br>▸ *Event with consequences that can be readily absorbed.*<br>▸ *Existing controls & procedures should cope with event or circumstance* | **MEDIUM**<br>▸ *Significant event or circumstance that can be managed under normal conditions* | **HIGH**<br>▸ *Critical event or circumstance with potentially disastrous impact without proper management* |
| **STRATEGIC** | ▸ Minor impact on the university's ability to achieve strategic objectives | ▸ Moderate impact on the university's ability to achieve strategic objectives | ▸ Significant impact on the university's ability to achieve strategic objectives |
| **FINANCIAL** | ▸ >$100K but <$500K impact on Net Position<br>▸ Internal Control deficiency<br>▸ Minimum impact on donor support | ▸ >$500K but <$2M impact on Net Position<br>▸ Significant internal control deficiency<br>▸ Withdrawal of donor support or failure to meet development goals | ▸ >$2M impact on Net Position<br>▸ Multiple material weaknesses<br>▸ Significant loss of donor support that could impact academic programs |

| | | | |
|---|---|---|---|
| **REPUTATIONAL** | ‣ No report to stakeholders | ‣ Awareness by stakeholders (e.g., students, alumni, donors) | ‣ Press coverage (e.g., newspaper, TV)<br><br>‣ Attention/Concern from the public, national media, or Board (Trustees, Governors) |
| **OPERATIONAL** | ‣ Small impact felt to a single area of the university's operations.<br><br>‣ Management (Chair/Director level) intervention may be required.<br><br>‣ <5% decline in enrollment | ‣ Impact felt in multiple areas of the university's operations.<br><br>‣ Substantial management (Dean/Vice President level) involvement required.<br><br>‣ >5% but <10% decline in enrollment | ‣ Significant impact felt throughout the university.<br><br>‣ Cabinet-level executive management and potentially Board level involvement required.<br><br>‣ > 10% decline in enrollment |
| **LEGAL, COMPLIANCE, AND REGULATORY** | ‣ Low-level legal issue<br><br>‣ Minor noncompliance with contract/standards | ‣ Multiple noncompliance with contract/standards<br><br>‣ Corrective action request | ‣ Regulatory sanctions/punitive fines<br><br>‣ Litigation and potential large legal settlement/liability<br><br>‣ Enforcement action; major noncompliance with contract/standards<br><br>‣ Loss of accreditation |

**COMMITTEE ON AUDIT AND COMPLIANCE**
**ACTION ITEM AC2**
**December 12, 2024**

**SUBJECT:**     UF Compliance and Ethics Program FY24 Annual Report

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### BACKGROUND INFORMATION

The Board of Governors Regulation 4.003 requires the Chief Compliance, Ethics, and Privacy Officer to report at least annually on the effectiveness of the Compliance and Ethics Program. The regulation further requires the Board of Trustees to review and approve the UF Compliance and Ethics Program FY24 Annual Report prior to submission to the Board of Governors.

### PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the UF Compliance and Ethics Program FY24 Annual Report as presented. The Committee is asked to recommend this item to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required. Submission to the Board of Governors is required after approval by the Board of Trustees.

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Supporting Documentation Included: UF Compliance and Ethics Program FY24 Annual Report

Submitted by: Chelsey J. Clements, Chief Compliance, Ethics, and Privacy Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

# UF Compliance and Ethics Program

## FY24 ANNUAL REPORT

**UF** | **Compliance and Ethics**
UNIVERSITY *of* FLORIDA

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# MESSAGE FROM THE CCO

My name is Chelsey J. Clements. Since May of 2024, I've had the honor of serving as the Chief Compliance, Ethics, and Privacy Officer (CCO) for the University of Florida. In this role, I lead and coordinate UF's comprehensive compliance and ethics program, ensuring our university adheres to state and federal regulations and upholds the highest standards of ethics and integrity.

As UF's CCO, I maintain regular communication with UF senior leadership and the Board of Trustees, keeping them apprised of critical compliance and ethics matters. I am also dedicated to advancing our robust programs and refining our policies and procedures to meet the evolving needs of the UF community.

Over the past few months, I've had the pleasure of meeting many of you and gaining a deeper understanding of the regulatory complexities that influence our

work. I look forward to connecting with more of you and discovering how UF Compliance and Ethics can best support and collaborate with you. Navigating the intricacies of higher education compliance requires a collective effort and unwavering commitment to ethical standards, especially as we face ever-evolving challenges in a rapidly expanding enterprise. My team and I are committed to being valuable resources as we work together to uphold and strengthen UF's culture of excellence.

Thank you for your commitment to integrity. Your dedication is the cornerstone of UF's ongoing success, and I'm grateful to work alongside such a devoted community.

Together, we will continue to uphold the values that make the University of Florida a leader in education, research, and public service.

**Chelsey J. Clements**
Chief Compliance, Ethics, and Privacy Officer

# INTRODUCTION

This annual report highlights the compliance and risk mitigation efforts of the UF Compliance and Ethics Office and Compliance Partners from July 1, 2023, to June 30, 2024. Although this report does not encompass all compliance-related activities across the UF enterprise, it highlights key efforts that demonstrate UF's adherence to Board of Governors Regulation 4.003.

This annual report is structured to align with the seven elements of an effective compliance and ethics program, which are outlined in Chapter Eight of the United States Sentencing Commission Guidelines Manual and Department of Justice Guidance. Each element serves as an industry guidepost to promote an ethical culture and proactively manage compliance risks.

## Compliance Program Elements

1 Governance & Oversight

2 Policies & Standards

3 Communications & Reporting

4 Training & Education

5 Auditing & Monitoring

6 Response & Prevention

7 Enforcing Standards

# FY24 COMPLIANCE ACTIVITIES SUMMARY

## Governance and High-Level Oversight

UF's governing authority, including the President and Board of Trustees (BOT), must be knowledgeable about the content and operations of the UF Compliance and Ethics Program (Program) and be able to exercise reasonable oversight with respect to the Program's implementation and effectiveness (*Board of Governors Regulation 4.003*). Additionally, high-level personnel, including the CCO, must be assigned overall responsibility for the Program and ensure its effectiveness.

### A. UF Compliance and Ethics Program Purpose and Scope

The Program is designed to promote a culture of ethical conduct, maximize compliance with applicable laws, regulations, and policies, and prevent or detect non-compliance. The CCO is responsible for managing the Program. Additionally, Compliance Liaisons across the enterprise perform operational compliance functions and oversight within their respective offices. As of the date of this report, the Program includes 56 Compliance Liaisons who coordinate with UF Compliance and Ethics (UFCE) on matters related to the Program.

Out of these 56 Compliance Liaisons, the Program has identified 13 Compliance Partners with significant day-to-day responsibilities in compliance areas at UF, as listed in the graph below. These 13 Compliance Partners are central to maximizing compliance and promoting a culture of integrity across the UF enterprise.

## Compliance Partners

| | |
|---|---|
| Athletics (UAA) | Information Technology (UFIT) |
| Clery Compliance | Research (IACUC, IRB, RISC) |
| Conflicts of Interest (COI) | Title IX |
| Environmental Health & Safety (EH&S) | UF Health Compliance & Privacy |
| Financial Stewardship (CFO Division) | UF Privacy |
| Foreign Influence Compliance | Youth Compliance |
| Human Resources (UFHR) | |
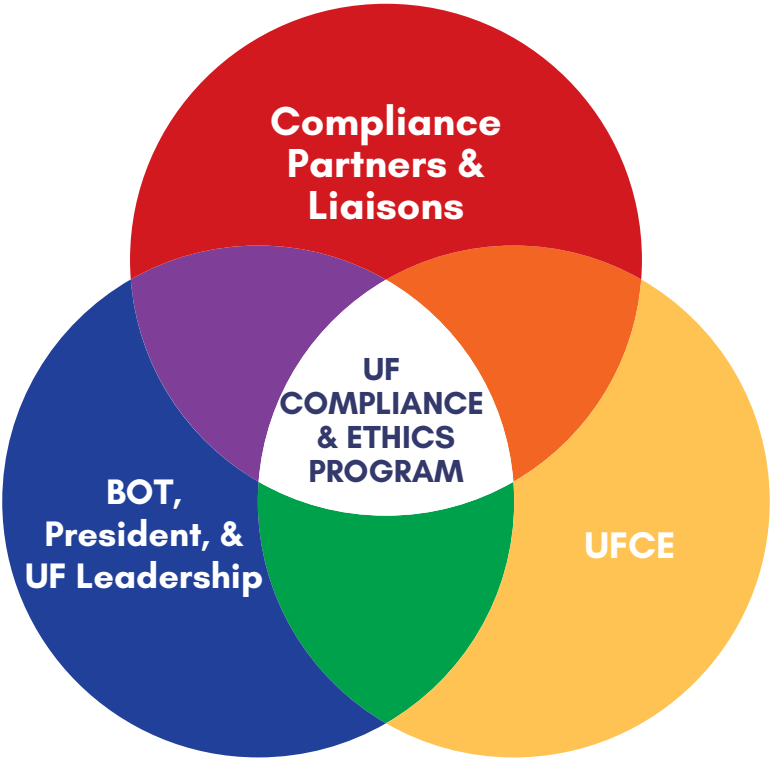
# UF Compliance and Ethics Office Organizational Structure

The CCO is responsible for the UF Compliance and Ethics Office and has direct oversight over the following offices and programs:

- Clery Compliance
- Conflicts of Interest (COI)
- Foreign Influence Compliance
- Title IX (New as of March 18, 2024)
- UF Privacy Office
- University Policy Management (together with General Counsel)
- Youth Compliance

The UF Health Compliance Program, along with the UF Research Integrity, Security & Compliance, have accountable reporting relationships to the CCO through their senior compliance officers.
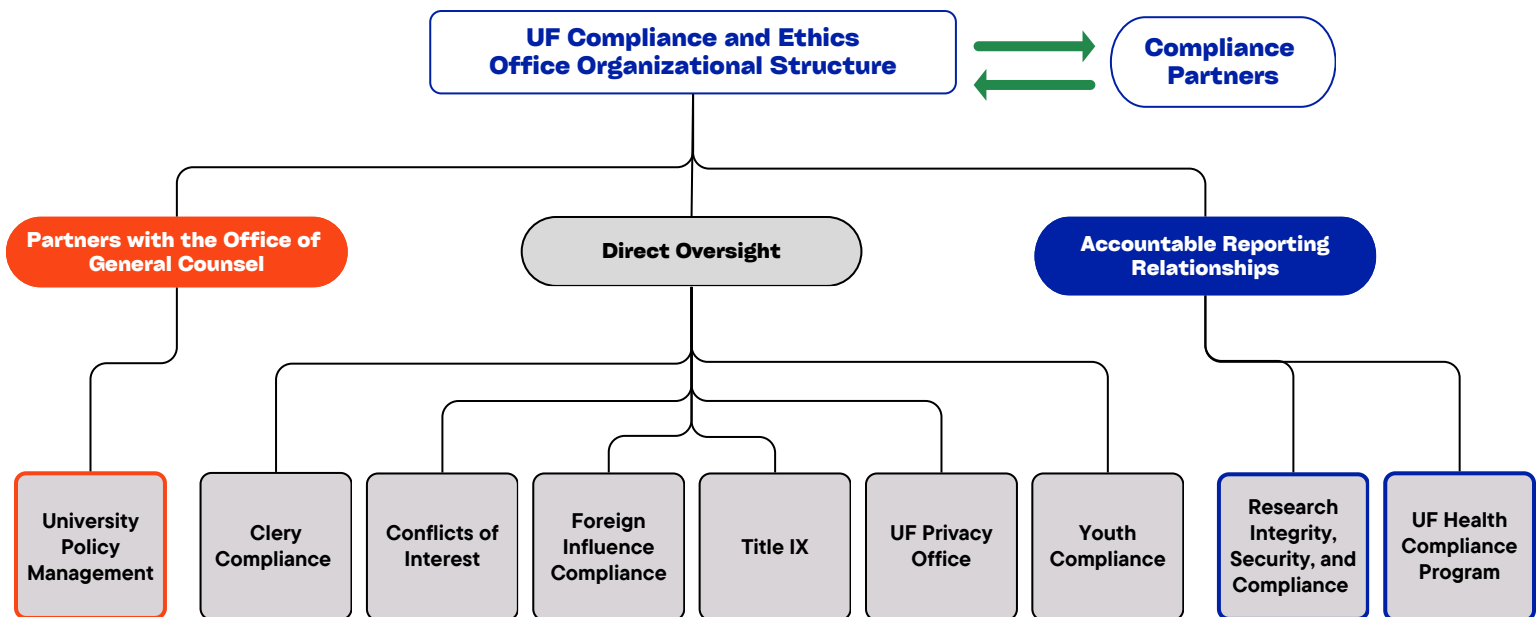
## B. UF BOT Audit and Compliance Committee

The UF BOT Audit and Compliance Committee (ACC) provides governance oversight for the Program and assists the BOT in ensuring compliance across the UF enterprise. Among other duties, the committee reviews significant compliance findings identified through compliance reviews, investigations, inquiries, or other means, approves any changes to the Program, and ensures failures in compliance or ethics are addressed through appropriate and consistent remediation measures. In addition to regular communication between the CCO and the ACC Chair, the CCO supports the ACC's compliance oversight work by keeping the Board Members informed of key compliance initiatives.

This fiscal year, the CCO and the BOT discussed topics including the UF Compliance and Ethics Program FY23 Annual Report, the UFCE Office Charter, and the ACC Charter reviews. In March of 2024, the CCO left the university and was recognized by the BOT for her outstanding service. The new CCO was introduced at the Board of Trustees meeting in June of 2024.

## C. Affiliated Legal Entities Boards of Directors' Committees

The UF Health Vice President and Chief Compliance and Privacy Officer reports directly to the Audit and Compliance Committee chairs of the various hospital and health system Boards of Directors. The UF CCO participates in regular meetings of these Boards.

**Audit and Compliance Committees of the Boards of Directors for UF Health Shands (UFHS), UF Health Jacksonville (UFHJ), and UF Health St. Johns (UFHSJ)**
These Committees provide a forum for UF Health Compliance and Privacy Services leadership to inform the Boards of significant compliance and privacy matters and obtain approval on items of significance (e.g., the annual Compliance Work Plan, Board-level policies and conflict of interest disclosures, and management plans for Board members and senior leadership). During FY24, the Committees met quarterly and fulfilled their oversight responsibilities relating to the following:

- Integrity of the financial statements,
- Effectiveness of the internal controls over financial reporting,
- Compliance with legal and regulatory requirements,
- Effectiveness of the risk assessment program, and
- Performance of internal audit and compliance functions.

**Audit and Compliance Committee of the Board of Directors for the Florida Clinical Practice Association, Inc. (FCPA)**

This Committee is responsible for FCPA-related matters including reviews and approvals of financial results, external audits, and the physician billing compliance services reports.

During FY24, the following topics were presented regarding the UF Health Gainesville College of Medicine Physician Billing Compliance Office activities: high-risk compliance issues, compliance services project updates, compliance audit findings, and the office's Compliance Work Plan (FY25) for approval.

## D. Other Compliance Committees and Workgroups Supporting UFCE

UF Compliance Partners worked this fiscal year with more than 50 compliance committees and workgroups that promote compliance and ethics efforts and support the Program. A subset of these committees is listed in the table below.

| Area | Name | Committee Purpose | Activities & Acomplishments |
|------|------|-------------------|------------------------------|
| Athletics (UAA) | Intercollegiate Athletics Committee | To monitor admissions and academic progress of all student-athletes; To monitor changes in NCAA and SEC rules | Completed data collection on study of former Gator student-athletes' post-graduation outcomes; Participated in events and gatherings of Gator student-athletes (e.g., welcome, SAAC meetings, graduation receptions); Conducted semesterly exit surveys of graduating student-athletes; Initiated revisions to graduating student-athlete exit survey; Provided annual report to UF faculty senate; Updated IAC website |
| Athletics (UAA) | Eligibility / Certification Team | To discuss and review the eligibility status of all current and incoming student-athletes | Met to ensure the certification of student-athletes for competition is transparent and fully vetted by all parties |
| Clery Compliance | State University System (SUS) of Florida Clery Workgroup | To discuss Clery related topics – UF's assistant Director for Clery Act Compliance serves as co-chair | Met quarterly |

# Other Compliance Committees and Workgroups Supporting UFCE (Continued)

| Area | Name | Committee Purpose | Activities & Acomplishments |
|------|------|-------------------|----------------------------|
| Clery Compliance | Alachua County Coalition for Sexual Violence | To discuss topics around sexual and relationship violence, specifically related to Alachua County with various county professionals | Met monthly |
| Conflicts of Interest (COI) | Provost's Advisory Committee | To serve in an advisory capacity to the Provost by reviewing outside activity disclosure requests and making recommendations for the Provost to approve or disapprove | Convened on an ad hoc basis to fulfill its role of reviewing outside activities per the UF COI Policy |
| Conflicts of Interest (COI) | Huron COI 10 Implementation Project | To define enterprise requirements and customize the new Huron COI 10 software to meet the specific needs of UF; To ensure that the software was aligned with institutional requirements facilitating a smoother transition and effective management of COI across the UF | Played a key role in the early stages of the Huron COI 10 Implementation project, collaborating with various stakeholders, including the Office of Research; Defined requirements and customized the Huron COI 10 software to align with institutional needs |
| Environmental Health & Safety (EH&S) | UF Scripps Florida Radiation Safety Committee | To ensure compliance with the FL Department of Health (DOH) Bureau of Radiation Control requirements for the registration and safe use of high powered (Class 3B & 4) lasers and laser systems | Reviewed the use of radioisotopes in research in their annual meeting |
| Environmental Health & Safety (EH&S) | UF Fire Safety Clery Act | To ensure statistics for fires occurring in UF campus housing are accurately reported in the Federal required Clery Report | Collected data from fire alarm reports on campus and off campus facilities across the state; Provided 2023 Annual Fire Safety Report information |
| Environmental Health & Safety (EH&S) and UF Research | Institutional Biosafety Committee | To ensure compliance with the National Institutes of Health's (NIH) guidelines for research involving recombinant nucleic acid molecules | Onboarded new committee members; Approved 200 projects and amendments |

# Other Compliance Committees and Workgroups Supporting UFCE (Continued)

| Area | Name | Committee Purpose | Activities & Acomplishments |
|---|---|---|---|
| Human Resources (UFHR) | SB 266 Workgroup | To facilitate the implementation of HB 266 at the university level | Worked with stakeholder groups to bring programs into compliance with the new legislation |
| Human Resources (UFHR) | UF Affirmative Action/Equal Employment Opportunity Officer Meetings | To discuss ongoing issues | Met bi-weekly |
| Human Resources (UFHR) | Drug Free Schools and Communities Act Biennial Review Committee | To certify and report on the adoption and implementation of an alcohol and other drug prevention program for students and employees in accordance with federal regulation – [The Drug and Alcohol Abuse Prevention Program (DAAPP) is produced by interdisciplinary partners from GatorWell, UFHR, University Athletic Association, the Division of Student Life, Student Conduct & Conflict Resolution, University of Florida Police Department, and UF Compliance and Ethics.] | Reviewed institutional policies related to drug and alcohol abuse prevention along with local, state, and federal laws related to drugs and alcohol; Contributed information regarding prevention programs and interventions, sanctions, and health risks; Published the DAAPP and notified the UF community of its availability on 10/16/2023 |
| Information Technology (UFIT) | Information Security Advisory Workgroup | To assist with advising on policies, standards, and priorities in support of the university's mission and business goals | Reviewed and recommended revisions to 3 policies and associated standards |
| Research - IACUC | Institutional Animal Care & Use Committee (IACUC) | To ensure the welfare of animals used in research | Repeated committee member review and nomination process for new members resulting in the appointment of one new member; Completed AAALAC re-accreditation site visit (with full accreditation status awarded in July 2024); Worked with EH&S to transition safety to review of animal protocols to their unit |

# Other Compliance Committees and Workgroups Supporting UFCE (Continued)

| Area | Name | Committee Purpose | Activities & Acomplishments |
|---|---|---|---|
| Research - IRB | Institutional Review Boards (IRB) | To protect the rights and welfare of participants in clinical trials and other human subjects research studies | Partnered with the federal Office of Human Research Protections (OHRP), U. of Miami, and Johns Hopkins to host a Research Community Forum; Worked with COTA leadership to develop a research mentoring program for UF students; Implemented chat functionality on website for researchers to real-time chat with IRB experts; Participated with national working groups on how to handle AI and Single IRB (sIRB) review |
| Research - RISC | Research Misconduct Working Group | To review current research misconduct cases reported by the RISC Director to coordinate personnel and other actions | Met on a regular basis |
| Title IX | Working Group with UFHR | To ensure consistent collaboration and appropriate handling of cases, Title IX and UFHR meet and consult regularly. | Weekly and as-needed |
| UF Compliance Program | Core Compliance Committee (Pending) | To guide, advise, and support the Program's ongoing efforts; to foster a culture of compliance and accountability throughout the UF enterprise and within each member's areas of responsibility; to lend institutional knowledge, subject-matter expertise, and dedicated efforts to the Program | Continued preparation and strategic planning for the launch of this new committee in FY25 |
| UF Health Compliance & Privacy (Hospitals) | UF Health Shands (UFHS) Core Policy and Procedure Committee | To review, revise, and ultimately approve, entity-level policies for all of UF Health Shands (UFHS) | Met monthly and revised and approved 90 core policies, including those related to implementation of new regulations and implementation and operations of the new remote location of Shands hospital, Ocala Neighborhood Hospital |

# Other Compliance Committees and Workgroups Supporting UFCE (Continued)

| Area | Name | Committee Purpose | Activities & Acomplishments |
|------|------|-------------------|----------------------------|
| UF Health Compliance & Privacy (Hospitals) | UF Health Shands (UFHS) 340B Compliance Committee | To provide a forum for the Pharmacy Department to report 340B regulatory, policy, and financial updates: To assist in oversight of 340B compliance at UF Health  Shands (UFHS) | Met quarterly to discuss regulatory updates, legislative proposals, 340B drug costs and cost savings data for UFHS, and 340B audit outcomes conducted internally by UFHS pharmacy staff |
| UF Health Compliance & Privacy (Hospitals) | UF Health Jacksonville (UFHJ) Patient Rights & Responsibilities Committee | To oversee the protection of the rights and  responsibilities of patients by reviewing and revising applicable policies, monitoring processes for patient complaints, and monitoring applicable regulatory developments | Redesigned its structure to increase interdisciplinary communication in order to identify opportunities surrounding patient rights and responsibilities that are specific to each discipline; Reviewed the Patient and Visitor Guide; Created risk tracker to promote more accurate and specific data in Risk Management |
| UF Health Compliance & Privacy (Physician Billing-Jacksonville) | Compliance Committee | To coordinate and share information on organization compliance activities with clinical department compliance leaders and key practice plan representatives | Met each quarter to discuss results of monitoring reviews, HIPAA updates, fraud in the news, creation of policies pertaining to billing, and regulatory changes |
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Routine monthly meetings | To discuss various College of Medicine (COM) Physician Billing Compliance related issues with the CEO for UF Health Physicians and Physician Billing Compliance leadership | Received support for compliance initiatives and actions from UFHP CEO to maintain and enhance UFHP's participation with the compliance program |
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Audit exit meetings | To review the results of the routine annual and new provider audits with Compliance Representatives or Chairs in each clinical department and PBC staff | Addressed corrective actions as applicable |

# Policies and Standards of Conduct

The university has established standards of conduct, regulations, and policies to prevent and detect non-compliance and set expectations for ethical conduct.

## A.   Standards of Conduct

Standards of Conduct for UF and its community are discussed in multiple documents as listed below:

- The UF Employee Handbook

- The Student Honor Code and Student Code of Conduct

- Various unit and industry-specific codes of conduct, as applicable and adopted by UF units (such as the  UF Health Codes of Conduct; the Code of Ethics for Internal Auditors; the American Institute of Chemical Engineers Code of Ethics; and the  Code of Professional Ethics for Compliance and Ethics Professionals

- The Florida Code of Ethics for Public Officers and Employees (Chapter 112, Part III, Florida Statutes)
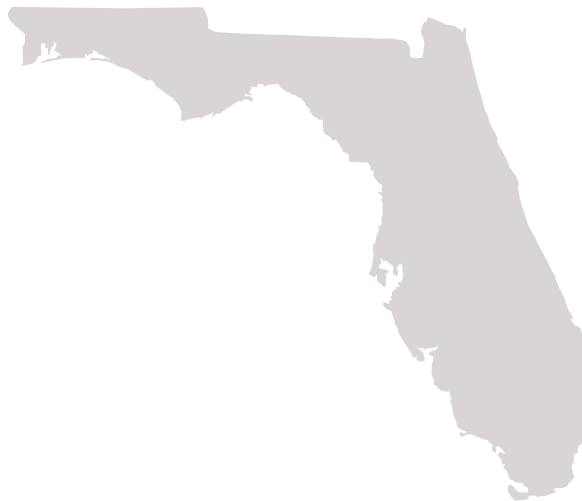
## B. UF Regulations

University Regulations are official directives of general applicability that are required by federal or state laws, by Florida Board of Governors regulations, or as otherwise deemed necessary and appropriate by the UF Board of Trustees. Regulations must be approved by the UF Board of Trustees. Regulations provide the broader framework under which UF Policies may be created. UF Regulations are housed on the UF Regulation and Policy Hub.

The following amended or repealed regulations were approved in FY24:

### Amended UF Regulations

- UF Regulation 3.020 Procurement – Finance - 12/8/23
- UF Regulation 3.074 Construction; Evaluations of Professional Services Providers, Design-Builders, Construction Managers and Contractors; Disqualification Procedure – Business Affairs 6/13/24
- UF Regulation 4.040 Student Honor Code and Student Code of Conduct – Student Life – 12/8/23
- UF Regulation 7.010 Faculty Evaluation – Academic Affairs – 12/8/23

### Repealed UF Regulations

- UF Regulation 3.070: Construction; Acquisition of Professional and Design/Build Services – Business Affairs – 6/13/24
- UF Regulation 3.071: Construction; Acquisition of Construction Management Services – Business Services – 6/13/24
- UF Regulation 3.072: Construction; Construction Contract Bidding and Award (Contractor) - Business Services – 6/13/24
- UF Regulation 3.073: Construction; Bid Protests (Contractor Only) - Business Services – 6/13/24
- UF Regulation 3.075: Construction; Procedures for Payment under Unbonded Construction Projects – Business Affairs – 6/13/24
- UF Regulation 3.076: Construction; Procedures to Contract for Construction Services – Business Affairs – 6/13/24

## C.  UF Policies

UF Policies are official directives that establish clear standards of organizational and individual conduct in compliance with applicable laws and regulations and are deemed necessary and appropriate by UF leadership. UF Policies apply university-wide (as opposed to college or unit internal policies), and all faculty, staff, students, volunteers, vendors, and visitors to campus are expected to comply with applicable UF Policies. A UF Policy may expand on the framework in a UF Regulation but may not conflict with a UF Regulation.

The university has charged staff from the Office of Compliance and Ethics and Office of the General Counsel with defining, implementing, and overseeing the policy development process and maintaining a central repository of University Policies and Regulations. This group, called the University Policy Group (UPG), assists faculty and staff in developing new policies and revising existing policies as per the newly revised Policy on Policies, 8-001. UF policies are also housed on the Regulation and Policy Hub.

The following UF Policies are representative of new, amended, or rescinded policies UF Compliance Partners and others worked on this fiscal year:

### New, Amended, or Rescinded UF Policies

- Policy 4-004 GatorOne ID – Business Affairs – Amended 9/7/23
- Policy 4-012 Environmental Health and Safety – Business Affairs – New – 8/3/23
- Policy 16-003 Registered Student Organization Classification and Officer Eligibility – Student Life Amended 12/11/23
- Policy 11-001 Aid-A-Gator – Human Resources – Rescinded 1/1/24
- Policy 11-006 Courtesy Faculty – Human Resources – Amended 10/24/23
- Policy 11-029 Volunteers – Human Resources - Amended 10/24/23
- Policy 11-033 Post-Retirement Volunteer Services – Human Resources – New 12 /1/23
- Policy 11-034 Offboarding University Employees – Human Resources – New 11/15/23
- Policy 14-005 Licensing of Private Remote Sensing Systems – RISC – New 4/25/24

# D.  Operational Units Internal Policies, Procedures, or Guidelines

Subject to certain parameters, colleges, departments, and other operating units may establish their own policies, procedures, and operating guidelines that are more specific and granular than university policies. Such policies, procedures, or guidelines may not contradict, undermine, or relax the standards of University Regulations or Policies. They may, however, be more restrictive than University Regulations or Policies, unless such restriction is prohibited by University Policy or leadership.

The following list of departmental policies, procedures, or guidelines represents a selection of efforts Compliance Partners have taken this fiscal year to continue to ensure consistency with compliance requirements and best practices.

| Area | Document Name | New or Amended | Date | Purpose of Document or Revision |
|---|---|---|---|---|
| Athletics (UAA) | UAA Compliance Policies and Procedures Manual | Amended | Oct-23 Jan-24 | To update it as part of an annual review based on changes in NCAA/SEC legislation and UF/UAA policies – [This manual outlines NCAA, SEC, UAA and UF policies related to compliance.] |
| Athletics (UAA) | UAA Travel Policy Manual | Amended | Oct-23 | To update it as part of an annual review based on changes in NCAA/SEC legislation and UF/UAA policies – [This manual outlines travel policies guided by NCAA, SEC, UAA and UF guidelines.] |
| Conflicts of Interest (COI) | UF Staff Handbook update | Amended | Feb-24 | To update the conflict of interest sections in the UF Staff handbook |
| Financial Stewardship (CFO Division) | Business Entertainment Directive | Amended | Feb-24 | To provide clarified guidance on allowable business entertainment activities |
| Environmental Health & Safety (EH&S) | Green House Safety Program | New | Mar-24 | To establish minimum safety standards for greenhouses, grow houses, and grow chambers affiliated with the university (Grow houses/chambers are small structures/buildings where specialized crops are grown under controlled conditions) |

# Operational Units Internal Policies, Procedures, or Guidelines (Continued)

| Area | Document Name | New or Amended | Date | Purpose of Document or Revision |
|---|---|---|---|---|
| Environmental Health & Safety (EH&S) | Chemical Hygiene Plan Training | Amended | Oct-23 | To update existing material in compliance with OSHA Lab Standard 29CFR1910.1450 |
| Financial Stewardship (CFO Division) | Business Entertainment Directive | Amended | Apr-24 | To provide clarified guidance on allowable business entertainment activities |
| Financial Stewardship (CFO Division) | Antifraud Framework | Amended | Feb-24 | To enhance program design and objectives for the antifraud framework and expansion of the university's fraud risk management program |
| Foreign Influence Compliance | Foreign Gifts and Contracts (FGC) Reporting Process & FAQs | Amended | Mar-24 | To align with the new federal Foreign Gifts and Contracts FAQs released on 11/29/23 - the new information was communicated to all impacted and the FAQs were also posted on the UFCE website |
| Human Resources (UFHR) | UF Staff Employee Handbook | Amended | Complete update expected Fall 2024 | To modernize and update the content and layout of the UF Staff Employee Handbook |
| Human Resources (UFHR) | Countries of Concern | New | Aug-24 | To modify application process to include screening for domicile address |
| Human Resources (UFHR) | Research/Research Support - Foreign Influence Bill | New | Aug-24 | To modify application process to include screening for domicile address |
| Information Technology (UFIT) | Audit and Logging Policy | Amended | Jun-24 | To include minor administrative revisions |

# Operational Units Internal Policies, Procedures, or Guidelines (Continued)

| Area | Document Name | New or Amended | Date | Purpose of Document or Revision |
|---|---|---|---|---|
| Information Technology (UFIT) | Auditable Events and Record Content Standard | Amended | Jun-24 | To clarify that audit records should be created for account changes and deletions in addition to creations |
| Information Technology (UFIT) | Authentication Management Policy | Amended | Jun-24 | To include minor administrative revisions |
| Information Technology (UFIT) | Password Complexity Standard | Amended | Jun-24 | To require Multi Factor Authentication (MFA) for all users and apply a 365-password change interval consistently across all password levels |
| Information Technology (UFIT) | Remote Access Policy | Amended | Jun-24 | To include minor administrative revisions |
| Information Technology (UFIT) | Remote Access Standard | Amended | Jun-24 | To specify that Gatorlink accounts and MFA are required for remote access authentication, and to add EduVPN as an approved remote access method |
| Research - IRB | IRB Policy HRP-193 (IRB-01 as the NFSG VA Medical Center Affiliate IRB) | Amended | Oct-23 | To address VA regulatory updates |
| Research - IRB | Guidelines | Amended | Various Dates | To update multiple guidelines including: "Research involving Alachua County Public School students, faculty, or facilities", "Ancillary reviews", and "Assent of Children" to name a few - guidelines are documents describing local considerations designed to help researchers and IRB on various topics |

# Operational Units Internal Policies, Procedures, or Guidelines (Continued)

| Area | Document Name | New or Amended | Date | Purpose of Document or Revision |
|---|---|---|---|---|
| UF Health Compliance and Privacy (Hospitals) | Contract Review and Approval Policy for UF Health Jacksonville (UFHJ) | Amended | Jul-23 | To adopt the UF Health Shands (UFHS) process for reviewing vendor's edits to the BAA template by privacy |
| UF Health Compliance and Privacy (Hospitals) | UF Health Non-Retaliation and Non-Retribution for UF Health St. Johns (UFHSJ) | Amended | Mar-24 | To adopt the UF Health system-wide policy which protects covered persons who report concerns in good faith from retaliation or retribution |
| UF Health Compliance and Privacy (Hospitals) | UF Health Compliance Concern Reporting Policy for UF Health St. Johns (UFHSJ) | Amended | Mar-24 | To adopt the UF Health system-wide policy which provides guidance and mechanisms for reporting wrongdoing or compliance concerns |
| UF Health Compliance and Privacy (Hospitals) | UF Health Conflict of Interest Policy for All Hospitals | Amended | Jun-24 | To include UF Health St. Johns (UFHSJ) in the adoption of UF Health system-wide policy regarding conflicts, including staff's duty to disclose |
| UF Health Compliance and Privacy (Hospitals) | UFH Internal Controls Policy for UF Health Central Florida Health (UFHCF) and UF Health St. Johns (UFHSJ) | New | Sep-23 | To provide guidance to all levels of management who are responsible and accountable for the design, implementation, and maintenance of Internal Control processes |
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Teaching Physician Attestations aligned with regulatory changes | New | Jun-24 | To develop the same policy for Gainesville and Jacksonville for consistency on both campuses |

# Operational Units Internal Policies, Procedures, or Guidelines (Continued)

| Area | Document Name | New or Amended | Date | Purpose of Document or Revision |
|------|---------------|----------------|------|----------------------------------|
| UF Health Compliance & Privacy (Physician Billing-Jacksonville) | The Use of the "KX" Modifier for Gender Specific Procedures | New | Jul-23 | To specify when the modifier is to be used to identify services for Transgender, Ambiguous Genitalia, and Hermaphrodite patients in addition to its other existing uses |
| UF Health Compliance & Privacy (Physician Billing-Jacksonville) | Global Compliance Issues Refund Process | Amended | Apr-24 | To document how refund checks should be sent with the appropriate information in a timely manner |
| UF Health Compliance & Privacy (Physician Billing-Jacksonville) | Usage of Copy Paste, Copy/Forward and Prepopulated Narrative Functionality in Provider Notes in the Electronic Medical Record | Amended | Mar-24 | To provide guidance on the use of copy functionality when documenting in the Electronic Health Record, to align with the Office of the Inspector General and the Medicare Administrative Contractor's view on copy/paste and template use |
| UF Privacy | Navigator Data Guidance | New | Jul-23 to Jun-24 | To create guidance as to what data can be used in the Navigator in collaboration with Information Security |
| Youth Compliance | Multiple Youth Compliance Activities checklists | New | Mar-24 | To serve as a procedural guide supporting the youth activity requirements outlined in the Youth Compliance & Child Abuse Reporting Policy |

## E.  Legislative Activities

In addition to taking steps to ensure compliance with legal and regulatory requirements, UF senior leaders and Compliance Partners collaborate with federal and state officials to provide feedback on new or existing laws or regulations. This feedback often pertains to the impact of these laws or regulations on institutions of higher education, such as UF, and may include creating impact reports or meeting with officials who request assistance. Examples of these legislative activities include, but are not limited to:

- The CCO collaborated closely with the Office of General Counsel and UF Research to develop a compliance plan in accordance with Fla. Stat. 288.860 concerning regulations on countries of concern. They convened a working group of key offices to determine the implementation strategy for compliance.

- The CCO also worked with the Florida Board of Governors (BOG) on interpreting the foreign gifts and contracts reporting regulations and analyzing a complex scenario regarding the country to which a foreign transaction should be attributed.

- The Clery Compliance Assistant Director is a member of the National Association of Clery Compliance Officers and Professionals (NACCOP) Federal Relations Committee. On July 27, 2023, the Committee met to provide feedback on antihazing legislation. The feedback solicited during this meeting was submitted to U.S. congressional staffers who were actively drafting antihazing legislation that would impact higher education institutions.

- The UF Health Senior Director of Privacy collaborated with UF and UF Health attorneys to update the Business Associate Agreement (BAA) template in accordance with the Florida state law prohibiting the storage of Protected Health Information (PHI) at offshore locations.

# Communications and Reporting

The Program ensures UF effectively communicates its expectations for all employees and takes reasonable steps to disseminate its policies, standards, and other aspects of the Program. Further, the Program ensures UF maintains and publicizes a system to report or seek guidance regarding potential misconduct, non-compliance, or unethical conduct.

# A. Communications

UFCE and its Compliance Partners utilize a wide-array of internal communication (e.g., newsletters, alerts, and e-mail reminders) and external communication (e.g., social media, YouTube, and websites) to share and receive compliance-related information throughout the UF community. A few key examples of how Compliance Partners shared information, increased compliance awareness, and communicated important information in FY24 are identified below:

## Publications:

**Environmental Health and Safety: _EH&S Newsletter_**
EH&S publishes the EH&S Newsletter, providing updates on safety-related information, innovative programs, and training opportunities across various health and safety topics. Distributed quarterly in March, June, September, and December, the newsletter reaches over 20,000 faculty, staff, and students across the State of Florida.

**Financial Stewardship (CFO Division): _The Spreadsheet_**
The CFO Division will soon start publishing The Spreadsheet, a new monthly newsletter to centralize and consolidate division news and guidance for employees across the institution.

**Human Resources (UFHR): _UF at Work_**
UFHR Office of Communications and Worklife publishes UF at Work, an online bi-weekly e-newsletter for UF faculty and staff. The publication aims to inform the campus community about current issues pertaining to employees' work-life at UF. Among articles published for FY24, the following topics were included: maintaining a drug free workplace, FMLA , artificial intelligence, Safety Awareness Month, compliance Learn Over Lunch events, impacts of cyberattacks, ADA training, and more.

**Information Technology (UFIT): _UFIT News_**
UFIT publishes the UFIT News. This fiscal year, 47 articles were published in UFIT News and various other publications or communication channels such as UF at Work and UF Health communications channels. Multiple topics were covered such as restricted data retention and destruction, phishing, ransomware, risk assessment process, and cyberattacks.

**Research Institutional Review Board (IRB): _IRB Newsletter_**
IRB distributed monthly newsletters providing various updates. This fiscal year, some of the topics were Protected Health Information (PHI) vs. Personally Identifiable Information (PII); IRB two-minute videos; Deviation and Adverse Events Log Tips; and Study Records Retention.

**UF Compliance and Ethics (UFCE): _The Compliance Gazette_**
UFCE publishes the Compliance Gazette on a quarterly basis offering updates across all compliance program areas. Multiple Compliance Partners and Liaisons (e.g. , EH&S, COI Program, Youth Compliance, Finance and Accounting, Clery, Privacy, and Business Affairs) contributed this year to the _Compliance Gazette_ on topics such as the Anti-fraud Framework, UFCE Professional Ethics Series, the European Union General Data Protection Regulation (GDPR), and the Compliance Superstars.

# Alerts / Messaging

**Athletics (UAA)**
UAA distributes weekly reminders to staff to be added to each department's weekly meeting agenda on topics such as sports wagering, time management, social media, former student athletes, and head coach responsibilities. Twelve updates to NCAA/SEC legislations were also distributed during this fiscal year.

**Clery Compliance**
The Clery Program, in collaboration with UFPD, sent 16 Timely Warnings this fiscal year. In addition, UFPD sent out 15 Emergency Notifications. Clery requires that institutions of higher education (IHEs) send Timely Warnings in the event of a serious or continuing threat that is a Clery crime, occurred on Clery geography, and that was reported to local law enforcement or a CSA. The Clery Act also requires IHEs to send Emergency Notifications in the event of a significant emergency or dangerous situation that is occurring on campus and involves an immediate threat to the health or safety of students, faculty, and staff.

**Environment Health & Safety (EH&S)**
The EH&S Associate Director for Occupational Safety and Risk Management and the Instructional Designer and Training Coordinator participate in monthly Business Affairs Communication Team meetings to collaborate within Business Affairs and disseminate information to the campus community.

**Information Technology (UFIT)**
UFIT Communications Team (IT-Comm) follows the guidance provided by UF's Information Security Office (ISO) to support outreach needs through customized messaging tailored to campus stakeholders. For example, IT-Comm supported the ISO's semesterly information security messaging campaign sent directly to more than 90,000 faculty, staff, and students.

**Research Institutional Review Board (IRB)**
The IRB distributes ad hoc updates via the IRB listserv (IRBMAIL-L@lists.ufl.edu). Examples of topics covered this fiscal year included Brown Bag training sessions, new investigator guidelines, advertising and recruiting for research participants, and clinical trial registration basics. Communications are archived here.

**Financial Stewardship (CFO Division)**
The CFO Division distributed their annual Fraud Awareness reminder in June to communicate the importance of employees acting as responsible stewards of the university and communicating fraud concerns.

**UF Health Compliance & Privacy**
This fiscal year, UF Health Compliance & Privacy Services continuously monitored regulatory updates and industry enforcement activity and communicated compliance topics to the workforce through 134 FYI/alerts, articles, questionnaires, publications, and website postings. Topics presented included Medicare Hospital Outpatient Prospective Payment System (OPPS)

Final Rules, Office of the Inspector General (OIG) Workplan updates, Recovery Audit Contractors (RAC) Approved Issues, Drug Testing Edits and Gifting reminders. Additionally, UF Health College of Medicine Physician Billing Compliance periodically communicated compliance related matters internally and college-wide topics such as the Department of Justice announcements. The office also shared Medicare Compliance Publications to keep providers up to date with Medicare requirements.

# Website Enhancements:

**Financial Stewardship (CFO Division)**
The CFO Division redesigned all their websites (CFO, F&A, and Procurement) to consolidate and clarify directives, procedures, expectations and provide better user experience to facilitate compliance. The division also re-established the Enterprise Analytics TEAM to promote a reporting community of practice and facilitate better communication and comprehension of financial reporting tools and information. In addition, a Finance Hub was implemented in Salesforce as a centralized communication and ticketing system to facilitate centralized review/monitoring of reporting/communication needs.

**Human Resources (UFHR)**
UFHR launched two new UFHR websites in FY24. The UF Human Resources website serves as the primary source of information for current employees, while the UF Administrators website provides resources for employees in administrative, managerial, or leadership roles. A website improvement group comprising more than 600 UF faculty, staff, and leadership provided vital feedback throughout the redesign process to help inform UFHR efforts.

**Research Institutional Review Board (IRB):**
The IRB also enhanced their website. For example, the Investigator Guidelines webpage now lists the documents in a table format with keywords for easier searching by users and indexing by search engines. IRB also collaborated with UF IT to create a "chat button" that enables visitors to live chat with IRB staff.

**Research Integrity, Security, & Compliance (RISC):**
RISC enhanced their website by adding a dedicated section for Research Security, which includes International Engagement and Export Controls. Updates to the website provided units with detailed instructions and FAQs on using the International Scholar Visit portal in an effort to ensure compliance with Florida law.

**UF Privacy Compliance Office**
Completed numerous website enhancements (privacy.ufl.edu).

**UF Health Compliance & Privacy:**
The UF Health Privacy website was updated to include guidance documents on maintaining the confidentiality of paper PHI and BAA templates for all UF Health Covered Entities. The website was

also updated with UF Health Jacksonville's (UFHJ) new email address for reporting privacy incidents/violations, which was changed from HIPAA@jax.ufl.edu to privacy@jax.ufl.edu to help standardize the naming convention used for privacy team emails.

# Other Communication Methods

**Information Technology (UFIT): Social Media Messaging/You Tube Videos/Cyber Bowl Event**
The Information Security Office (ISO) collaborates with UFIT's communications team (IT-Comm) to educate and increase the university community's awareness of information security topics. The ISO and IT-Comm meet weekly to plan messaging on four social media channels and organize awareness events, with an additional monthly meeting to review the ongoing trends in UF's information security landscape and develop primary message themes. The combined number of information security-focused social media posts on Facebook, Instagram, and X for FY24 is approximately 140. UFIT also published 6 YouTube videos in FY24 focusing on information security and held an information security event, the 2023 Cyber Bowl.

**Conflicts of Interest (COI): UFOLIO Notification System/Delinquency Notice Process**
The Conflicts of Interest Program managed UFOLIO's comprehensive notification system to ensure faculty and staff maintain compliance with institutional, state, and federal disclosure requirements. The team also managed and maintained a delinquency notice process by providing internal compliance reports to various departments/colleges both ad hoc and on periodic basis.

**Environmental Health and Safety (EH&S): Social Media Messaging**
EH&S Social Media Committee continued to advance and expand communication of safety related topics and started a more robust social media presence aimed at EH&S activities. The four pillars highlighted include: Learn, Our Team, Our Partners, and Engage. EH&S accounts with Facebook, Instagram, and X (formerly Twitter) were created. Communication can be sent to communication@ehs.ufl.edu to share, collaborate articles, photos, or ideas.

**Human Resources (UFHR): Letterhead**
UFHR's letterhead promotes equal opportunity by including the footer: *An Equal Opportunity Institution.*

**UF Health Compliance and Privacy: Tip Sheets**
UF Health Compliance and Privacy Services provided tip sheets to multiple departments and facilities, covering topics such as What We Do and How to Contact Us. In addition, UF Health Physician Billing Compliance in Jacksonville worked with the IT department to develop a workflow tip sheet on new code G2211 (visit complexity inherent to evaluation and management services) and new code G0136 (administration of SDOH risk assessment).

**Athletics (UAA): Certification of Compliance Form & Handouts**
UAA uses a Certification of Compliance Form which was sent to all employees in FY24. This annual reporting confirms coaches and staff members' knowledge of and adherence to NCAA rules. In addition, handouts were developed to simplify rules in an easy to read/understand format and were distributed during meetings or events.

# Examples of Communications

## B. Reporting

Guidance on the appropriate reporting channels is available on the UFCE website and the UF Human Resources Options for Reporting Concerns and Filing Complaints page.

## UF Reporting Channels

Employee Relations · General Counsel · Internal Audit · Subject Matter Experts*

Supervisors · UF Compliance and Ethics · UF Compliance Hotline

*Subject Matter Experts include UFPD, Title IX, ADA, Clery, RISC, COI Program, Youth Compliance, Offices of the Ombuds, etc.

## The UF Compliance Hotline

The UF Compliance Hotline is a 24-hour, 7 days-a-week resource for reporting potential legal, policy, or ethical conduct violations or concerns. Reports may be submitted through an online portal or by calling (877) 556-5356. Individuals submitting reports have the option to provide their names or to report anonymously. The hotline is promoted on multiple UF websites to ensure awareness and accessibility.

Regardless of the mechanism used for reporting, the university protects UF employees making reports and participating in investigations from retaliatory action. University protection from retaliation in the workplace is publicized in various publications, including the UF Employee Handbook, the Processes for Complaints of Fraud, Waste, Abuse, or Financial Mismanagement Regulation 1.500; and the Research Integrity Policy.

UFCE leadership revised the protocol for the compliance hotline process to improve consistency in follow-up and remediation efforts. The new structure was implemented in mid-June.

## The UF Health Compliance Hotline

UF Health uses its own distinct compliance hotline, which also allows reporters to maintain anonymity. UF Health has also established a policy that prohibits retaliation against individuals who report concerns in good faith. This fiscal year, there were a total of 207 calls to the UF Health Compliance Hotline. The UF Health Compliance and Privacy Team provided the following statistics on those calls.

The calls were categorized as follows, 73 (35%) of the Hotline Cases were HR related issues, 48 (23%) were related to Privacy and/or Information Security, and 15 (7%) were related to Patient Experience.

The top three categories of HR Related Hotline Cases are noted below:

- Workplace Conduct – 42
- General HR Complaints – 13
- Discrimination & Harassment Allegations – 8

The total number of Hotline Calls by facility is as follows:

- UF Health Shands (UFHS) – 57
- UF Health Jacksonville (UFHJ) – 38
- UF Health Central Florida Health (UFHCF) – 61
- UF Health St. Johns (UFHSJ) – 13
- UF/UF College of Medicine – 38

UF Health Compliance Services provided new hotline posters this fiscal year to multiple departments to promote the availability of the UF Health Compliance Hotline.

# Training and Education

BOG Regulation 4.003 requires Board of Trustees members and UF employees to receive training regarding their responsibility and accountability for ethical conduct, as well as compliance with applicable laws and regulations. To increase awareness and understanding of these laws and the critical aspects of the Program, UFCE, its Compliance Partners, and other functional areas throughout UF offer a wide range of training on legal, regulatory, and ethical requirements.

## A.  Board of Trustees

Throughout each fiscal year, the CCO provides regular updates regarding the Compliance Program and at least one educational offering to the BOT. During this current reporting year, the CCO or other members of the UFCE staff delivered several updates and presentations.

Throughout the first part of the fiscal year, the CCO provided the BOT with regular updates on the Compliance Program's status, including key developments and significant compliance-related issues. Consistent communication ensured that the BOT remained engaged in the Program's oversight.

## B.  Compliance Training Modules

Compliance Partners and other functional units throughout UF create and implement specific compliance training modules supporting a law or regulation or work functions in different units. The following table highlights some of the training modules developed or led in FY24.

# Compliance Training Modules

| Area | Topic | Description or Purpose | Trained | Attendees |
|------|-------|------------------------|---------|-----------|
| Clery Compliance | Campus Security Authority Training | To follow the 2016 Clery Handbook annual training recommendation for those designated for this role (CSAs) – CSAs are required by the Clery Act | 5,000 – 7,000 approx. | All members of UFPD, all members of UF and UF Health security departments, individuals responsible for campus security (i.e., gate monitors), student organization advisors, officials of the university who have significant responsibility for student and campus activities, and Officials with Authority (OWAs) as designated by Title IX. Jointly designated by the Clery Program and Human Resources |
| Environmental Health & Safety (EH&S) | Hazardous Waste Management | To ensure compliance with EPA - this course covers hazardous waste management and safety best practices | 6,786 | All employees who generate or manage hazardous waste in labs and satellite areas on UF's main campus |
| Environmental Health & Safety (EH&S) | BBP General Audience | To ensure compliance with OSHA under 29 CFR 1910.1030 | 12,040 | All personnel handling human blood, tissues, primary human cell lines, and certain human body fluids, including principal investigators, nurses, physicians, laboratory workers, residents, students, and supporting personnel |
| Environmental Health & Safety (EH&S) | BMW Training | To ensure compliance with Florida Law (FL DOH, Chapter 64E-16 FAC | 7,770 | All UF faculty and staff who generate biomedical waste |

# Compliance Training Modules (Continued)

| Area | Topic | Description or Purpose | Trained | Attendees |
|------|-------|------------------------|---------|-----------|
| Environmental Health & Safety (EH&S) | General Biosafety | To ensure compliance with UF requirement to follow NIH and CDC Guidelines | 3,849 | Individuals working with or supervising work with synthetic/recombinant nucleic acids, infectious agents, and biological toxin |
| Environmental Health & Safety (EH&S) | Chemical Hygiene Plan Training | To ensure compliance with 29CFR1910.1450 Lab Safety Standard | 6,102 | UF Faculty, Staff, Students, Volunteers, and Visitors working in laboratory spaces and handling hazardous chemicals |
| Financial Stewardship (CFO Division) | Fiscal Responsibility for Leaders at UF (CFO400) | To gain a better understanding for UF leaders of their fiscal roles and responsibilities and how to enhance fiscal accountability | 240 | UF Leadership (Deans, Directors, Department Heads) |
| Financial Stewardship (CFO Division) | The Color of Money (PRO302) | To introduce UF's sources of funds along with accompanying rules/directives that govern how each type of moneys may be spent | 427 | UF Employees with fiscal responsibilities |
| Financial Stewardship (CFO Division) | Internal Controls at UF (PRO303) | To learn about internal control guidance and the role it plays in ensuring proper fiscal stewardship | 118 | UF Employees with fiscal responsibilities |
| Financial Stewardship (CFO Division) | UF Fraud Awareness (PRO338) | To help identify signs of fraud, waste, abuse and financial mismanagement and the appropriate ways to report such concerns | 166 | All UF Employees |
| Financial Stewardship (CFO Division) | Payment Card Security Awareness Training | To train on required policies, procedures and security measures to protect customer card information | 1,261 | Individuals with payment collection/processing roles and responsibilities |

# Compliance Training Modules (Continued)

| Area | Topic | Description or Purpose | Trained | Attendees |
|---|---|---|---|---|
| Financial Stewardship (CFO Division) | P-cards at UF: What Every P-card Holder Needs to Know | To provide P-card holders with guidance and resources on how to use a P-card appropriately - required training to obtain a P-card | 2,364 | P-card holders and approvers |
| Human Resources (UFHR) & Provost Office | Hiring at UF | To provide an overview of the hiring process and reviews the behaviors, attitudes, and stereotypes that can impact decisions at each stage - best practices and tools to use are discussed | 903 | Staff and faculty involved in the hiring process. Training expires in three years. Note: Training implemented 2/29/2024 to replace Faculty Search Committee Tutorial. |
| Human Resources (UFHR) | HR101: How to Stay Legal as a Manager or Supervisor | To provide a practical introduction and guide to fair and legal employment practices at UF covering the most pertinent laws and policies involving basic human resource practices and impacting our employees | 297 | One-time completion for managers and supervisors |
| Human Resources (UFHR) | Equal Employment Opportunity at UF: Laws and History | To provide an overview of the University of Florida's policies and expectations associated with EEO | 230 | One-time completion for faculty and staff interested in topic |
| Information Technology (UFIT) | Mandatory Annual Information Security Awareness Training | To provide information Security Awareness Training required by the Florida Board of Governors | 20,189 (staff) 24,111 (students) | Employees and students |
| Research - IACUC | Numerous | To address different types of research depending on what species or activities are involved | 8511 | Anyone utilizing specific species or utilizing specific activities in animal research. |

# Compliance Training Modules (Continued)

| Area | Topic | Description or Purpose | Trained | Attendees |
|---|---|---|---|---|
| Research - IACUC | AALAS-04155 | To provide required training for all animal users | 750 | Everyone engaged in animal research |
| Research - IRB | IRB803: basic IRB training | To cover important topics for conducting human research | 4,242 | Everyone engaged in human subjects research |
| Research - IRB | IRB850 | To cover topics limited to researchers conducting human research that meets "exempt criteria" under federal regulations | 91 | Anyone who has not taken IRB803 and is only engaging in "exempt" research |
| Research - RISC | Export Controls | To present basic information about export controls at UF from a faculty and staff perspective | 196 | College and unit administration; UF faculty project personnel for sponsored research |
| Title IX | Maintaining a Safe and Respectful Campus | To promote equal opportunity policies and practices to prevent sexual discrimination and harassment: To support UF's vision of an academic and work environment free of discrimination - UF requires completion of this online course | 21,256 | Every employee of the university (faculty; TEAMS/USPS; and all OPS) - this course is required within first 30 days of employment and must be retaken every 2 years |
| UF Compliance Program | Mandatory Compliance and Ethics Training "Doing your Part for the Gator Good" | To provide an overview of the Compliance Program and certain provisions of the FL Code of Ethics. This training is required by the Florida Board of Governors | 13,940 | All employees must take this training every two years |

# Compliance Training Modules (Continued)

| Area | Topic | Description or Purpose | Trained | Attendees |
|------|-------|------------------------|---------|-----------|
| UF Health Compliance and Privacy Services (Hospitals) | New Employee Orientation | To comply with CMS Mandatory Training Requirement | 6,851 | Required of all new hospital employees as part of onboarding |
| UF Health Compliance and Privacy Services (Hospitals) | Annual Compliance and Privacy Education | To comply with CMS Mandatory Training Requirement | 27,967 | Required of all hospital employees on a biannual basis (Spring/Fall) |
| UF Health Compliance and Privacy Services (Hospitals) | Targeted Compliance and Privacy Education Training | To increases awareness of current compliance and privacy matters | 774 | Open to role-specific UF Health employees, as applicable - for example, Compliance Services facilitated monthly webinars and the annual HCPro Bootcamp |
| UF Health Compliance and Privacy Services (Hospitals) | General Compliance and Privacy Training topics via My Training and HealthStream modules. | To increase awareness of compliance and privacy matters | 1,082 | Voluntary lessons open to all UF Health employees |
| UF Health Compliance and Privacy Services (Hospitals) | Privacy and Confidentiality | To provide basic training on protecting patient information including federal (HIPAA) and state privacy and security laws and regulations | 280 | Students in the College of Nursing  program |
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Annual Compliance Update Training | To provide billing compliance training for all billing related personnel | 5,334 | All members of COM faculty and staff involved in direct patient care |

# Compliance Training Modules (Continued)

| Area | Topic | Description or Purpose | Trained | Attendees |
|---|---|---|---|---|
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Annual Compliance Update Training | To provide general training for all other staff members | 2,571 | All members of COM & UFHP personnel who are not involved in direct patient care |
| UF Health Compliance & Privacy (Physician Billing-Gainesville) | Billing Compliance Training | To ensure new providers are aware of billing regulations | 182 | New providers hired within 90 days via zoom or in-person meetings |
| UF Health Compliance & Privacy (Physician Billing-Jacksonville) | New Provider Compliance Orientation | To ensure new providers are aware of billing regulations - newly hired providers are required to review key policies and procedures relating to compliance and acknowledge their responsibility to comply with the standards set forth in those documents | 242 | New UF COM-Jax Faculty, UFJPI Advanced Practice Professionals, and Contracted, Temporary Providers (i.e. Locum Tenens Providers) |
| UF Privacy | HIPAA | To provide HIPAA privacy training and general awareness | 24,489 | Available to all UF |
| UF Privacy | FERPA | To provide FERPA training | 12,619 | Available to all UF |
| Youth Compliance Program | Youth Protection Training | To present basic information of child safety, youth activities, and reporting child abuse | 5,402 | Faculty, staff, volunteers, and students who will engage with minors on behalf of the university |

# C. Educational Outreach and Other Types of Training

In addition to training modules, multiple educational events took place in fiscal year 2024 to enhance learning within the community. A subset of these activities and a few examples from the Compliance Partners are presented below.

**Athletics (UAA): Refresher Meetings/Compliance Attestations**
The UAA Compliance office met with various areas, such as communications, sports health, and tutors, to review rules specific to each area. The office also held their annual department wide compliance meeting (220 attendees) at the beginning of FY24 academic year. The purpose of the annual meeting is to review policies, procedures and compliance expectations. Each full-time staff member completed an attestation post-meeting that they had reported all violations of NCAA/SEC Rules that they committed or were made aware of. Other Back to Basics educational sessions were held throughout the year as a refresher of NCAA rules related to recruiting, playing season, financial aid, eligibility, and clinics. These sessions included all staff, all sports, and all teams.

**Clery Compliance: Personalized Educational Sessions**
The Clery Program provided personalized educational sessions for smaller groups such as all new officers in UFPD or UF Housing professional staff.

**Conflicts of Interest (COI): Various Events/Leadership Meetings**
The COI Program staff provided a virtual training session at the UF Advancement annual onboarding event for all personnel (about 150) on complying with UF outside activity disclosure requirements. The staff also delivered in-person presentations on outside activities and disclosure requirements at various other events such as at the UF Small Business Opportunity Fair, attended by approximately 50 UF purchasers and procurement personnel who engage with outside suppliers in new contracts. Another event was at the New Chair Orientation, where about 50 newly appointed chairs and chiefs for FY24 were present. A third event targeted around 30 UF Innovate-affiliated individuals and community members involved with the UF Innovate startup community. The COI Program engaged in discussions with COM Leadership regarding revision/revocation of the College of Medicine (COM) Industry COI Policy and COM Outside Competition policy. The COI Team also engaged with various deans' offices regarding complex disclosures or to advise on conflicts of interest matters.

**Environmental Health and Safety (EH&S): Safety Events**
EH&S held their annual Safety Month campaign in October of 2023 to promote Safety in various ways. The team hosted several tabling events around campus to promote a safety culture and communicate safety workplace principles. Events were held in Engineering, Reitz Union, Chemistry and Biomedical Science facilities. Hands-on experience and training were provided with a fire extinguisher simulator.

**Human Resources (UFHR): Office Hours/Webinar**
UF Human Resources and the General Counsel's Office held Zoom office hours on Fridays at 3:00pm by invitation to Deans and Associate Deans. The first meeting was held on January 5,

2024. The office hours provided an opportunity for college level administrators to bring questions regarding Fla. Stat. 288.860, BOG guidance, and their impacts on hiring at UF. A Family Medical Leave Act (FMLA) training webinar for faculty and staff was held on March 22, part of the Caregiver Support Workshop Series to raise awareness about FMLA and how it can benefit employees and their families. The series was promoted through UF at Work, social media and various UF websites and newsletters.

### Information Technology (UFIT): Presentations and Tabletop Exercises
The Information Security Office (ISO) also plays a prominent role in many CIO presentations developed throughout the academic year, including tabletop exercises, for which IT-Comm provides photos, graphic design material, and written copy.

### Research – IACUC/IRB/RISK: Brown Bag Sessions/In Person and Live Training
The IACUC discussed ethic matters and compliance during full committee meetings twice a month and on an as-needed basis with the attending veterinarian and IACUC Chair for emerging concerns. The IRB hosted virtual monthly Brown Bag sessions on topics such as Pregnancy Testing in Research, Auto-Determination Tools, Recruiting and Advertising for Research, and Clinical Trials to name a few. RISC gave in person and live virtual sessions to labs, graduate student classes and other interested groups on an overview of research integrity principles and research misconduct. RISC also provided in person and live virtual sessions to faculty and administrators tailored to their areas of oversight.

### UF Compliance and Ethics(UFCE): Learn Over Lunch Series/New Video Series
UFCE staff maintained a quarterly Learn Over Lunch educational series (via zoom), featuring different speakers on a wide range of compliance topics, including Florida Public Records, Ethics, FMLA, and Event Permitting on Campus. On average, between 150 to 200 individuals attended each session. In November, UFCE participated in the Compliance and Ethics Awareness Month by holding a Learn Over Lunch Ethics Series (4 sessions) where a variety of ethical issues and scenarios were discussed. Attendance ranged from 46 to 74. A survey sent to attendees showed the series was favorably received. UFCE staff also presented at different events across campus (e.g., the HR Forum, UF College of Medicine New Employee Orientation, Rec Sports Summer Camp Staff Orientation, and Student Life New Employee Orientation).   The team has also been developing content for the new Faculty Orientation which will be available in the fall.  Looking ahead, the Compliance and Ethics team is working on a new series of more engaging educational offerings (2 to 4 min) on a variety of topics in collaboration with Compliance Partners (e.g., EH&S, UFIT, COI Program, Clery). Employees will be able to take the tutorials at any time depending on their level of interest. These tutorials are planned for a spring 2025 implementation.

### UF Health Compliance & Privacy: Bootcamp Hosting/Walkthroughs/Audit Closing Conferences
UF Health Compliance and Privacy Services in Gainesville and Jacksonville organized a Compliance & Privacy Awareness Month to increase awareness of compliance and privacy matters. The team scheduled several onsite events, which were open to all UF Health and UF employees, staff, vendors, and visitors. The online Compliance Awareness Survey was launched

during this time to assess enterprise-wide awareness of the Compliance Program. Compliance awareness campaigns are done nationally each November. The team also hosted 24 training events with various departments for awareness, communication, continued education, guidance, and professional development. These events included multiple webinars. Additionally, UF Health Compliance Services hosted a live HCPro Medicare Bootcamp and a live Florida Compliance and Privacy Consortium. On the privacy side, the team provided updated privacy tip sheets to multiple departments during HIPAA Walkthrough Audits to promote safeguarding all forms of PHI. The UF Health Physician Billing Compliance Team in Jacksonville provided education to the UF College of Medicine and the University of Florida Jacksonville Physicians, Inc. (UFJPI) Revenue Cycle Managers during each of 17 scheduled audit closing conferences.

**UF Privacy**
Worked with the Integrated Data Repository (IDR) and others around the university and UF Health to create a new process that allows the sharing of images outside of the university.

**Youth Compliance: Consultations/Surveys/Summer Camp Visits**
This fiscal year, the Youth Compliance Program conducted 60 consultations with 150 stakeholders to discuss specific activities with minors. The program also conducted 8 Onsite Summer Camp Visits and distributed 47 post summer camp surveys where camp directors were given the opportunity to provide feedback on various youth compliance requirements such as registration, training, and child abuse reporting.

# Examples of Educational Outreach



Join the UFCE Learn over Lunch team and UF Business Affairs and Division of Student Life representatives to learn about UF's event permitting process on June 18, 2024.

# Risk Identification, Monitoring, and Auditing

Risk identification, regulatory reporting, monitoring and auditing activities are critical to the effectiveness of the UF Compliance and Ethics Program. UF continuously monitors and audits high-risk areas to effectively prevent and detect non-compliance. Additionally, UF has an external auditor evaluate the effectiveness of UFCE every five years.

## A.   Regulatory Reporting & Other Monitoring Activities

Many federal and state laws and regulations, as well as BOG regulations, include a reporting element to exercise oversight and ensure compliance. Compliance Partners produced multiple regulatory reports this fiscal year. A subset of these reports is listed in the table below.

| Area | Report | Regulation | Submitted | Description |
|---|---|---|---|---|
| Athletics (UAA) | Equity in Athletics Disclosure Act (EADA)Report | U.S. Department of Education HEOA (Public Law 110-315) | Oct-23 | Annual reporting on athletic participation, staffing, and revenues and expenses, by men's and women's teams – completed by our business and finance department with oversight from the senior woman administrator. |
| Athletics (UAA) | (Auxiliary) Intercollegiate Athletics Program | NCAA Constitution Article 2(D)(1)(c); NCAA Bylaw 20.2.4.17 [Division I members]; NCAA Bylaw 7.3.1.5.23.1 | Jan-24 | The NCAA requires institutions to have an independent public accountant review their revenues and expenses according to the NCAA Agreed Upon Procedures (AUP) Guidelines.This is an annual requirement for Division I members. Review was completed by James Moore. |
| Clery Compliance | Annual Security Report and Annual Fire Safety Report | 34 CFR Part 668.46(b), 34 CFR Part 668.49(b) | Sep-23 | Annual report distributed to the UF community that includes 3 years of crime and fire data, 116+ statements of policy regarding campus safety, and information on crime prevention programs. |

# Regulatory Reporting (Continued)

| Area | Report | Regulation | Submitted | Description |
|------|--------|-----------|-----------|-------------|
| Clery Compliance | Campus Safety and Security Survey | 34 CFR Part 668.46(c)(1), 34 CFR Part 668.49(c)(2) | Oct-23 | Submission of crime and fire statistics for all University of Florida campuses for reporting year 2022. |
| Clery Compliance | Drug and Alcohol Abuse Prevention Program | 34 CFR Part 86- Drug and Alcohol Abuse Prevention | Oct-23 | The DAAPP includes university policies and regulations related to drug and alcohol abuse prevention; local, state, and federal laws regarding drugs and alcohol; the health risks associated with the use of drugs and alcohol; the programs and intervention efforts provided by the university; and the disciplinary sanctions associated with violations of university policies and regulations. |
| Environmental Health & Safety (EH&S) | Environmental Protection Agency and Florida DEP to EH&S | EPA and FDEP Hazardous Waste Regulations | Jan-24 | EPA and FDEP inspection of EH&S hazardous waste facility and select hazardous waste generators on campus |
| Environmental Health & Safety (EH&S) | Drug Enforcement Agency and EH&S | Title 23 USC Controlled Substances Act | Jun-24 | DEA surveys of DEA registration holders conducted during the annual Lab Safety Surveys. |
| Environmental Health & Safety (EH&S) | Individual PIs | Florida Pharmaceutical Regulations | Jun-24 | Inspection of restricted pharmaceutical use. |
| Environmental Health & Safety (EH&S) | The United States Department of Agriculture's (USDA) & CDC Inspection Response | Federal Select Agent Program | Jan-24 | USDA & CDC inspection of areas where select agents are used. |

# Regulatory Reporting (Continued)

| Area | Report | Regulation | Submitted | Description |
|---|---|---|---|---|
| Environmental Health & Safety (EH&S) | Nuclear Materials Management and Safeguards System (NMMSS) | US Nuclear Regulatory Commission | Apr-24 | NMMSS is the U.S. government's official program to track movements, uses, and inventories of U.S. nuclear materials. |
| Financial Stewardship (CFO Division) | University Annual Financial Report | Annual requirement for audited financial statements; single audit for 2 CFR 200 | Apr-23 | Annual audited financial statements for the University of Florida. |
| Foreign Influence Compliance | Foreign Gifts and Contracts Report | HEA Section 117 & Florida Statutes Section 1010.25 | Jul-23 & Jan-24 | UFCE reported to the federal government and the state all foreign gifts and contracts meeting the threshold in a single or aggregate amount from the same foreign source. The report is required twice a year. |
| Human Resources (UFHR) | Annual Clery Report | The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) | Aug-24 | UFHR contributes employee data to support the completion of the Annual Security Report. |
| Human Resources (UFHR) | Compliance Audit for Verification Services with National Student Clearinghouse | FERPA | Aug-24 | In accordance with UFs Verification Services participation agreement, the Clearinghouse performs an audit to ensure that we maintain the subject's signed and dated consent for any transaction using the PII. |
| Information Technology (UFIT) | State Auditor General IT Survey | Section 11.45(3)(b), Florida Statutes | Mar-24 | The survey was an annual request from the state to complete information about UF's information technology environments. |

# Regulatory Reporting (Continued)

| Area | Report | Regulation | Submitted | Description |
|---|---|---|---|---|
| Research - IACUC | Non-compliance, animal welfare concerns, suspensions & terminations | Public Health Service (PHS) Policy on Humane Care and Use of Laboratory Animals USDA Animal Welfare Act | Several months in FY24 | Must be promptly reported when the IACUC makes these determinations |
| Research - IRB | Non-compliance, unanticipated problems, suspensions & terminations | 45 CFR 46 21 CFR 56 21 CFR 312 21 CFR 812 | Several months in FY24 | Must be promptly reported when the IRB makes these determinations |
| Research - RISC | Risk Monitoring Reporting | 42 CFR Part 93 | Feb-24 | Annual report on open research misconduct cases subject to PHS regulation |
| Research - RISC | International Travel - Countries of Concern | F.S. 1010.35 | Jun-24 | Reporting of all international travel to Countries of Concern |
| Research - RISC | Industrial Security | 32 C.F.R. Part 117 | Apr-24 | DCSA Security Review – Commendable status received |
| UF Compliance Program | Financial Disclosures Certification | F.S. 112.3144 and 112.3145 | Jan-24 | CCO certified the list of persons required to file financial disclosures was accurate and submitted to Florida Commission on Ethics. |

# Regulatory Reporting (Continued)

| Area | Report | Regulation | Submitted | Description |
|------|--------|-----------|-----------|-------------|
| UF Health Compliance and Privacy (Physician Billing Gainesville) | Billing Compliance Audits | Medicare Documentation Standards | Jun-24 | Conducted an annual routine retrospective review of 909 providers; prospective review of 88 new providers; follow up audits for 22 individuals who did not pass routine or new provider billing audits; and risk-based audit of 358 providers specific to an E/M code 99214, based on Comparative Analysis Report issued by Medicare Contractor, FCSO. |
| UF Health Compliance and Privacy (Physician Billing Gainesville) | Monthly exclusion screening | Exclusion screening requirements | Jun-24 | Total 130,416 personnel and vendors screened for FY24 (0 confirmed matches). |
| UF Health Compliance and Privacy (Physician Billing Jacksonville) | Jax Physician Billing Compliance Routine Reviews | Various Medicare, Medicaid, and Tricare regulations governing billing | Jul-23 to Dec-23 | Routine scheduled medical department compliance reviews using a risk-based approach. 775 providers reviewed, 5,221 claims reviewed, and 5,699 charges reviewed. $6,700.85 refunded to government payers. |
| UF Health Compliance and Privacy (Physician Billing Jacksonville) | Jax Physician Billing Compliance Risk Reviews | Various Medicare, Medicaid, and Tricare regulations governing billing | Sep-23 Nov-23 Mar-24 Apr-24 | 7 Risk Reviews were performed on issues from the work plans of the OIG, the Medicare Recovery Audit Contractor, Hotline reports, and additional reviews. |
| UF Health Compliance and Privacy (Physician Billing Jacksonville) | Baseline Reviews | Medicare, Medicaid and Tricare regulations governing billing | All months in FY24 | Reviews on newly hired providers. 254 providers reviewed. $182.63 refunded to government payers. |

# Regulatory Reporting (Continued)

| Area | Report | Regulation | Submitted | Description |
|---|---|---|---|---|
| UF Health Compliance and Privacy (Hospitals) | Foreign Gifts and Contracts Report | HEA Section 117 & Florida Statutes Section 1010.25 | Jul-23 Jan-24 | Served as liaison between UFCE and UF Health hospital contacts to obtain responses to the foreign gifts and contracts due diligence survey. Reviewed UF Health contracts with foreign entities to determine whether foreign gifts or contracts met reporting thresholds. |
| Youth Compliance | Child Abuse Report | BOG 3.002 | Fiscal Year 23-24 | Ensured directors of youth activities submit child abuse reports to DCF. |

## Examples of Regulatory Reporting
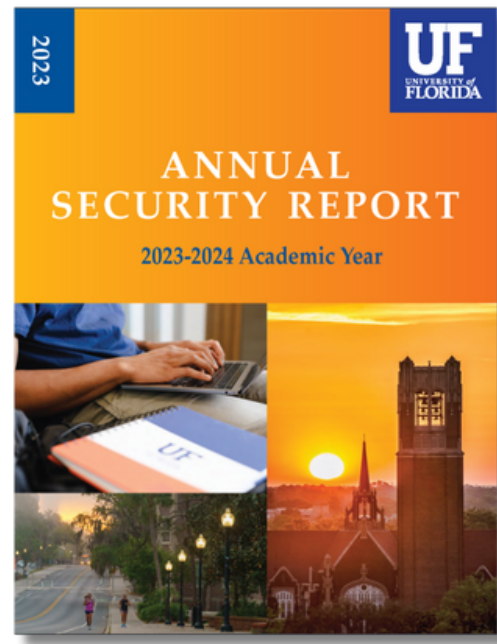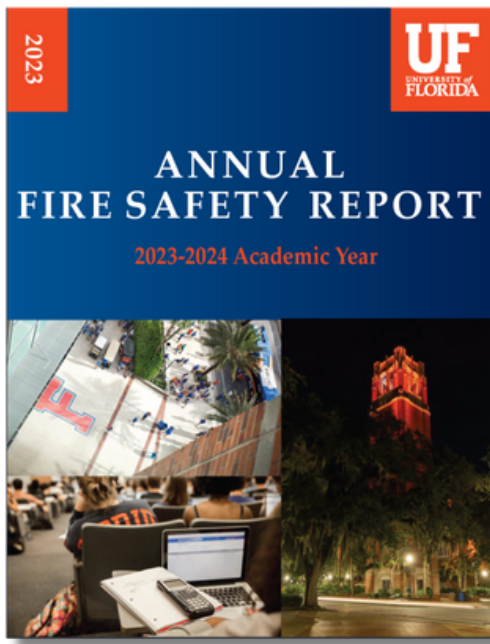
# Other Monitoring Activities

UF engages in many other types of monitoring and risk identification activities. A few examples from the activities of Compliance Partners are displayed below.

**Clery Compliance:** In September 2023, prior to the publication of the Annual Security and Fire Safety Reports, the Clery Program Assistant Director briefed the Assistant Vice President of Public Safety and the Director of Security at UF Health Jacksonville. This briefing provided information about crime trends, comparing data from prior years. This information was also provided to UF Strategic Communications. The Clery Program Assistant Director also began preparing and drafting the next institutional Drug and Alcohol Prevention Program biennial review.

**Conflicts Of Interest (COI):** The COI Program staff consistently monitored and identified risks associated with UFOLIO-disclosed activities and interests, resolving a significant number of disclosures (4,480 submitted between July 2023 and June 2024). The COI Team also partnered with UF Finance and Accounting to develop system and process enhancements to screen prospective UF supplier applications for conflicts of interest arising under the Florida Code of Ethics for Public Officers and Employees (Part III, Chapter 112, Florida Statutes). In addition, the staff held weekly standing meetings to discuss outside activity disclosures related to research or other complicated disclosures to determine if a COI Oversight Agreement is needed for mitigation purposes.

**Environmental Health and Safety (EH&S)**: EH&S staff conducted UAS/Drone Monitoring to include 333 flight requests processed and 400 missions flown. The EH&S staff also conducted Industrial Hygiene & Occupational Safety Assessments to include 563 respirator fit tests, 226 excessive noise/hearing conservation tests, 99 registered storage tanks, 172 ergonomic assessments, and 211 bloodborne pathogens – needlesticks/exposure.

**Financial Stewardship (CFO Division)**: The CFO Division is in the process of developing the CFO Intelligence & Analytics (CIA) Suite with comprehensive financial data reporting dashboards designed to provide timely, accurate reporting of high and intermediate level financial reporting needs. These dashboards also include advanced data analytics which escalate department transactions that require additional review to ensure compliance with laws, regulations and policies. The CFO Division is also in the process of implementing the Archer Risk Management to support identification, review, and remediation of fraud and financial risks across the institution. It also supports continuous improvement of control activities to ensure operations are apt to combat emerging risks.

# Other Monitoring Activities (continued)

**Information Technology (UFIT):** UFIT auditing and monitoring efforts were numerous. Staff conducted 539 HIPAA risk assessments of new and modified systems that store, process, or transmit Protected Health Information or De-Identified Protected Health Information. UFIT also assisted other areas (i.e., Finance and Accounting, UF Research, and Student Financial Aid) to complete various audits by providing required information. In addition, UFIT continued to monitor Electronic Information Technology and Communication Accessibility (EITCA) standards in compliance with applicable local, state, and federal regulations and laws. This included using third-party software to monitor UF's 430+ websites and more than 30,000 courses, referring projects to the EITCA Officer for review, and ensuring that more than 2,900 hours of video in UF courses have been captioned.

**Research – IACUC/IRB/RISC:** Sixty-six Technology Control Plans were audited under the UF RISC export control program, ensuring compliance with federal export control regulations and UF Policy 14-002. This due diligence reduces the risk of violations under the International Traffic in Arms Regulations (ITAR) and Export Administration Regulations (EAR). The audit confirmed that access restrictions were properly implemented and maintained.

**Research – IACU/IRB/RISC**:  The IACUC has a post-approval monitoring (PAM) program to document and review ongoing studies. The goal of Post-Approval Monitoring (PAM) is to work with, and in support of, research staff members, and to confirm accurate and consistent protocol performance in a collegial and unobtrusive manner. PAM aims to provide a collegial resource to the research community and facilitate an open dialogue in which to ensure protocol adherence and share current IACUC policies, guidelines, and other IACUC information with Principal Investigators and laboratory staff.  This fiscal year, UF IACUC conducted post-approval monitoring of most protocols as well as for cause audits. The IRB conducted two for-cause audits, 28 random audits, as well as post-approval monitoring of select studies. All studies approved by Automated Determination Exempt Tool underwent a quality assurance review by the IRB-02 Chair or Vice Chair.

**UF Privacy:** Monitoring efforts included conducting 337 risk assessments of State, Federal, Global Privacy laws and regulations; investigating 309 incidents; and incorporating the review of AI tools through the risk assessment process in collaboration with UF Information Security.

# Other Monitoring Activities (continued)

**UF Compliance and Ethics Office:** UFCE regularly monitored the list of all the employees that must file annual financial disclosures to the Florida Commission on Ethics (FCOE).

**UF Health Compliance and Privacy:** UF Health Compliance and Privacy Services completed significant auditing and monitoring efforts throughout this fiscal year. Efforts included 45 audits and reviews on Regulatory Compliance, Coding and Billing, and Managed Care Compliance and 937 unplanned investigations in response to allegations and/or issues.

**UF Health Compliance and Privacy**: In addition, in collaboration with Audit Services and Information Security, the team  conducted an enterprise-wide risk assessment which included interviews with 219 leaders across UF Health and identified more than 600 risks. Compliance & Privacy Services and Audit Services categorized and ranked the risks into a working risk profile, reported the risks to UF Health Senior Leadership and the Hospital Boards' Audit and Compliance Committees, and utilized the risk profile to create the Fiscal Year 2025 Compliance and Audit Work Plan. On the Privacy side, the team completed 442 FY24 Workplan Audits, including EpicCare Link; EpicCare Everywhere; Release of Information/Patient Requests; Access Termination; Office of Development PHI and Fundraising Communications Process; Information Blocking Rule; Occupational Health Employee Epic Access; and HIPAA Walkthroughs. Also included were reviews of 97 alerts from Protenus and 7 alerts from FairWarning to determine if unauthorized access to medical records occurred.

## B.   Program Effectiveness Assessments

The CCO provides the BOT continuous assessments of elements of the UF Compliance and Ethics Program during quarterly committee meetings and an annual overall assessment of the program through this report.

In addition, BOG Regulation 4.003 requires an external assessment of the effectiveness  of compliance programs at least every five years. In May 2021, UFCE engaged Baker Tilly to assess the effectiveness of the Program. The assessment concluded that the Program generally conformed to BOG Regulation 4.003 and other relevant guidance, which is the

highest ranking within the BOG-approved rating system. The next effectiveness review is due by May 2026.

For FY24, Compliance Partners were asked how they evaluated the effectiveness of their training and education programs. The following describes how different areas kept track of the success of their training programs.

**Financial Stewardship (CFO Division):** The CFO trainings' effectiveness is evaluated in a variety of formats, including: in-training assessments, participant feedback, and improved business processes/reduction in non-compliant incidents.

**Human Resources (UFHR):** The team evaluates training and education using participant surveys and course enrollment data

**Research – IACUC/IRB/RISC:** The research units also receive evaluations from UFHR. The comments are reviewed, and feedback is utilized to enhance their trainings.

**UF Compliance Program:** UF Training and Organizational Development sends a monthly report containing evaluation results and feedback on training sessions completed through myTraining, such as the UFCE Mandatory Training. These reports are reviewed by UFCE staff. While some feedback indicates that the training is useful and comprehensive, others find it repetitive. As a result of these comments, UFCE is planning to update the training and make it more engaging in the future by including some videos and discussing scenarios. For UFCE Learn Over Lunch webinars, a survey is sent after each session. Responses have shown that the webinars are well received. Responses are also shared with the speakers.

**UF Health Compliance and Privacy:** UF Health Compliance & Privacy Services overall effectiveness of the training and education program is measured in several ways, including Test Your Knowledge activities, with passing scores required in order to complete mandatory lessons. Additionally, effectiveness may be measured through interactions with employees and staff and general compliance across the enterprise as demonstrated by successful audit outcomes.

## C.  Compliance Risk Program

UFCE is in the process of developing a Compliance Risk Program. The Compliance Risk Program's mission is to help develop and enhance processes throughout the UF enterprise which support assessing, addressing, monitoring, and reporting compliance with UF's legal and regulatory obligations. As the Compliance Risk Program matures, it will offer four distinct programmatic services to the UF community:

**1. Compliance Risk Reviews**
Reviews conducted in coordination with Compliance Partners to identify their key compliance risks and assess and document important information about the control of identified risks.

**2. Compliance Risk and Process Analyses**
In-depth analyses of the compliance risks posed by specific laws or regulations and the processes UF has developed to control such risks.

**3. Consultations**
UFCE is available to assist functional units with any aspect of their compliance risk program.

**4. Collaborations**
UFCE is available to partner with other UF offices with administrative oversight responsibilities (such as the Office of Internal Audit) on projects that include compliance risk elements.

# Response and Prevention

When instances of non-compliance are confirmed, UF takes reasonable steps to appropriately address the issues and to prevent similar instances from occurring in the future, including making any necessary modifications to the Compliance and Ethics Program.

## A. Internal Review Committee

At a central level, UF established the Internal Review Committee (IRC) to serve as a standing work group to oversee investigation processes across the university. The IRC advises on significant reports of misconduct received by UF units, triages submission to the compliance hotline or the Office of Internal Audit, and identifies the appropriate unit to conduct a particular investigation. Compliance Partners also refer issues that require escalation to the IRC for response.

## B. Concerns or Inquiries Reviewed at the Operational Unit Level

Compliance Partners respond to inquiries and investigate concerns either when they are made directly to their area or when they are referred by the IRC. The table below provides types of concerns addressed by UF Compliance Partners and the preventative measures or remediation efforts or actions taken to resolve them.

| Area | Category | # Reviewed | Action Taken or Remediation Efforts |
|---|---|---|---|
| Athletics (UAA) | Recruiting Inquiries (e.g., travel, campus visits, off campus recruiting) | 350 | We promote asking before you act to avoid possible violation of NCAA/SEC/UAA policy or rules. |
| Athletics (UAA) | Name Image and Likeness Inquiries | 200 | We promote asking before you act to avoid possible violation of NCAA/SEC/UAA policy or rules. |
| Athletics (UAA) | Playing and Practice Seasons Inquiries | 50 | We promote asking before you act to avoid possible violation of NCAA/SEC/UAA policy or rules. |
| Athletics (UAA) | Athletics Aid | 75 | More so inquiries than concerns. We promote asking before you act to avoid possible violation of NCAA/SEC/UAA policy or rules. |
| Clery Compliance | CSA Report | 162 | Assessed for Clery reportability, assessed for Timely Warning/Emergency Notification, added to the Crime Log, shared with applicable campus partners or followed up when appropriate. Twenty-three cases were reportable under the Clery Act and 139 cases did not meet the threshold for Clery reportability or were accounted/assessed via other reports. |

# Concerns or Inquiries Reviewed at the Operational Unit Level (Continued)

| Area | Category | # Reviewed | Action Taken or Remediation Efforts |
| --- | --- | --- | --- |
| Conflicts of Interest (COI) | UFOLIO Disclosure review | 4,480 | Disclosures submitted by UF employees required to disclose electronically in UFOLIO and reviewed by the COI Program. |
| Conflicts of Interest (COI) | Conflicted Supplier reviews | 24 | Disclosures submitted by UF employees required to disclose electronically in UFOLIO and reviewed by the COI Program between July 2023 and June 2024. |
| Environmental Health and Safety (EH&S) | Feedback, concerns, or suggestion for EH&S services | ~185 | Feedback forms are reviewed daily as received. If there is a concern or suggestion, EH&S team members connect with the concerned person and rectify the issue as soon as possible (mostly within 24 hours). |
| Environmental Health and Safety (EH&S) | Accidents and injuries to UF staff and property | ~291 | Analysis of incident information to learn why it occurred and to work on a strategy for prevention of future incidents. |
| Environmental Health and Safety (EH&S) with UFPD | Emergency Preparedness Exercise | 100 personnel across 21 Units. | Department of Emergency Management and the UF Police Department conducted this exercise. About 100 personnel participated representing agencies and groups including the Florida National Guard's 44th Weapons of Mass Destruction-Civil Support Team, the FBI, Gainesville Fire Rescue, the Gainesville Police Department, the Alachua County Sheriff's Office, Alachua County Fire Rescue, UF Health Shands Hospital, and UF Environmental Health & Safety. |
| UF Health Compliance and Privacy (Physician Billing Compliance Gainesville) | Hotline report on a potential systemic issue with incident to billings in Peds Tower Square Clinic | 15 claims | The hotline allegation against this clinic was unsubstantiated after thorough investigation by the Office of Compliance.  No further action was needed. |

# Concerns or Inquiries Reviewed at the Operational Unit Level (Continued)

| Area | Category | # Reviewed | Action Taken or Remediation Efforts |
|---|---|---|---|
| UF Health Compliance and Privacy (Physician Billing Compliance Jacksonville) | Inquiries & investigations on a variety of topics | 32 | Issues and investigations are reviewed. Responses are provided and/or remedial needs are communicated to applicable area or complainant. |
| UF Health Compliance and Privacy (Hospitals) | Investigations/ Issues | 198 | Responded and tracked all issues/investigations in accordance with departmental policy. Investigated/audited all concerns reported to Compliance. Designation and monitoring of Action Plans within Departments/facilities and areas to follow-up and resolve known issues or audit outcomes requiring action (e.g., Patient Information, Workplace Conduct, Patient Experience, Discrimination & Harassment, Billing & Coding, Outside Activities & Employment, etc.). |
| UF Health Compliance and Privacy (Hospitals) | Privacy Incident Investigations | 739 | Logged, investigated, and responded to all privacy inquiries and reports of potential privacy violations and concerns in accordance with departmental policy. Worked directly with leadership and Human Resources ("HR") to take appropriate corrective actions for confirmed violations in accordance with UF Health policies. Worked with departments/units to remediate process deficiencies causing additional and unnecessary risks to privacy. |
| UF Health Compliance and Privacy (Hospitals) | Confirmed Notifiable Privacy Breaches | 82 | Worked directly with leadership and HR to take appropriate corrective actions and provided HIPAA retraining for confirmed violations in accordance with UF Health policies. Worked with departments/units to remediate process deficiencies causing additional and unnecessary risks to privacy. |

| Area | Category | # Reviewed | Action Taken or Remediation Efforts |
|------|----------|------------|-------------------------------------|
| UF Health Compliance and Privacy (Hospitals) | Exclusion Reviews | 79 | Provided additional exclusion screening services and guidance to departments that identified potentially excluded individuals or entities through the departments' initial screening processes (Legal Services, Human Resources, Pharmacy, Medical Staff Administration, and Health Information Management). |
| Youth Compliance | Youth Compliance Inquiries | 596 | Detailed follow-up to applicable areas to provide support and resources related to Youth Compliance training, registration, Incident Reports, summer camps, student organization, and general inquiries. |

# Enforcing Standards

UF Leadership and Compliance Partners support UFCE by providing appropriate remediation and corrective actions and incentives to promote compliance and ethical conduct.

The UF Investigative Process: All complaints and allegations are reviewed by the appropriate office, which could be UF Compliance and Ethics, Title IX Compliance, UF Human Resources, Student Affairs, or Internal Audit. In investigating complaints, the investigation team functions as neutral investigators operating in an impartial manner. While every investigation is unique, the investigatory process generally entails interviewing witnesses, collecting and analyzing documents, and reviewing applicable UF policies and procedures.

## A. Remediation and Corrective Action

Employees found to have participated in fraudulent or dishonest acts are subject to disciplinary action up to and including termination of employment in accordance with any applicable regulation, policy, or collective bargaining agreements. In addition, criminal or civil actions may be taken against employees who participate in unlawful acts. In those instances where disciplinary action is warranted, UF's Office of Human Resources or appropriate academic administrator(s) and the Office of General Counsel are consulted prior to taking such actions.

Standards and expectations of conduct are communicated on the UFHR website and in the employee handbook. Failure to comply with policies related to compliance and ethics could result in disciplinary action, up to and including termination.
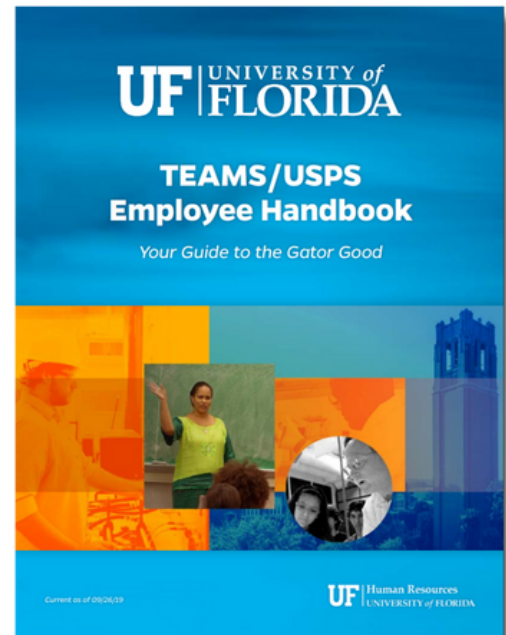
## B. Antifraud Framework

Created by the Office of the CFO, in collaboration with UF Compliance and Ethics and the Office of Internal Audit, the University Antifraud Framework outlines guiding principles and key structural elements to address fraud, waste, abuse, and financial mismanagement. It also identifies the actions and processes to prevent and detect fraud within the university. Discipline for fraud is discussed in Regulation 1.500, Processes for Complaints of Fraud, Waste, Abuse, or Financial Mismanagement; Fraud Prevention and Detection.

## C. Incentives

UF promotes compliance through various incentives to encourage employees to act ethically and support the UF Compliance and Ethics Program. This is done by recognizing employees for outstanding service or rewarding participation at various events. The descriptions below provide examples of incentives provided to staff and faculty during the previous fiscal year.

**Clery Compliance**: During this fiscal year, three employees of the University of Florida Police Department were nominated by the Clery Compliance officer and awarded with UFPD Letters of Commendation for their commitment to the Clery Compliance program. These awardees were also featured as Clery Superstars in the February 2024 Compliance Gazette.

**Environmental Health & Safety (EH&S):** EH&S Lab and Research Safety staff hosted various outreach events across campus to provide research staff with easy access for questions and guidance. The staff provided safety glasses, lanyard, stickers, first-aid kits, and other types of incentives to encourage participation.

**Financial Stewardship (CFO Office)**: As part of the CFO Division Newsletter, The Spreadsheet, Finance Staff from across campus have the opportunity to be nominated and featured to the campus community to celebrate their diligent efforts in supporting UF Finance.

**Human Resources (UFHR):** UFHR recognizes UF faculty and staff who have contributed exceptional service in their fields through the [Superior Accomplishment Awards](#) program.

**Information Technology (UFIT)**: The UFIT Cyberbowl game was created to reinforce social engineering and security awareness. This fiscal year, the competition was expanded to include nine other Florida colleges and universities gaining the greatest number of participants. There were various small giveaways to encourage participation, along with a pair of football tickets and a signed football helmet for randomly drawn participants.

**UF Compliance and Ethics (UFCE):** UFCE recognizes UF faculty and staff who have demonstrated a commitment to compliance and acting with integrity in all that they do. This fiscal year, five Compliance Superstars were recognized and featured in the quarterly Compliance Gazette publications and on the UFCE website.

**UF Health Compliance and Privacy:** UF Health Compliance and Privacy Services rewarded employees who participated in the Compliance and Privacy Awareness events with various small prizes such as color changing cups, calendar magnets, mobile phone stands, highlighters, and eyeglass wipes. In addition, the team celebrated employees working in areas/departments that received a perfect score of 100% during HIPAA Walkthrough Audits by highlighting them in a photo posted to Privacy's "Wall of Fame" located on our intranet site on the Bridge. UF Health Physician Billing Compliance in Jacksonville Compliance Services has been honoring employees who have gone above and beyond to demonstrate their commitment to compliance since 2006 by presenting them with a "Compliance Advocate of the Year" award. The members of the UF COM-Jax Compliance Committee nominate candidates for this award. The awardee for 2022 was mentioned in the May 2024 issue of the UF Compliance Gazette.

# Examples of Incentives

## Superior Accomplishment Awards

The annual program recognizes staff and faculty members who contribute outstanding and meritorious service, efficiency and/or economy or to the quality of life for students and employees. Visit the Superior Accomplishment Awards website to view the full list of Division Winners.

**University-Gold Award Winners**



Jacques Roberts   Robert Nattiel   Hailey Brown   Janice Shott   Nikki Lyons

Marcio Guelmann   Isadora Marion   Devon Ramia   ICT Construction Mgmt. Team
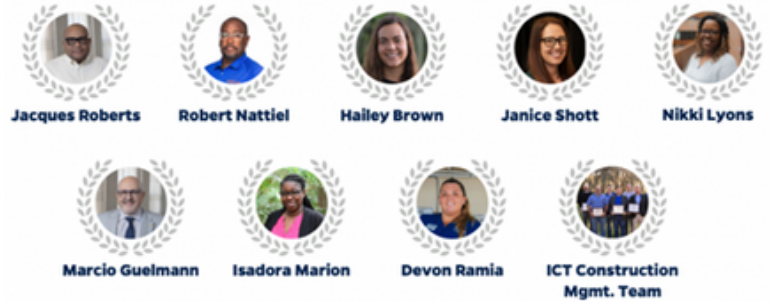


## Give-Aways

UF Health Compliance and Privacy Services rewarded employees who participated in the Compliance and Privacy Awareness events with various small prizes such as color changing cups, calendar magnets, mobile phone stands, highlighters, and eyeglass wipes.

## Compliance Superstars

UFCE recognizes UF faculty and staff who have demonstrated a commitment to compliance and acting with integrity in all that they do. This fiscal year, 5 Compliance Superstars were featured in the quarterly Compliance Gazette publications and on the UFCE website.



**John Beuttenmuller**
FFSP Executive Director

**Brandon Telg**
Instructional Designer

**Jonathan Orsini**
Associate Director,
Self-funded Programs

**Stacey Beck**
Compliance Analyst,
Export Control

**Terri Schnoering**
Director Information Systems
Applications Suport UF Health Jax

# Thank you for your continued support of the UF Compliance and Ethics Program

Contact:

UF Compliance and Ethics
720 SW 2nd Avenue, Suite 106
352-294-8720
UF-Compliance@ufl.edu
https://compliance.ufl.edu

**UF** | **Compliance and Ethics**
UNIVERSITY *of* FLORIDA

![UF | Board of Trustees — University of Florida]

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
AGENDA
Thursday, December 12, 2024
~11:35 a.m.
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL**

**Committee Members:**
Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

1.0 Call to Order and Welcome ................................................Morteza "Mori" Hosseini, Chair

2.0 Verification of Quorum ..................................................... Vice President Liaison

3.0 Review and Approval of Minutes.........................................Mori Hosseini, Chair
- June 13, 2024
- August 12, 2024
- October 3, 2024
- November 12, 2024

4.0 Action Items .......................................................................................Mori Hosseini, Chair
- GGRIA1 Governance Standards Amendments .... Ryan Fuller, Interim General Counsel
- GGRIA2 UF Health Corporation Restated Bylaws Amendments .................. Ryan Fuller
- GGRIA3 UF Health Corporation Board Appointment ............. Marsha Powers, Trustee
- GGRIA4 Presidential Search Firm....................................................... Rahul Patel, Trustee
- GGRIA5 Jacksonville Campus Update ..............Kurt Dudas, Vice President for Strategic Initiatives
- GGRIA6 Non-Commercial Aircraft Policy ............................. Daniel T. O'Keefe, Trustee
- GGRIA7 HR Administrative Employee Hiring ........................ Daniel T. O'Keefe, Trustee

5.0 Discussion Items............................................................................Mori Hosseini, Chair
- 5.1 UF Health Corporation Board Update .............................. Marsha Powers, Trustee
- 5.2 Government Update ………………………Mark Kaplan, Vice President for Government and Community Relations and University Secretary

6.0 New Business ................................................................................Mori Hosseini, Chair

7.0 Adjourn ........................................................................................Mori Hosseini, Chair

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 11:35 a.m.**
**Time Adjourned: 12:14 p.m.**

**Committee and Board members present:**
Rahul Patel (Committee and Board Vice Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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**
Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 11:35 a.m.

**2.0    Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustee Cole who had an excused absence.

**3.0    Review and Approval of Minutes**
**March 7, 2024 and May 13, 2024**

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Board Chair Hosseini asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Brandon and seconded by Trustee Corr. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 4.0    Action Items
### GGRIA1 Direct Support Organization Appointments
Vice President and General Counsel Amy Hass summarized the 52 Direct Support Organization (DSO) appointments before the committee for approval. The DSO appointments will serve for the normal terms within their bylaws. She expressed her gratitude to Trustee Corr, Trustee Powers, and Vice Chair Patel for their service on this Board, as well as our DSOs. For those Trustees who are going to serve on one of these DSOs or corporate boards, they will be deemed to have recused themselves from voting on the board to which they are nominated.

- **Gator Boosters, Inc. (18):** Richard Ahrens, Trey Burton, Dan Cross, Chris Doering, Jessie Eisner, Mike Garcia, Linda Hudson, Carey Jones, Jason Kelso, Tom McGurk, Michael Minton, Kathryn Oberto, Swati Patel, Mike Pearson, George Quinoy, Dean Saunders, Bob Snyder, Keith Tribble

- **University of Florida Alumni Association, Inc. (19):** Kim Beach, Tiffany Chatmon, Ann Covington, Fletcher Davidson, John Dicks, Charles Dorman, Tracy Fanara, Dakeyan Graham, Brendon Jonassaint, Ramon Looby, Ari Luxenberg, Shae Manigo, Daniel Martell, Isabella Montoya, Regina Rodriguez, Bryan Ruiz, Prineet Sharma, Sarah Stephens, Robert Taylor

- **University of Florida Athletic Association (6):** Kim Barton, Chris Corr, Alvin Cowans, Ed Evans, Preston Farrior, Joelen Merkel

- **University of Florida Foundation, Inc. (7):** Jose Costa, Linda Hudson, Chris Malachowsky, David Nelms, Rahel Patel, Christy Powell, Karen Unger

- **UF Historic St. Augustine (1):** Jane Adams

- **University of Florida Investment Corporation, Inc. (1):** Lindsay Lee

Additionally, we have 9 individuals proposed to serve as the inaugural members of the UF Health Corporation board. The term will begin July 1 through the end of 2024 or until such time as permanent full-term members are named. VP Hass expressed her gratitude to Trustee Powers for serving as Chair for the UF Health Transition Committee and her willingness to continue to serve as a member of the inaugural UF Health Corporation Board.

- **UF Health Corporation (9):** Amy M. Hass, Jennifer L. Hunt, Taylor Jantz, Alan Levine, Timothy E. Morey, Stephen J. Motew, David R. Nelson, Todd Neville, Marsha D. Powers

Board Chair Hosseini expressed his gratitude to Trustee Powers for agreeing to Chair the new UF Health Corporation board and for her hard work as Chair of the Transition Committee. Your experience with the hospital is priceless to our Board. President Sasse echoed Board Chair Hosseini and VP Hass's expressions of gratitude to everyone who has been involved with the hard work on these DSOs, particularly the UF Health Corporation board, and added his thanks to UF Health President & System Chief Executive Officer Steve Motew and Senior Vice President David Nelson. Board Chair Hosseini requested a deep dive into the UF Health financials from the last

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three years from Dr. Motew and Chief Financial Officer Taylor Jantz and both agreed. He emphasized UF Health is no different than UF, we demand excellence, we want UF Health to be at the top. There is no doubt in my mind that Dr. Motew will be successful at helping us attain that goal.

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

### GGRIA2 UF Regulations

VP Hass stated at the direction of the Florida Legislature, the Florida Board of Governors (BOG) recently adopted SUS-specific design and construction procurement regulations. For UF to comply with these new regulations, we need to approve the repeal of University Regulations 3.070 (Acquisition of Professional and Design/Build Services), 3.071 (Acquisition of Construction Management Services), 3.072 (Construction Contract Bidding and Award (Contractor), 3.073 (Construction; Bid Protests (Contract Only)), 3.075 (Construction; Procedures for Payment under Unbonded Construction Projects), and 3.076 (Construction; Procedures to Contract for Construction Service) and approve the amendment of University Regulation 3.074 (Construction; Evaluations of Professional Services Providers, Design-Builders, Construction Managers and Contractors; Disqualification Procedure). She added Associate Vice President for Enterprise Projects and Senior Counsel Colt Little will provide an overview of the internal processes and policies during the FCI Committee.

Board Chair Hosseini requested VP Hass put together a bullet point process list and provide it to the Board and VP Hass agreed. Trustee Brandon made a motion to approve this action item and noted how much our procurement process has improved and expressed his gratitude to Board Chair Hosseini for his advocacy through three legislative sessions, fighting against a mountain of opposition. We have already seen tens-of-millions of dollars in benefit for the university and the state as a result. Board Chair Hosseini expressed his gratitude to Trustee Brandon for his steadfast dedication to accomplish this and the new procurement process.

Board Chair Hosseini 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 Patel. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### GGRIA3 Facility Security Clearance

VP Hass stated certain contracts between the university and federal government agencies and certain research at the university require a facility security clearance. This annual action item and resolution encompasses all 13 board members to alleviate the burden of each of them having to be screened and cleared individually. Approving this action item and Resolution R24-310 will confirm that members of the Board of Trustees will not require and will be formally excluded from access to all classified information disclosed to the entity, by designating University

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President Ben Sasse as the senior managerial official who holds and manages the university's classified work and permits for us to contract with governmental entities in this controlled and classified space.

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Corr, and second which was made by Trustee Brandon. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA4 Operational Legislative Budget Request FY2025-26**
VP Kaplan stated this time every year is when the Florida Board of Governors (BOG) requires each university submit operational and fixed capital outlay legislative budget requests for the next legislative session. Senior Vice President Dave Kratzer will present our fixed capital outlay legislative budget request for consideration during the FCI Committee. We are asking the Committee to recommend to the Board that it delegate to Board Chair Hosseini and President Sasse the authority to develop and approve the FY2025-26 Operational Legislative Budget Request and related documents for submission to the BOG.

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Trustee Corr. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA5 Governance Standards**
VP Hass emphasized the importance of our governance standards to ensure appropriate visibility and communication with the Board to ensure every trustee can effectively fulfill their fiduciary duties and responsibilities while serving on the Board. With the creation of the UF Health Corporation, the Governance Enhancement Standards (GES) have been amended to reflect the oversight by this entity. The GES for this board will continue to be reviewed and amended as needed. Additionally, she and Board Vice Chair Patel have untaken the project of reviewing our processes with the Chief Audit Executive and AC Committee. She shared an internal process document with the Board for projects and items that require the Board Chair's and President's approvals. This will be a standard document that will be shared with UF leadership and be used for auditing purposes.

Board Chair Hosseini emphasized the importance of all UF Leadership reviewing this process to ensure they know what is required for the Board Chair's and President's approvals. These projects and items will be audited. No member of UF leadership will be able to say I didn't know. He stated there will be an audit of the Chair and President approval process.

VP Hass added before the Committee votes on this action item, Trustee Marsha Powers will provide an update on the UF Health Transition Committee activities that led us up to these governance standards and what will happen next, so the Board has full visibility and awareness. Trustee Powers noted since our March board meeting, the transition committee has developed

and recommended the following items: corporate bylaws, allocation of authority and financial thresholds, major capital approval process, transition of the hospital practice plan boards to non-fiduciary advisory boards with a focus on quality, credentialing, community, and philanthropy, and specific action items per the governance standards. Our next steps are to put forward the inaugural UF Health Corporation board members for approval. The UF Health Board will meet in July to formally approve the corporate bylaws, appoint committee chairs, and populate committees, will determine the governance and board structure of the local hospitals practice plans (i.e. the advisory boards), amend the articles of incorporation and bylaws to establish the UF Health Corporation as a sole corporate member, and to define the governance role of these entities.

Board Chair Hosseini expressed his gratitude to Trustee Powers for her great work. He asked Vice Chair Patel to review all university governance standards and see what updates we need to consider, and he agreed.

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GGRIA5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and second which was made by Trustee Patel. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA6 Government Contracting Entity**
VP Hass stated UF currently holds a Secret Clearance. To enhance our rankings, move up in our elite status, and gain prominence in the cutting edge and national security space, we need to attain a Top-Secret Clearance. Vice President David Norton and College of Engineering Interim Dean Forrest Masters have been eager to help UF enhance our institutional clearance. One way to obtain this Top-Secret Clearance for UF would be to form a Government Contracting Entity Direct Support Organization that will oversee and manage the classified and controlled portfolio of research. This would alleviate the burden of each trustee from having to be screened and cleared individually. Obtaining Top-Secret Clearance would allow us to take advantage of opportunities with various Defense and Intelligence Agencies. These are areas where we have talent in our faculty, but we need a higher level of clearance to capitalize on that talent. Bringing this to the Board is step one. If we decide to move forward to step two, we will bring the proposed articles of incorporation and bylaws to the Board for approval at a future board meeting.

Board Chair Hosseini requested the proposed articles of incorporation and bylaws be presented to the Board before this action item is voted on. This action item was removed from the agenda.

**5.0    Discussion Items**
**5.1 UF Health Transition Committee Update**
Trustee Powers provided her update during the GGRIA5 Governance Standards action item.

**5.2 Government Update**
VP Kaplan noted this was an extraordinary legislative session for the University of Florida, reflecting half a billion dollars of impact for UF across facilities, operations, and increased spending flexibility. The Governor approved the budget yesterday with virtually every priority of

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UF, UF Health, and UF/IFAS receiving the Governor's approval. It is hard to overstate the amount of work that goes into helping a session like this to be so successful, especially in light of the many headwinds that were present. He shared his congratulations and gratitude to Board Chair Hosseini for his tireless advocacy. President Sasse echoed VP Kaplan's comments.

VP Kaplan provided an update on the Live Healthy Legislation that focused on growing Florida's healthcare workforce, expanding access, and incenting innovation in health care, as well as strengthening behavioral health. This landmark package was a combination of $1.1B in appropriations and substantive bills that impact many aspects of health care for our fellow Floridians. Senate President Kathleen Passidomo led the development of the Live Healthy initiative and made it her top priority. She was determined to have policymakers address the strain on our health care system of 300,000 new Floridians moving to this state each year and not bringing their health care providers with them.

Board Chair Hosseini emphasized the importance of UF Health Shands and UF Health Jacksonville receiving the new Behavioral Health Teaching Hospitals designation. Dr. Motew echoed Board Chair Hosseini's comments and added the opportunity to serve Florida, particularly through UF Health, is unique, particularly as it relates to behavioral health. We know the impact of mental illness, substance addiction and abuse. The new legislation really drives excellence in care and outcome. We already have substantial movement on the three broad goals outlined by VP Kaplan. He expressed his gratitude for the tremendous efforts put forth to take care of our communities. Board Chair Hosseini commented the Board looks forward to hearing from Dr. Motew about this designation and other issues at a future board meeting.

VP Kaplan outlined next steps to implementation, making the most of this opportunity, and ensuring we can continue to serve our communities.
- Linking Industry to Nursing Education (LINE) proposal
- Grant funding for Behavioral Health Teaching Hospitals
- New flexibility for some health professionals
- Ongoing compliance with qualifications for Behavioral Health Teaching Hospitals
- ACGME resident slots
- Innovation grant opportunities

Trustee Brandon commented Dr. Chris McCurdy is developing plant-based alternatives for addiction. He asked if there is a collaboration opportunity with that research and this behavioral health designation. Senior Vice President David Nelson stated there is a great opportunity to link behavioral health research at UF Health Scripps with natural resource research. Trustee Brandon added this unique component would put us above other institutions receiving this funding. SVP Nelson echoed comments made by VPs Parker and White earlier in the AFSSPRSC Committee. This is truly a team effort, and he expressed his gratitude to the Board Chair and President for leading the charge. It was a massive effort that did not happen overnight, it was a 3-to-5-year process. Board Chair Hosseini expressed his gratitude to SVP Nelson and echoed his comments. The Board and President represent UF. We would not be able to ask for this kind of funding without the guarantee of UF being able to deliver. Board Chair Hosseini expressed his gratitude

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to VP Kaplan, to Monica Rodriguez, and to the rest of the lobby team for their amazing work to get us where we are. SVP Nelson and VP Kaplan echoed Board Chair Hosseini's comments.

## 6.0   New Business
There was no new business to come before the committee.

## 7.0   Adjourn
There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 12:14 p.m.

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![UF Board of Trustees, University of Florida logo]

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS**
**AND INTERNAL AFFAIRS**
**Monday, August 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 11:50 a.m.**
**Time Adjourned: 12:02 p.m.**

**Committee and Board members present:**
Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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**
Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 11:50 a.m.

**2.0     Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Corr and Heavener, who had excused absences.

**3.0     Action Items**
**GGRIA1 UF Health Corporate Board Bylaws**
Vice President and General Counsel Amy Hass stated the recommended bylaws for the UF Health Corporate Board are presented to the Board of Trustees for approval in accordance with the Governance Standards and to align the local hospital board articles of incorporation to the bylaws and Governance Standards.

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Board Chair Hosseini asked for a motion to approve Action Item GGRIA1, which was made by Trustee Brandon and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA2 Affiliate Organization Appointment**
VP and GC Hass stated the Committee is asked to approve the university affiliate appointment of the following individual for recommendation to the Board of Trustees for approval on the Consent Agenda:

**UF Health Corporation Board (1):** E. Hunter Beebe

Board Chair Hosseini asked for a motion to approve Action Item GGRIA2, which was made by Trustee Patel and seconded by Trustee Brandon. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA2 Facility Security Clearance**
VP and GC Hass stated the Board approved the President's facility security clearance at the June board meeting. With the recent change in leadership, the Board is asked to approve the updated security clearance from President Sasse to Interim President Fuchs.

Board Chair Hosseini asked for a motion to approve Action Item GGRIA3, which was made by Trustee Brandon and seconded by Trustee Ridley. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0    New Business**
Board Chair Hosseini shared his gratitude to VP and GC Amy Hass. She has accepted a new position in the University Athletic Association. She will continue her job duty's part-time for the next few months. We owe her a huge debt of gratitude for the unbelievable work she has done for the Board and especially the GGRIA Committee. Her dedication has been 24/7, weekends, and last-minute items. She is a wealth of knowledge and we're going to miss her. VP and GC Hass expressed her gratitude to the Board members and Cabinet colleagues. This Board has a collective strength and bond that is unmatched anywhere else.

**5.0    Adjourn**
There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 12:02 p.m.

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**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**
**Thursday, October 3, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 8:10 a.m.**
**Time Adjourned: 8:17 a.m.**

**Committee and Board members present:**
Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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
Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 8:10 a.m.

## 2.0     Verification of Quorum
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Heavener and Ridley, who had excused absences.

## 3.0     Action Items
**GGRIA1 UF Health Corporate Board Appointments**
Trustee Powers stated the Committee is asked to approve the university affiliate appointment of the following individuals for recommendation to the Board of Trustees for approval on the Consent Agenda:

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**UF Health Corporation Board (2):** Greg Lewis and Bob Stilley

Board Chair Hosseini asked for a motion to approve Action Item GGRIA1, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA2 Ratification of Presidency Agreement**
Interim VP and GC Fuller stated on July 23, 2024, this Board approved the Interim President contract for Dr. Kent Fuchs. We subsequently learned the Board of Governors (BOG) has a preferred contract template for submission. No changes were made to the terms and conditions of Dr. Fuchs' contract previously approved by the Board; they were simply transferred into the new BOG template. On September 18, 2024, the BOG approved Dr. Fuchs as the Interim President, subject to this Board's ratification of the template agreement. Therefore, the Committee is asked to approve the ratification of the Interim Presidency Agreement for recommendation to the Board of Trustees for approval on the Consent Agenda.

Board Chair Hosseini asked for a motion to approve Action Item GGRIA2, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**GGRIA3 Foreign Influence Annual Report (July 2023-June 2024)**
Board Chair Hosseini stated this action item has been removed from the agenda. We are requesting an extension from the BOG and will bring this item back to the Committee at a future meeting.

**GGRIA4 Faculty Raise Memorandum of Understanding**
Interim VP and GC Fuller stated UF and the United Faculty of Florida-UF Chapter have reached a tentative agreement to amend Article 24 of the Collective Bargaining Agreement to provide 2024-2025 salary increases to in-unit faculty. The amendment provides a 4.0% merit pool for salary increases, effective October 1, 2024. The Committee is asked to approve the tentative agreement for recommendation to the Board of Trustees for ratification on the Consent Agenda.

Board Chair Hosseini asked for a motion to approve Action Item GGRIA4, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0    New Business**
There was no new business to come before the committee.

**5.0    Adjourn**
There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 8:17 a.m.

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS**
**Tuesday, November 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 10:00 a.m.**
**Time Adjourned: 10:07 a.m.**

**Committee and Board members present:**
Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, James W. Heavener, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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**
Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:00 a.m.

**2.0     Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustee Zalupski.

**3.0     Action Item**
- **GGRIA1 Foreign Influence Annual Report**

Board Chair Hosseini reminded the Committee this item was originally on the October 3 agenda, but was pulled as the annual report was incomplete at that time. The annual report is due to the Board of Governors (BOG).

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Interim Vice President and General Counsel Ryan Fuller stated per BOG Regulation 9.012, all state university boards of trustees are required to submit an annual report of all grant programs, agreements, partnerships, and contracts between the state university and foreign principals based in a foreign country of concern. Institutions must report all instances of the identified programs, agreements, partnerships, and contracts between the state university and any foreign principal in a country of concern and the expected termination date. Further, state universities must report any office, campus, or physical location used or maintained by the state university in a foreign country of concern or with a foreign principal.

Board Chair Hosseini asked for a motion to approve Action Item GGRIA1, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0    New Business**
There was no new business to come before the committee.

**5.0    Adjourn**
There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 10:07 a.m.

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# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA1
December 12, 2024**

**SUBJECT:**    Governance Standards Amendments

## BACKGROUND INFORMATION

To increase transparency and consistency across the University enterprise, the following amendments are being proposed to the Board of Trustees' Governance Standards:

- For UF and Direct Support Organizations:
  - The President must approve any consultant agreements between $100,000 and less than $1,000,000.
  - The Board Chair must approve any consulting agreements of $1,000,000 or more.
- For UF Health and Shands Entities:
  - The President must approve any consulting agreements between $1,000,000 and less than $4,000,000.
  - The Board Chair must approve any consulting agreements of $4,000,000 or more.
- The President and Board Chair must approve raise pools for UF faculty and staff.
- The President and Board Chair must approve any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval.
- Clarification that compensation includes base salary plus all other possible compensation when determining whether a UF Health C-suit hire requires approval of the President after conferring with the Board Chair.

## PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to take action to approve the foregoing amendments to the Governance Standards and for recommendation to the full Board of Trustees for approval.

## ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  UF Governance Standards (revised December 2024)

Submitted by: Ryan Fuller, Interim Vice President and General Counsel

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

# UNIVERSITY OF FLORIDA GOVERNANCE STANDARDS

Last Revised: ~~June~~ December 2024

**KEY PRINCIPLES:**

1. The purpose of these Governance Standards is to further the University of Florida's (UF) "One UF" Strategic mission and to ensure appropriate visibility and communication with the UF Board of Trustees (BOT), such that the BOT can effectively fulfill its responsibility as UF's governing board and so that each trustee can carry out his/her fiduciary duties to UF while serving as a member of the BOT.

2. In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, or any Direct Support Organization (DSO) or affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full Board in the case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material.

3. These Governance Standards supersede preexisting UF BOT resolutions and internal operating memoranda related to the same topic, such as R07-37, which are now combined into one set of standards that work in conjunction with and in support of applicable Florida Statutes,  Board of Governors Regulations and the One UF strategic mission. Any legislation or Board of Governors Regulations, as amended from time to time, that conflict with these standards shall supersede.

4. These Governance Standards are designed to balance UF's important objectives of preserving sovereign immunity defenses for its DSOs and affiliated entities, while also respecting guidelines applicable for relevant rating agencies for its affiliates. These Governance Standards enhance the statutory requirements set forth in Florida law and the Board of Governors Regulations with the aforementioned objectives.

5. These Governance Standards will be reviewed periodically by the BOT as needed, and at least every five years, to ensure efficient operations and continued good governance.

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**GENERAL PROCEDURES:**

1. Approval: For actions that require the approval of any party, the approving party should be consulted as soon as a project becomes viable. The approving party should be consulted throughout the process and at each significant decision-making point. Full board approval will be documented by a signed board action. Any other approval or notice may be documented via email or via documentation maintained in the office of the relevant UF liaison.

2. Confer: For actions that require the President (or designee) to confer with the Board Chair, the President (or designee) and Board Chair must be informed as soon as a project or action becomes viable and before any potentially binding decisions are made. Information must be provided to such parties throughout the process and at each significant decision-making point. For actions that require Board Chair approval only, the Board Chair has discretion to request full BOT participation.

3. Individual projects, transactions or contracts that are related should be aggregated for purposes of the thresholds in the Governance Standards.

**DEFINITIONS:**

1. Capital Facilities Project:  Any project to acquire, construct, or change the functional use of land, buildings, and other facilities.

2. Capital Budget: An annual estimate in itemized form showing the amounts needed for a Capital Facilities Project(s). This includes a detailed statement of program needs, estimated construction costs and square footage, site costs, operating capital necessary to furnish and equip for operating a new or improved facility, and the anticipated sources of funding during the next fiscal year. The Capital Budget also includes the source of funds for each Capital Facilities Project.

3. Operating Budget:  An annual estimate of the total projected amounts needed to run the day-to-day operations of the University, a DSO or an affiliate.

4. Real Estate:  Purchase, sale, or lease, as applicable, of any existing real property (land or buildings), excluding gifts.

5. Legal Claim: Any complaint (formal or informal), legal proceeding, arbitration, administrative proceeding or government enforcement proceeding.

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**GOVERNANCE STANDARDS:**

The Governance Standards for the University, UF Health Corporation, Shands Entities, the UF Foundation, the University Athletic Association, the UF Investment Corporation, UF Faculty Practice Plans, and all other DSOs and affiliates are provided in the following charts:

## UNIVERSITY OF FLORIDA

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice.  If in doubt as to materiality, administrators will err on the side of assuming a matter is material.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT (including, e.g., tuition increases, fee increases, new academic degree programs, elimination of academic programs, textbook affordability, etc.)*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Capital Facilities Projects:<br>  1.  using state funds;<br>  2.  >$2M; or<br>  3.  any project, regardless of amount, that is determined to be of high visibility after conferring with the BOT chair | COO | Separate approval not needed for projects >$2M specifically approved as part of a Capital Budget or Operating Budget<br><br>UF Selection Protocols and Technical Review Committee will be used:<br>  (1) for all projects >$25M; and<br>  (2) for any project, regardless of amount, that is determined to be of high visibility after conferring with the BOT Chair.<br><br>Administrative working group with representation from offices of the Controller, General Counsel, CFO, and COO review capital facilities projects to ensure funds conform to appropriate budgets, plans, laws and regulations.<br><br>Source of funds for each project must be included in the approval document. |
| Capital Budget | CFO | Board of Governors (BOG) approval also required |

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| | | The expenditures from a Capital Budget shall be routinely audited by the Office of the UF Chief Audit Executive. |
|---|---|---|
| Operating Budget | CFO | Legislative appropriation also required<br><br>Delineation of authorized expenditures is required in budget submission to the BOT. |
| Annual E&G Carryforward Spending Plan | CFO | BOG report required each August beginning 2020<br><br>Expenditures from Carryforward Spending Plan shall be routinely audited by the Office of the UF Chief Audit Executive. |
| Real Estate:<br>  1. purchase or sale of real property;<br>  2. easements >25 years;<br>  3. leases ≥10 years;<br>  4. leases >50k square feet; or<br>  5. leases ≥$10M total spend | COO | BOT may require that the transaction be vetted by UF Development Corporation Board |
| Debt | CFO | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Hiring, Firing, or Changed Compensation of UF President | General Counsel | BOG ratification of hiring and extension of appointment required;<br>UF President's contract may provide for changed compensation;<br>Governance Committee and BOT may approve goals and performance criteria, which may be tied to changes in compensation |
| Create a New Entity, Affiliate, Subsidiary, or Merger | COO | |
| Amend Articles of Incorporation or Bylaws | General Counsel | |
| **Actions requiring Approval of UF President and BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Goods and Services Contracts:<br>  1. ≥$10M in total value; | CFO | BOG Reg. 18.001 limits renewal and extension terms of UF contracts |

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| | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| 2. ≥$2M per year spend; | | |
| 3. ≥$1M in total or per year spend for consulting services; | | |
| or | | |
| 4. ≥10 years and exclusive | | |
| Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval | CFO | |
| Compensation of all UF Cabinet Members (Vice Presidents and other Executive Direct Reports to President) | President or VP Human Resources | Market support for compensation is required; BOT Governance Committee informed at least annually<br><br>Also requires notice to the BOT Governance Chair. |
| Raise pools for faculty and staff | VP Human Resources | Full BOT ratification is also necessary for any collectively bargained raise pools. |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Search Process, Hiring and Firing of any UF Cabinet Member | President | UF Hiring Protocols must be followed |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Facilities Projects:<br>1. Not using state funds; and<br>2. ≤$2M; and<br>3. not determined to be of high visibility after conferring with the BOT chair | | May be designated to COO |
| Consulting agreements ≥$100K in total or per year spend | | |
| Research and IP Agreements – All | | May be designated to Vice President for Research |
| Internal Investigations | | UF Investigation Protocols must be followed |
| Settlement of Legal Claims <$750k | | |

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# UF HEALTH, INC.

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the Shands Board of Directors.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Create a New Entity, Subsidiary, or Merger | CEO UF Health | |
| Amend Articles of Incorporation | CEO UF Health | |
| Annual and Multiyear Capital Spending Plans | CEO UF Health | |
| Annual and Multiyear Operating Budgets | CEO UF Health | |
| Appointments to the UF Health Board | CEO UF Health | |
| Capital Facilities Projects of $10M or more, not included in Annual Budget | CEO UF Health | |
| Debt Issuance of any amount | CEO UF Health | |
| **Actions requiring Approval of UF President and BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Facilities Projects, less than $10M, not included in Capital Budget | CEO UF Health<br><br>6 | UF Selection Protocols and Technical Review Committee will be used:<br>(1) for all projects >$20M; and<br>(2) for any project, regardless of amount, that is determined to be of high visibility after conferring |

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| | | with the BOT Chair. |
| Amend Bylaws | CEO UF Health | |
| Real Estate:<br>1. purchase or sale of real property exceeding $5M<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$20M | CEO UF Health | |
| *Consulting agreements ≥$4M in total or per year spend for consulting services* | CEO UF Health | |
| Settlement of Legal Claims >$2M | General Counsel | Legal Claims included for purposes of this standard include claims from federal or state government entities relating to audits or investigations; this does not include medical malpractice claims or other general liability claims which are covered by the BOG Self-Insurance Programs. |
| **Actions Requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Appointments to Local Hospital Boards | CEO UF Health | |
| Settlement of Legal Claims between $1-2M | General Counsel | |
| Hiring and Compensation of Chief Executive Officer; hiring of any other C-suite officers with compensation exceeding $1M | CEO UF Health | UF Hiring Protocols must be followed. *For purposes of determining whether compensation exceeds $1M, base salary plus all other possible compensation shall be considered.* |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Settlement of Legal Claims between $750k-$1M | General Counsel | |
| Internal Investigations | General Counsel | UF Investigation Protocols must be Followed |

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| Actions Requiring Advance Notice to UF President | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Goods and Services Transactions:<br>  1.  ≥$20M total value;<br>  2.  ≥$4M per year;<br>  2.3. *≥$1M in total or per year spend for consulting services;* or<br>  3.4. >10 years and exclusive | CFO UF Health | |

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# SHANDS ENTITIES

**Includes: Shands Teaching Hospital and Clinics, Inc., Shands Jacksonville Healthcare, Inc., and Shands Jacksonville Medical Center, Inc.**

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the Shands Board of Directors.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Create a New Entity, Subsidiary, or Merger | SVP Health Affairs | |
| Amend Shands Articles of Incorporation | SVP Health Affairs | |
| **Actions requiring Approval of UF President and BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | SVP Health Affairs | |
| Capital Facilities Projects >$10M, not included in Capital Budget | COO | UF Selection Protocols and Technical Review Committee will be used: <br> (1) for all projects >$25M; and <br> (2) for any project, regardless of amount, that is determined to be of high visibility after conferring with the BOT Chair. |
| Operating Budget *and any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | SVP Health Affairs | |
| Amend Bylaws | SVP Health Affairs | |

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|---|---|---|
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$10M | COO | |
| *Consulting agreements ≥$4M in total or per year spend for consulting services* | COO | |
| Settlement of Legal Claims >$1M | General Counsel | Legal Claims included for purposes of this standard include claims from federal or state government entities relating to audits or investigations; this does not include medical malpractice claims or other general liability claims which are covered by the BOG Self-Insurance Programs. |
| **Actions Requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Appointments to Shands Entities' Boards | President | |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| Hiring and Compensation of Chief Executive Officer | | UF Hiring Protocols must be followed |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols (in development) must be followed |
| **Actions Requiring Advance Notice to UF President** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M | SVP Health Affairs | |
| Capital Facilities Projects >$2M and ≤$10M | COO | |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>3. *≥$1M in total or per year spend for consulting services;* or<br>4. >10 years and exclusive | CFO | |

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| Debt | CFO | UF President and Trustee on Shands Board must vote in majority for approval to be effective; Section on debt (including rating agency reports) included in regular financial reporting (at least twice a year) shared with BOT, BOG and Division of Bond Finance; and Forms will be substantively the same as those used by BOG, UF, and Division of Bond Finance |
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# UNIVERSITY OF FLORIDA FOUNDATION

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the UF Foundation Board of Directors.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Appointments to UFF Board | President | Except UF Board Chair appointee to the UFF Board and Ex-Officio members, all appointees begin serving upon approval of the BOT |
| Debt | VP Advancement | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Create a New Entity, Subsidiary, or Merger | VP Advancement | |
| Amend Articles of Incorporation | General Counsel | |
| Operating Budget | VP Advancement | Delineation of authorized expenditures is required in budget submission to the BOT.<br><br>Chair and Vice to review proposed operating budgets prior to full board approval |
| **Actions requiring Approval of UF President and BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | VP Advancement | |
| Capital Facilities Projects >$10M | COO | UF Selection Protocols and Technical Review Committee will be used:<br>   (1) for all projects >$25M; and<br>   (2) for any project, regardless of amount, that is |

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| | | determined to be of high visibility after conferring with the BOT Chair. |
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$10M | COO | Not required for gifts |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>2.3. *≥$1M in total or per year spend for consulting services;* or<br>3.4. >10 years and exclusive | VP Advancement | |
| *Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | VP Advancement | |
| Amend Bylaws | General Counsel | |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M | | |
| Capital Facilities Projects >$2M and ≤$10M | | |
| *Consulting agreements ≥$100K in total or per year spend for consulting services* | | |
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols (in development) must be followed |

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## UNIVERSITY OF FLORIDA ATHLETIC ASSOCIATION AND GATOR BOOSTERS

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the UAA and Gator Boosters Boards of Directors.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Appointments to UAA and Gator Boosters Boards | President | Except UF Board Chair appointee to the UAA and Gator Boosters Boards and Ex-Officio members, all appointees begin serving upon approval of the BOT |
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| Debt | Athletic Director | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Create a New Entity, Subsidiary, or Merger | General Counsel |  |
| Amend Articles of Incorporation | General Counsel |  |
| Operating Budget | Athletic Director | Delineation of authorized expenditures is required in budget submission to the BOT.<br><br>Chair and Vice to review proposed operating budgets prior to full board approval |
| **Actions requiring Approval of UF President and BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | Athletic Director |  |
| Capital Facilities Projects >$10M | COO | UF Selection Protocols and Technical Review Committee will be used:<br>(1) for all projects >$25M; and<br>(2) for any project, regardless of amount, that is |

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| | | determined to be of high visibility after conferringwith the BOT Chair. |
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$10M | COO | Not required for gifts |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>2.3. *≥$1M in total or per year spend for consulting services;* or<br>3.4. >10 years and exclusive | Athletic Director | |
| *Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | Athletic Director | |
| Amend Bylaws | General Counsel | |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Hiring, Firing and Compensation of Athletic Director | President | Market support for compensation is required; UF Hiring Protocols must be followed |
| Compensation for Any Employee with a Total Annual Compensation >$1M | President | Market support for compensation is required |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M not using state funds | | |
| Capital Facilities Projects >$2M and ≤$10M not using state funds | | |
| *Consulting agreements ≥$100K in total or per year spend for consulting services* | | |

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|---|---|---|
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols must be followed |

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# UNIVERSITY OF FLORIDA INVESTMENT CORPORATION

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the UFICO Board.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Appointments to UFICO Board | President | Except UF Board Chair appointee to the UFICO Board and Ex-Officio members, all appointees begin serving upon approval of the BOT |
| | | |
| Debt | UFICO CEO | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Create a New Entity, Subsidiary, or Merger | General Counsel | |
| Amend Articles of Incorporation | General Counsel | |
| Operating Budget | UFICO CEO | Delineation of authorized expenditures is required in budget submission to the BOT.<br><br>Chair and Vice to review proposed operating budgets prior to full board approval |
| **Actions requiring Approval of UF President and BOT Chair, and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | UFICO CEO | |
| Capital Facilities Projects >$10M | COO | UF Selection Protocols and Technical Review Committee willbe used:<br>(1) for all projects >$25M; and<br>(2) for any project, regardless of amount, that is determined to be of high visibility after |

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|---|---|---|
| | | conferringwith the BOT Chair. |
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$10M | COO | Not required for gifts |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>2.3. *≥$1M in total or per year spend for consulting services;* or<br>3.4. >10 years and exclusive | UFICO CEO | |
| *Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | UFICO CEO | |
| Amend Bylaws | General Counsel | |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Hiring, Firing and Compensation of Chief Executive Officer | President | Market support for compensation is required;<br>UF Hiring Protocols must be followed |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M | | |
| Capital Facilities Projects >$2M and ≤$10M | | |
| *Consulting agreements ≥$100K in total or per year spend for consulting services* | | |
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols must be followed |

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# UNIVERSITY OF FLORIDA PRACTICE PLAN AFFILIATES

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the Practice Plan Boards.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Appointments to Practice Plan Boards | President | Except UF Board Chair appointees to the Practice Plan Boards and Ex-Officio members, all appointees begin serving upon approval of the BOT |
| | | |
| Debt | SVP Health Affairs | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Create a New Entity, Subsidiary, or Merger | General Counsel | |
| Amend Articles of Incorporation | General Counsel | |
| Operating Budget | SVP Health Affairs | Delineation of authorized expenditures is required in budget submission to the BOT.<br>Chair and Vice to review proposed operating budgets prior to full board approval |
| **Actions requiring Approval of UF President and BOT Chair, and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | SVP Health Affairs | |
| Capital Facilities Projects >$10M | COO | UF Selection Protocols and Technical Review Committee will be used:<br>(1) for all projects >$25M; and<br>(2) for any project, regardless of amount, that is determined to be of high visibility after |

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| | | Conferring with the BOT Chair. |
|---|---|---|
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥ $10M | COO | Not required for gifts |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>2.3. *≥$1M in total or per year spend for consulting services;* or<br>3.4. >10 years and exclusive | SVP Health Affairs | |
| *Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | SVP Health Affairs | |
| Amend Bylaws | General Counsel | |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Hiring, Firing and Compensation of Chief Executive Officer (if any) | President | Market support for compensation is required;<br>UF Hiring Protocols must be followed |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M | | |
| Capital Facilities Projects >$2M and ≤$10M | | |
| *Consulting agreements ≥$100K in total or per year spend for consulting services* | | |
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols must be followed |

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## UNIVERSITY OF FLORIDA DSOs AND AFFILIATES - OTHER

*In addition to the specific standards outlined below, for any matters that would reasonably be considered material to UF, a DSO or any affiliate entity, or that would generate significant media attention, the President will confer with the BOT Chair and notify the BOT Vice Chair, and notify the full BOT in case of significant media attention. It is understood that health, safety and operational emergencies may preclude advance notice. If in doubt as to materiality, administrators will err on the side of assuming a matter is material. The approvals below are in addition to any approvals required by the DSO or Affiliate Boards.*

*The below standards are in addition to any existing statutory approvals or Board of Governors regulatory approvals, as amended from time to time, that are required of the BOT.*

| Actions Requiring Approval of the Full BOT | UF Liaison | Additional Requirements and Notes |
|---|---|---|
| Appointments to DSO/Affiliate Boards | President | Except UF Board Chair appointees and Ex-Officio members, all appointees begin serving upon approval of the BOT |
| | | |
| Debt | Organization Leader | BOG approval also required (unless excepted by BOG debt management guidelines) |
| Create a New Entity, Subsidiary, or Merger | General Counsel | |
| Amend Articles of Incorporation | General Counsel | |
| Operating Budget | Organization Leader | Delineation of authorized expenditures is required in budget submission to the BOT. Chair and Vice to review proposed operating budgets prior to full board approval |
| **Actions requiring Approval of UF President and BOT Chair, and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Capital Budget >$10M | Organization Leader | |
| Capital Facilities Projects >$10M | COO | UF Selection Protocols and Technical Review Committee will be used: (1) for all projects >$25M; and (2) for any project, regardless of amount, that is determined to be of high visibility after conferring with the BOT Chair. |

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| | | |
|---|---|---|
| Real Estate:<br>1. purchase or sale of real property;<br>2. easements >25 years;<br>3. leases ≥10 years;<br>4. leases >50k square feet; or<br>5. leases ≥$10M | COO | Not required for gifts |
| Goods and Services Transactions:<br>1. ≥$10M total value;<br>2. ≥$2M per year;<br>2.3. *≥$1M in total or per year spend for consulting services;* or<br>3.4. >10 years and exclusive | Organization Leader | |
| *Any deviation from a BOT approved operating budget when such deviation is in an amount or of a type that would have required initial BOT or Board Chair approval* | Organization leader | |
| Amend Bylaws | General Counsel | |
| Settlement of Legal Claims >$1M | General Counsel | |
| **Actions requiring Approval of UF President *After* Conferring with BOT Chair and Notice to BOT Vice Chair** | **UF Liaison** | **Additional Requirements and Notes** |
| Hiring, Firing and Compensation of Chief Executive Officer (if any) | President | Market support for compensation is required;<br>UF Hiring Protocols must be followed |
| Settlement of Legal Claims ≥$750k and <$1M | General Counsel | |
| **Actions Requiring Approval of UF President Only** | **N/A** | **Additional Requirements and Notes** |
| Capital Budget >$2M and ≤$10M | | |
| Capital Facilities Projects >$2M and ≤$10M | | |
| *Consulting agreements ≥$100K in total or per year spend for consulting services* | | |
| Settlement of Legal Claims <$750k | | |
| Internal Investigations | | UF Investigation Protocols must be followed |

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## COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
## AND INTERNAL AFFAIRS
## ACTION ITEM GGRIA2
## December 12, 2024

**SUBJECT:**     UF Health Corporation Board Restated Bylaws Amendments

### BACKGROUND INFORMATION

The UF Health Corporation was established as an entity to create a unified vehicle for establishing consistency in quality, aligning strategic planning and marketing and decision-making for resource investments related to UF Health and all affiliates. The UF Board of Trustees (BOT) approved the UF Health Corporation Board (UFHCB) Restated Bylaws in August 2024. Amendments to these Bylaws are proposed to provide additional clarification, including in the administrative alignment for the UF Health reporting structure. Because the amendments impact UFHCB governance, they are being brought to the full Board of Trustees for ratification.

### PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend amendments to the UF Health Corporate Board Restated Bylaws to the Board of Trustees for its approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  UF Health Corporation Board Restated Bylaws Amendments

Submitted by: Ryan Fuller, Interim Vice President and General Counsel

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

**RESTATED BYLAWS**


**OF**


**UNIVERSITY OF FLORIDA HEALTH CORPORATION**

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**RESTATED BYLAWS**

**OF**

**UNIVERSITY OF FLORIDA HEALTH CORPORATION**

**ARTICLE 1.  PURPOSES**

University of Florida Health Corporation ("Corporation" or "UF Health") is organized and shall be operated exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) and Section 170(c) of the Internal Revenue Code of 1986, as may be amended from time to time (the "Code"), or corresponding provisions thereof.

UF Health, organized as a not-for-profit under Chapter 617, Florida Statutes ("F.S"), as it now exists or is subsequently amended or superseded, has been structured by the University of Florida (the "University") Board of Trustees ("Board of Trustees") for the following purposes:

a.      To primarily support the health affairs mission of the University and the Board of Trustees, including, but not limited to, providing community services and patient care, education and training of health affairs professionals, and clinical research for the benefit of Florida citizens in a manner consistent with §1004.41, F.S., as it now exists or is subsequently amended or superseded;

b.      To enhance coordinated decision-making, strategic marketing and planning and resource investment for UF Health's and the University's healthcare enterprise in order to advance UF Health and the University, as well as UF Health's system of direct and indirect subsidiary hospitals, healthcare facilities and clinical and research practice entities (collectively, the "System") as a regional and national leader in clinical care, research, education and community service across the System;

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c.      To oversee, through appropriate Board of Trustees, UF Health Board and Board Committee reviews, the exercise of UF Health's risk oversight efforts in protecting its missions and objectives;

d.      To advance the System's patient experience, ensuring that the quality and service standards of the "UF Health" brand is experienced at all hospital and clinical locations;

e.      To advance the System's provision of reliable quality and safe patient care by implementing evidence-based, interdisciplinary, and highly coordinated programs across the communities served by the University, UF Health and the System;

f.      To promote research activities that aim to achieve advances in healthcare, and to work with and support the research activity conducted by faculty of the University;

g.      To position each entity within the System for sustained, successful growth, and financial viability; and

h.      To become a leader in health care delivery by enhancing clinical services capabilities, linking services across the continuum of care, and utilizing digital health and contemporary information technology.

In order to carry out properly the objects and purposes set forth above, subject to and in accordance with the Board of Trustees Governance Standards adopted in April 2022, (as amended or superseded) (the "University Governance Standards") and applicable law, UF Health shall have the authority, on its own behalf or by delegation of authority to its System entities, to:

a. Purchase, lease, and otherwise acquire, hospitals and other related facilities, to form subsidiaries and engage in ventures with other entities consistent with the purposes of UF Health;

b. Borrow money and give security therefor;

c.  Solicit and receive donations, bequests, devises and other gifts of money or property;

d.  Invest, administer and use the money and property of UF Health, and all income derived therefrom, for any one or more of the purposes provided herein; provided, however, that no such powers shall be exercised in a manner inconsistent with Section 501(c)(3) of Code and any corresponding provisions thereof; and

e.  To represent and negotiate for and on behalf of each of the components of the System's clinical enterprise with third parties, including managed care payers and health systems.

Pursuant to the University Governance Standards and consistent with any amendments thereto, the Board of Trustees may delegate approval and notice rights of the Board of Trustees and the University President as applicable and permitted by law, to the Board of Directors of UF Health (the "UF Health Board" and each a "Director").

## ARTICLE 2. DEFINED TERMS

Capitalized terms used in these Bylaws shall have the meanings ascribed to them herein.

## ARTICLE 3.  OFFICES

The principal office of the Corporation will be in Gainesville, Alachua County, Florida.

## ARTICLE 4. POWERS RESERVED TO THE BOARD OF TRUSTEES OR THE UNIVERSITY PRESIDENT

The University, acting by and through the Board of Trustees, or by and through the University Board Chair and University President, as the case may be, has the exclusive power to: (a) approve an amendment, modification, revision or restatement to the Corporation's Articles of

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Incorporation and these Bylaws (as amended from time to time), (b) appoint and remove any Director of the UF Health Board, (c) approve any right with respect to the Corporation or the System, including without limitation, governance, oversight and day to day operations, arising under F.S. Section 1004.41(4)-(5), which (i) may not be delegated to the UF Health Board under applicable law and (ii) are not delegated to the UF Health Board pursuant to the University Governance Standards, and (d) approve any material change in the mission or stated purpose of the Corporation; so long as such action is consistent with, and not in violation of, the University Governance Standards.

## ARTICLE 5. BOARD OF DIRECTORS

**Section 1. Powers.**

Subject to, and not inconsistent with, (i) the University Governance Standards, (ii) the Corporation's Articles of Incorporation, (iii) the provisions of Article 4 hereof, or (iv) other provisions contained in these Bylaws, the business and affairs of the Corporation and all its corporate powers, shall be exercised by or under the authority of its UF Health Board.

**Section 2. Number.**

The UF Health Board shall be composed of a minimum of 5 and up to 13 Directors.

**Section 3. Appointment and Composition of Board of Directors.**

The Directors, except for the three (3) ex-officio Directors set forth below and one Director appointed by the Board of Trustees Chair, shall be appointed by the Board of Trustees, provided that such appointment is consistent with, and not in violation of, the University Governance Standards. The three (3) ex-officio Directors shall be the University President, the UF Health President and Chief Executive Officer (the "CEO"), and the University Senior Vice President for Health Affairs (the "SVPHA").

**Section 4. Terms of Office.**

      **a.**      **Chairperson.** The Chairperson of the UF Health Board ("Chairperson") shall be the University President or a designee approved by the Board of Trustees.

      **b.**      **Vice Chairperson.** The Vice Chairperson of the UF Health Board ("Vice Chairperson") shall be elected by majority vote of the UF Health Board.

      **c.**      **Directors.** Directors shall hold staggered 4-year terms. A Director is not eligible to serve more than two-full 4-year terms consecutively; provided, however, a Director initially appointed for a term of less than 3 years in order to achieve staggered terms may, after the initial term, be appointed to a full 4-year term and may be reappointed to an additional 4-year term. Vacancies occurring during a term will be filled for the unexpired portion in the manner provided for the appointment of Directors. Directors serving in an *ex officio* capacity shall have no limits on terms.

**Section 5. Resignation.**

A Director may resign at any time by submitting a written resignation to the Chairperson of the UF Health Board.

**Section 6. Removal.**

The Board of Trustees, or the Board of Trustees Chair and University President, may remove any Director at any time for any reason, provided that each removal is consistent with, and not in violation of, the University Governance Standards or applicable law.

**Section 7. Compensation.**

Except as otherwise provided in, and not inconsistent with, the University Governance Standards, where applicable, Directors shall not receive compensation for their services but may be

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reimbursed for reasonable expenses incurred for travel, meals and lodging associated with attendance at meetings of the Corporation or when traveling on corporate business.

## ARTICLE 6. BOARD MEETINGS

**Section 1. Calling Meetings.**

At least one meeting of the UF Health Board will be held during each quarter of each fiscal year at a place chosen by the Chairperson for the convenience of the Directors. The day, hour, and place of the meetings will be determined by the Chairperson.

**Section 2. Special Meetings.**

Special meetings of the UF Health Board may be called by the Chairperson or three or more Directors.

**Section 3. Quorum and Voting.**

A majority of Directors in office immediately before a meeting begins will constitute a quorum at any duly noticed meeting of the UF Health Board, and the vote of a majority of the voting Directors present in person at a meeting at which a quorum is present shall be the act of the UF Health Board, unless required by applicable law, statute, regulation, the University Governance Standards, the Corporation's Articles of Incorporation, or these Bylaws. If less than a quorum is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice other than an announcement at the meeting, until a quorum shall be present.

**Section 4. Meeting by Telephone and Video Conference.**

Directors of the UF Health Board or any committee members thereof may participate in a regular or special meeting by, or conduct the meeting using any means of communication by which all Directors participating may hear each other during the meeting. A Director participating in a meeting by this means is deemed to be present in person at the meeting.

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**Section 5. Presiding Officer.**

The Chairperson, or in his or her absence, the Vice Chairperson, will preside at meetings of the UF Health Board.

**Section 6. Minutes.**

Minutes of any UF Health Board meeting will be presented for approval at the next meeting of the UF Health Board.

**Section 7. Proxies.**

Proxies, general or special, will not be accepted for any purpose in the meetings of the UF Health Board or Committees.

**Section 8. Roll Call.**

At the beginning of any meeting, the CEO or Secretary will determine the presence or absence of a quorum. The roll will thereafter only be called upon the request of the Chairperson or any Director, and after each roll call the presence or absence of a quorum will be announced.

**Section 9. Notice.**

The CEO or Secretary shall provide notice of each meeting of the UF Health Board not fewer than three calendar days preceding the meeting.

**Section 10. Waiver of Notice.**

Whenever any notice is required to be given under the provisions of the Florida Not for Profit Corporation Act or under the provisions of the Corporation's Articles of Incorporation or these Bylaws, a written waiver of the notice signed by the person or persons entitled to notice, whether before or after the time the notice was required, will be deemed equivalent to the giving of the notice.

**Section 11. Meeting Attendance.**

All Directors are required to attend a minimum of three of the four meetings of the UF Health Board held during a fiscal year. Attendance at a meeting of the UF Health Board may be in person, by telephone or by video conference.

## ARTICLE 7. CORPORATION'S OFFICERS

**Section 1. UF Health President and Chief Executive Officer.**

Except as otherwise provided in, and consistent with, the University Governance Standards (which requires approval of the Board of Trustees Chair and the University President), the UF Health Board shall appoint the CEO. The CEO shall be responsible for the development and execution of the strategic goals of the Corporation and the System. The CEO shall have the authority to approve expenditures subject to the University Governance Standards, and shall be responsible for maintenance and management of the activities and personnel of the Corporation and the System and will perform other duties assigned by the UF Health Board, these Bylaws and any contractual arrangement between the CEO and the Corporation, as the case may be. The CEO shall report to the UF Health Board and to the Senior Vice President for Health Affairs~~University President or designee~~. Subject to the necessary approvals provided in, and consistent with, the University Governance Standards, the UF Health Board shall have the following authorities and responsibilities over the CEO:

    a.    Hiring and appointing as provided in this Section;

    b.    Conducting the performance assessments;

    c.    Assessing and determining compensation; and

    d.    Removing the CEO consistent with the requirements provided in Section 4 below.

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**Section 2. Other Officers.**

The CEO may appoint a Secretary, Treasurer, and other Officers, as appropriate, to perform those duties and to coordinate those areas of responsibility as may be assigned by the CEO. Such appointments shall require UF Health Board approval.

**Section 3. Resignation.**

An Officer may resign at any time by submitting a written resignation to the CEO. Such resignation shall not prejudice any contractual right such Officer may have under any employment, severance or other agreement by and between the Officer and the Corporation.

**Section 4. Removal.**

Any Officer may be removed, with or without cause, by the CEO or the UF Health Board, after prior consultation with the CEO; provided, however, that any such removal shall be in accordance with, and not in breach of, and shall not prejudice any contractual right such Officer may have under any employment, severance or other agreement by and between the Officer and the Corporation. ~~Subject to the University Governance Standards,~~ The UF Health Board and Senior Vice President for Health Affairs may remove the CEO with or without cause with the advice and consent of the University President and Chair of the Board of Trustees. ~~the CEO may be removed for cause by the Board of Trustees Chair and University President or with or without cause by the UF Health Board~~; provided, however, that any such removal shall be in accordance with the University Governance Standards, and not in breach of, and shall not prejudice any contractual right such Officer may have under any employment, severance or other agreement by and between the Officer and the Corporation.

**Section 5. Compensation.**

Reasonable compensation as determined by the UF Health Board or the CEO, subject to the University Governance Standards and any Board of Directors Conflicts of Interest policies, as the case maybe, may be paid to Officers of the Corporation. In addition, Officers may receive other benefits associated with their employment, as determined by the UF Health Board or the CEO, as the case may be, and may be reimbursed for reasonable expenses incurred for travel, meals and lodging when traveling on corporate business. The UF Health Board and Senior Vice President for Health Affairs will determine the CEO's Incentive Compensation under the Executive Incentive Compensation Plan.

## ARTICLE 8. COMMITTEES OF THE BOARD OF DIRECTORS

**Section 1. Appointment of Committees.**

The UF Health Board will establish an Executive Committee, Compensation and Talent Committee, Finance/Audit and Investment Committee, Quality and Reliability Committee, and Governance Committee, and may appoint such additional committees as it from time to time deems appropriate for the efficient operation of the Corporation and the System. The Chairperson, after consultation with the Governance Committee, shall appoint such persons and assign such duties to the committees the Chairperson deems appropriate to accomplish the purpose of such committee, including a Chairperson for each Committee, with the following restrictions: all Committee Chairs must also be current Directors, the Executive Committee and the Compensation and Talent Committee shall only consist of Directors, and the other Committees will consist of a majority of Directors, but may also include other University and System employees or community members. Committee members will serve for four (4) years, unless appointed for a different term. Notwithstanding the specific committee membership terms provided in this section, the UF Health

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Board may from time to time assign shorter or longer terms for members in order to maintain a staggered and orderly membership turnover.

**Section 2. Committee Actions.**

All actions of any committee purporting to bind the Corporation, except the Executive Committee, will require approval or ratification by the UF Health Board or shall be deemed void *ab initio* and of no force or effect. Each Committee shall maintain written minutes of its meetings.

**Section 3. Committee Removal.**

A Committee member may be removed from a committee for any reason by a majority vote of the UF Health Board or the Board of Trustees Chair and University President.

**Section 4. Executive Committee.**

The membership of the Executive Committee will include the Senior Vice President for Health Affairs, CEO, Chairperson of the UF Health Board, and other Directors as determined by the Chairperson after consultation with the UF Health Board. Subject to the limitations contained in the Restated Articles of Incorporation and University Governance Standards, the Executive Committee shall have such powers and authority as the UF Health Board may delegate to it, including, but not limited to the power to act on behalf of the UF Health Board, provided any such actions are ratified by the UF Health Board at a subsequent meeting of the UF Health Board. The Executive Committee may consider matters that are within the scope of other committees, at the discretion of the Senior Vice President for Health Affairs, CEO or the UF Health Board. Minutes of all Executive Committee meetings shall be recorded and forwarded to the UF Health Board.

**Section 5. Compensation and Talent Committee.**

The Compensation and Talent Committee shall review compensation. The activities of the Compensation and Talent Committee shall include, but not be limited to:

e. Review of annual productivity goals, including methodology;

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f.      Review annual goal grading and payout plans;

g.      Review and approve executive compensation; and

h.      Executive succession planning.

**Section 6. Finance, Audit and Investment Committee.**

The Finance, Audit and Investment Committee plays an important financial and risk oversight role for the UF Health Board, directing finance, audit and risk management resources to obtain insights needed. Activities include but are not limited to system-wide financial review and oversight to the UF Health Board for a broad range of fiscal, business development and management issues and policies, including establishing and implementing an investment policy to enhance and protect corporate funds, recommending debt / capitalization, recommending the annual budget (capital and operating). Internal Audit reports to this Committee, which directs and approves the annual work plans. Other important providers of risk information (such as Compliance and Information Security) will routinely report to this Committee.

**Section 7.  Quality and Reliability Committee.**

The Quality and Reliability Committee shall ensure that safe, high-quality care is provided at all System practice sites and facilities, and will serve to support clinical excellence in general. Local hospital Board Chairs will be included in the Committee as non-voting members.  The activities of the Quality and Reliability Committee shall include, but shall not be limited to:

a.      Developing, reviewing, and monitoring relevant quality and safety metrics from all practice sites and facilities;

b.      Approving annual quality targets and methodology; and

c.      Ensuring that System-wide quality and safety programs are coordinated effectively, in collaboration with the component units and their respective quality and safety efforts.

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**Section 8.  Governance Committee.**

The Governance Committee will provide guidance with respect to the following issues:

a.  Structure of the UF Health Board, including screening and recruitment of new Directors;

b.  Education and training of Directors and Officers; and

c.  Nomination and succession of Directors, System leaders and other executives.

## ARTICLE 9. MISCELLANEOUS PROVISIONS

**Section 1. Regulations.**

In addition to the provisions of the Corporation's Articles of Incorporation and these Bylaws, the Corporation shall at all times comply with applicable University and Board of Governors Regulations, and University Governance Standards (as defined above), and any amendments to any of the foregoing.

**Section 2. University President.**

The University President or a designee approved by the Board of Trustees Chair shall (i) monitor the use of the University's resources by the Corporation, (ii) monitor use of the University name by the Corporation, (iii) monitor compliance of the Corporation with federal and state laws, and (iv) approve any proposed contributions of funds or supplements by the Corporation to support the University.

**Section 3. Non-discrimination.**

Neither the Corporation nor any System entity, including any direct or indirect subsidiary of the Corporation, will discriminate based on race, creed, color, religion, sex, sexual orientation, age, marital status, national origin, disability, political opinions or affiliations and veteran status under the Vietnam Era Veterans' Readjustment Assistance Act.

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**Section 4. Corporation Employees.**

No person employed by the Corporation will be considered to be an employee of the State of Florida or the University solely by virtue of his or her employment by the Corporation. Notwithstanding the above, any University employee providing services to or on behalf of the Corporation shall continue to be considered a University employee subject to terms of such employment.

**Section 5.  Indemnification.**

   a.      **Indemnification.** Subject to the limitations in Section 5(b), every Director and Officer of the Corporation (each, an "Indemnified Party") shall be entitled to be indemnified by the Corporation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed on such Indemnified Party in connection with any proceeding, including any appeal, or any settlement of any proceeding to which the Indemnified Party may be a party or in which he or she becomes involved as a result of serving as a Director or Officer. The Indemnified Party does not have to be a Director or Officer at the time the expenses or liabilities are incurred or imposed. This indemnification is in addition to and not exclusive of all other rights to which an Indemnified Party may be entitled.

   b.      **Exceptions and Limitations.** The indemnification set forth above does not apply in the case of an action by, or in the right of, the Corporation. A Director or Officer is entitled to indemnification only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Corporation and (where applicable) had no reasonable cause to believe his or her conduct was unlawful or contrary to the best interests of the Corporation.

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**Section 6. Fiscal Year.**

The Corporation's fiscal year shall be July l - June 30.

**Section 7. Review of Mission.**

The University Board of Trustees shall periodically review the mission and activities of the Corporation to ensure it supports one or more of the purposes of the University of Florida.

**Section 8. Written Policies.**

The Corporation shall have written policies on ethics, conflicts of interest, personnel, discrimination and sexual harassment.

## ARTICLE 10. AMENDMENTS, ETC.

**Section 1. Amendments.**

Subject to, and not inconsistent with (i) the University Governance Standards, (ii) the Corporation's Articles of Incorporation, and (iii) the provisions of Article 4 hereof, these Bylaws of the Corporation may be amended, modified, revised or restated by a majority vote of the UF Health Board with the prior approval of the Board of Trustees Chair and the University President.

**Section 2. Fiscal Year.**

The fiscal year of the Corporation may be amended by the UF Health Board with approval of the Board of Trustees Chair and University President.

**Section 3. Severability.**

The invalidity of any provisions of these Bylaws shall not affect the other provisions hereof, and in such event these Bylaws will be construed in all respects as if such invalid provision were omitted.

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Adopted by the Board of Directors of University of Florida Health Corporation on: _____, 2024.

_____
Secretary

## COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
## AND INTERNAL AFFAIRS
## ACTION ITEM GGRIA3
## December 12, 2024

**SUBJECT:**     UF Health Corporation Board Appointment

### BACKGROUND INFORMATION

The UF Health Corporation inaugural board was approved at the University of Florida Board of Trustees (BOT) meeting in June 2024. The BOT appointed position of Secretary is the UF General Counsel. Due to a change in leadership in that role, the Board is asked to appoint Interim Vice President and General Counsel Ryan Fuller effective January 1, 2025 as Amy Meyers Hass has changed roles within the University.

### PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve the UF Health Corporate Board Appointment to the Board of Trustees for its approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:  None

Submitted by: Ryan Fuller, Interim Vice President and General Counsel

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                   W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA4
December 12, 2024**

**SUBJECT:** Presidential Search Firm

## BACKGROUND INFORMATION

Board of Governors Regulation 1.002 states that university boards of trustees may retain the services of an executive search firm, subject to a competitive procurement process or use of a competitively procured, pre-qualified list to assist during a presidential search. It also states that any search firm that is retained must confirm, in writing, that it is familiar with and will comply with Florida's Sunshine laws in chapters 119 and 286, Florida Statutes, and the confidentiality requirements in section 1004.098, Florida Statutes, applicable to executive searches.

Through a process explained during the meeting of the Committee on Governance, Government Relations and Internal Affairs, the Chair of the Presidential Search Advisory Committee has identified and recommends _____ as a highly qualified and experienced executive search firm to assist the Board of Trustees and Presidential Search Advisory Committee with the search for the University's 14th President. _____ is on a competitively procured, pre-qualified list of vendors and will agree in writing to comply with state law regarding sunshine requirements and confidentiality.

## PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to take action to approve _____, as the executive compensation firm recommended by the Chair of the Presidential Search Advisory Committee and for recommendation to the full Board of Trustees for approval.

## ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included: None

Submitted by: Rahul Patel, Chair of the Presidential Search Advisory Committee

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

## COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
## AND INTERNAL AFFAIRS
## ACTION ITEM GGRIA5
## December 12, 2024

**SUBJECT:** Jacksonville Campus Update

### BACKGROUND INFORMATION

As outlined during the presentation to the Committee, through productive discussions between the University and the City of Jacksonville, the parties have identified a site that they believe to be ideal as the site for the University's Jacksonville campus. The University and the City are ready to immediately begin the work necessary to complete the conveyance of the site.

### PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to: (1) approve the proposed site of the Jacksonville campus for recommendation to the full Board of Trustees for approval; and (2) approve delegation of authority to the President and Board Chair to finalize the negotiations and conveyance agreement for recommendation to the full Board for approval.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

Supporting Documentation Included:

Submitted by: Kurt Dudas, Vice President for Strategic Initiatives

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____        _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA6
December 12, 2024**

**SUBJECT:**   UF Non-Commercial Aircraft Use Policy

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### BACKGROUND INFORMATION

The Board of Trustees desires to establish a policy for non-commercial aircraft use at UF.

### PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations, and Internal Affairs is asked to approve the UF Non-Commercial Aircraft Use Policy as presented. The Committee is asked to recommend this item to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

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Supporting Documentation Included: UF Non-Commercial Aircraft Use Policy

Submitted by: Chelsey J. Clements, Chief Compliance, Ethics, and Privacy Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____      _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

**Number:** 7-002

# Non-Commercial Aircraft Use

**Category:** Finance
**Responsible Executive:** Senior Vice President and Chief Financial Officer
**Responsible Office:** Finance and Accounting

## 1. PURPOSE

Non-Commercial Aircraft use, with prior University President or designee approval, is permitted for University, Direct Support Organization (DSO) and/or UF Affiliate officers, employees, directors, trustees, contractors, students, and other personnel or accompanying persons who are traveling on University, DSO, and/or UF Affiliate Official Business when cost-justifiable and in the best interest of the University Enterprise.

## 2. APPLICABILITY

This Directive applies to all University, DSO, and UF Affiliate officers, employees, directors, trustees, contractors, students, and other personnel or Accompanying Travelers. Operational use by the University Athletic Association, in accordance with their policies and procedures, is excluded from this directive.

## 3. DEFINITIONS

*Accompanying Travelers* means individuals who, for the purpose of conducting UF/DSO/UF Affiliate Official Business, are accompanying any Permitted Passengers.

*Official Business* means activities in support of the University, DSO, or UF Affiliate mission.

*Non-Commercial Aircraft* means University Enterprise-owned aircraft, or any aircraft leased or chartered on behalf of the University Enterprise.

*Permitted Passengers* means UF, DSO, or UF Affiliate officers, employees, directors, trustees, contractors, students, and other personnel who are flying on UF, DSO, or UF Affiliate Official Business with the prior approval of the University President or designee.

*Primary Traveler* means the Permitted Passenger initiating the request for Non-Commercial Aircraft Use and responsible for ensuring all Permitted Passengers understand and comply with the Non-Commercial Aircraft Use directive.

## 4. POLICY STATEMENT

### 4.1. Directive Specifics

**4.1.1. Business Justification for Use.** Non-Commercial Aircraft may be used to carry Permitted Passengers and Accompanying Travelers for Official Business only in one of the following instances:

    i.    The destination is not served by commercial carriers.
    ii.    The use of Non-Commercial Aircraft is the most cost-effective travel arrangement.
    iii.    The time required to use a commercial carrier interferes with Permitted Passenger's Official Business.
    iv.    Emergency circumstances necessitating the use of Non-Commercial Aircraft.

**4.1.2. Travel Request.** An individual covered by the Applicability section of this Directive may request approval from the University President or designee to use Non-Commercial Aircraft. Such a request must be approved prior to any such use. The request must be made by submission of a completed Request for Non-Commercial Aircraft Use form. The Non-Commercial Aircraft Use form must include information and documentation supporting Business Justification for use and the cost of Non-Commercial Aircraft with all other incurred and/or anticipated travel costs. The University President will inform the Board of Trustees Chair of the President's use of Non-Commercial Aircraft utilizing the Non-Commercial Aircraft Use form. The

President's Office will provide copies of such forms to the Office of the Senior Vice President and Chief Financial Officer to be maintain for audit purposes.

**4.1.3. Use of Non-Commercial Aircraft.** The University President or designee shall review the completed Request for Non-Commercial Aircraft Use form and accompanying information and documentation to determine if the requester has established a Business Justification under this Directive. The University President or designee has the discretion to deny any request, including when a Business Justification is established. If a request is approved, the University President or designee shall provide the Primary Traveler with documentation of such approval. The University President or designee may not approve use of any UAA owned aircraft if UAA reasonably advises that such aircraft is unavailable.

**4.1.4. Documentation.** Approval of the Request for Non-Commercial Aircraft Use form must accompany the Primary Traveler and Permitted Passenger(s) during Non-Commercial Aircraft use. It is the responsibility of the Primary Traveler to maintain such documentation. The Office of the Senior Vice President and Chief Financial Officer must also maintain copies of all executed Request for Non-Commercial Aircraft Use forms. All travel costs must be properly recorded and accounted for within the University's accounting system of record.

**4.1.5. Prohibited Use.** Non-Commercial Aircraft may not be used for any activities that do not constitute a Business Justification for use, including but not limited to, the following:

    i.    Use that deviates from or exceeds the use approved by the University President or designee.
    ii.    Political or campaign activity.
    iii.    Personal activity.
    iv.    Activities that violate any law or UF, DSO, or UF Affiliate regulation, policy, or procedure.

## 4.2. Review and Adjudication

The Office of the Senior Vice President and Chief Financial Officer is responsible for overseeing implementation of and assuring compliance with this directive and may be contacted with questions about the directive or to report suspected violations.

## 4.3. Directive Violations

The University may take, or require a DSO or UF Affiliate to take, administrative or disciplinary action concerning violations of this directive, up to and including termination or expulsion.

## 5. REFERENCES AND RELATED INFORMATION

REQUEST FOR NON-COMMERCIAL AIRCRAFT USE

*History: New __-__-2024*

# REQUEST FOR NON-COMMERCIAL AIRCRAFT USE

**Specify requested aircraft use:**

☐ University-owned Aircraft
☐ Other Non-Commercial Aircraft

**Official Business Purpose and Business Justification:**

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**Primary Traveler Trip Liaison Name:** _____ **Email:** _____ **Phone:** _____

**Date(s):** _____ **Destination(s):** _____

Other needs (rental car, food, etc.) _____

**Non-Commercial Aircraft is to be used by:**

☐ Permitted Passenger(s): UF, DSO, or UF Affiliate officers, employees, directors, trustees, contractors, students and other personnel who are flying on UF, DSO, or UF Affiliate Official Business AND/OR

☐ Accompanying Traveler(s): Individuals who, for the purpose of conducting UF/DSO/UF Affiliate Official Business, are accompanying any Permitted Passenger(s) (e.g., a spouse or domestic partner of an officer or trustee who is expected to attend an event on behalf of, to benefit, or to help represent UF/DSO/UF Affiliate).

**Permitted Passenger(s) and Accompanying Traveler(s):**

_____

**Chartfield/Cost Center(s) paying for the Non-Commercial Aircraft use:** _____

**Check all that apply:**

☐ Non-Commercial Aircraft is initiated and routed for purpose of conducting UF, DSO, or other UF Affiliate Official Business.
☐ No Prohibited Use is involved.
☐ A stop along or in-close-proximity-to the route to pick up or drop off of Permitted Passenger(s) is allowed.
   Specify: _____
☐ Schedule for commercial carriers or the time involved in commercial travel does not serve the UF, DSO, or other UF Affiliate Official Business needs of the Permitted Passenger(s).

**By signing below, the Primary Traveler acknowledges that:**

• The Chartfield used by the cost center meets the compliance requirements for the use of funds.
• The Primary Traveler has read and will ensure all passengers comply with the Non-Commercial Aircraft Use directive**.**

_____          _____
PRIMARY TRAVELER NAME AND TITLE                SIGNATURE                    DATE

**Approved by:**

_____
UNIVERSITY OF FLORIDA PRESIDENT OR DESIGNEE          DATE

**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS
AND INTERNAL AFFAIRS
ACTION ITEM GGRIA7
December 12, 2024**

**SUBJECT:**     Hiring Administrative Employees Policy

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## BACKGROUND INFORMATION

The Board of Trustees desires to establish a policy for hiring administrative employees at UF.

## PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations, and Internal Affairs is asked to approve the UF Hiring Administrative Employees Policy as presented. The Committee is asked to recommend this item to the Board of Trustees for approval on the Consent Agenda.

## ADDITIONAL COMMITTEE CONSIDERATIONS

None.

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Supporting Documentation Included: UF Hiring Administrative Employees Policy

Submitted by: Chelsey J. Clements, Chief Compliance, Ethics, and Privacy Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

Number: 11-036

**Hiring Administrative Employees**

Category: Human Resources
Responsible Executive: Vice President for Human Resources
Responsible Office: Classification and Compensation

_____

## 1. Purpose

The purpose of this policy is to ensure that the University of Florida's hiring of Administrative Employees is performed in accordance with the requirements and guidelines set forth by University of Florida Human Resources (UFHR).

## 2. Applicability

This policy applies to all university faculty and staff.

## 3. Definitions

*Administrative Employee* means university employees whose primary duties are something other than teaching, research, or service.

## 4. Policy Statement

Hiring of Administrative Employees must be performed in accordance with the requirements and guidelines set forth by UFHR.  This includes, but is not limited to:

1. position planning and establishment,
2. position descriptions and modifications,
3. job advertising,
4. application management,
5. candidate selection and interviewing,
6. employee background screening,
7. job offers and appointment letters,
8. job titles and job families,
9. establishing market rate for compensation and benefits, and
10. new hire onboarding.

UFHR will not materially change these requirements or guidelines without first conferring with the Chair of the Board of Trustees or designee.

Requests for deviation from any requirement or guideline must be in writing, identify the specific requirement(s) or guideline(s) for which deviation is being sought and provide a justification for such request.

Deviation from any of these requirements or guidelines for positions earning less than $200,000.00 must be approved in writing by the Vice President or designee of the applicable unit and the Vice President for Human Resources or designee.

Deviation from any of these requirements or guidelines for positions earning $200,000.00 or more must be approved in writing by the Vice President of the applicable unit, the Vice President for Human Resources, and the Chair of the Board of Trustees or designee.

Deviation from any of these requirements or guidelines for any position in the Office of the President, regardless of salary, must be approved in writing by the Chair of the Board of Trustees or designee.

UFHR shall maintain copies of all deviation requests and approvals.

**5. References and Related Information**

UFHR Hiring Policies

*History: New __-__-2024*

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
AGENDA
Thursday, December 12, 2024
~1:00 p.m.
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL**

**Committee Members:**

Rahul Patel (Committee and Board Vice Chair), John E. Brinkman, Richard P. Cole, James W. Heavener, Sarah D. Lynne, Daniel T. O'Keefe, Anita G. Zucker

1.0  Call to Order and Welcome ........................................................................Rahul Patel, Chair

2.0  Verification of Quorum .......................................................................... Vice President Liaison

3.0  Review and Approval of Minutes .................................................................Rahul Patel, Chair
   - June 13, 2024
   - August 12, 2024
   - October 3, 2024
   - November 13, 2024

4.0  Action Items......................................................................................Rahul Patel, Chair
   - AFSSPRSC1 Tenure Upon Hire ................................................ Joe Glover, Interim Provost
   - AFSSPRSC2 New Degree .................................................................................... Joe Glover
   - AFSSPRSC3 Degree Program Changes ............................................................... Joe Glover
   - AFSSPRSC4 Self-Supporting Program ................................................................ Joe Glover

5.0  Discussion Items ................................................................................Rahul Patel, Chair
   - 5.1 Admissions Update ........... Mary Parker, Vice President for Enrollment Management
   - 5.2 Faculty Senate Update..........................................Sarah Lynne, Faculty Senate Chair
   - 5.3 Student Body President Update ................... John Brinkman, Student Body President
   - 5.4 Student Life Update.......................... Heather White, Vice President for Student Life
   - 5.5 Academic Program Review Process............................................................ Joe Glover
   - 5.6 Centers/Institutes.................................................................................... Joe Glover

6.0  New Business......................................................................................Rahul Patel, Chair

7.0  Adjourn ...........................................................................................Rahul Patel, Chair

# COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 8:45 a.m.**
**Time Adjourned: 11:14 a.m.**

**Committee and Board members present:**

Rahul Patel (Committee and Board Vice Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 8:45 a.m.

## 2.0 Verification of Quorum
Provost Scott Angle verified a quorum with all members present, except Trustee Cole who had an excused absence.

## 3.0 Review and Approval of Minutes
**March 7, 2024, April 29, 2024, and May 14, 2024**

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Committee Chair Patel asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, the April 29, 2024, Committee Meeting, and the May 14, 2024, Committee Pre-Meeting, which was made by Trustee Zucker and seconded by Trustee O'Keefe. Committee Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 4.0    Action Items
### AFSSPRSC1 Tenure Upon Hire
Provost Angle summarized the three 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. He noted one case was reviewed at the May Committee Pre-Meeting and two additional cases received approval after that meeting.

- **Institute of Food and Agricultural Sciences (IFAS)**
  - Dr. Mark Kistler, Professor, Department of Agricultural Education and Communication and Center Director, Indian River Research and Education Center
- **College of Liberal Arts and Sciences**
  - Dr. Sean Grass, Professor, Department of English
- **College of Journalism and Communications**
  - Dr. Lindita Camaj, Associate Professor, Department of Journalism

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 Zucker, 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 Annual Tenure Awards
Provost Angle stated the Annual Tenure Awards grant tenure and permanent status to faculty who meet the requirements of the university's tenure and permanent status policy. The 130 candidates on the list provided to the Board for approval was fully vetted through the university process, which includes recommendations by the Provost and President.

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 O'Keefe, and second which was made by Trustee Zucker. 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 Self-Supporting Programs
Provost Angle summarized the two college requests for three Self-Supporting Programs:
- The College of Agricultural and Life Sciences proposed to add a new concentration within the Ph.D. in Microbial and Cellular Data Science (CIP 26.0503) and a Master of Science in Interdisciplinary Ecology for Distance Education (CIP 26.1301)
- The College of Liberal Arts and Sciences proposed to develop a fully online Master of Arts in Economics with a concentration in Econometrics and Data Analysis (CIP 45.0603)

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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 Zucker, and second which was made by Trustee O'Keefe. 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 Degree Program Termination**
Provost Angle reviewed the one Degree Program Termination request:
- The College of Agriculture and Life Sciences requested to terminate the Masters in Animal Molecular and Cellular Biology. The 5 current students enrolled in the program are expected to complete the program in Spring 2025.

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 O'Keefe, and second which was made by Trustee Zucker. 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 Common Prerequisite Manual Changes**
Provost Angle summarized two college requests for four Common Prerequisite Manual Changes:
- The College of Agricultural and Life Sciences proposed to create a separate track for the Agricultural Operations Management degree program and add course alternatives to the Bachelor of Science and Bachelor of Arts in Environmental Sciences degree programs.
- The College of Public Health and Health Professions proposed the Bachelor of Public Health program be added and changed from a specialized admission program to a limited access program, as well as establish 3 new tracks for The Bachelor of Health Science program.

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 Zucker, and second which was made by Trustee O'Keefe. 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 General Education Courses Annual Review**
Committee Chair Patel stated pursuant to new BOG Regulation 8.005, the Board and President are now required to annually review and approve the courses offered by the institution that meet general education course requirements and submit the approved list to the Florida Department of Education Articulation Coordinating Committee by September 1 of each year. Provost Angle noted over 1,000 courses were reviewed and included in the report.

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 Zucker, and second which was made by Trustee O'Keefe. 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.

**AFSSPRSC7 New Degrees**
Provost Angle summarized two New Degree proposals in the College of Veterinary Medicine: a Ph.D. degree and M.S. degree in Comparative Biomedical Sciences (CIP 26.0102).

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC7 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 Zucker. 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 reviewed the 2024 application statistics, noting our goal was to receive 70,000 applications. We exceeded our goal with 74,000 applications received and 17,000 Honors program applications received. Compared to 2019, we have increased our applications by 63% and our Honors program applications by 55%. She and President Sasse visited several low-income and first-generation schools to better understand the needs of these students. The biggest challenge students experienced with confirmations was the delayed federal financial aid award notifications. To assist, the UF Office of Financial Aid and Scholarships created the Gator Spirit Awards. This award tailors financial aid packages for low-income students in Florida to ensure cost will not be a barrier to their decision. This award would not be on top of their federal and student aid, but a data-driven estimation of what aid they will receive. Board Chair Hosseini expressed his gratitude to VP Parker for her hard work the past three years. He noted the Board has seen the change in Enrollment Management, and she has done incredible work to make that happen.

Vice President Raymond Sass provided an update on the SEM Task Force, noting two dozen initiatives are in progress or planned. He focused on the three components of undergraduate student admissions: (1) 76% admitted each year are via the First-Time-In-College (FTIC) pathway and 7% are transfers, (2) 80% enroll in 4 colleges (Liberal Arts and Sciences, Engineering, Business, Agriculture and Life Sciences) and 10% enroll in the Health Sciences colleges, and (3) overall, 90% of our FTIC students enroll in 5 of 16 of our colleges. The same trends can be seen for undergraduate student enrollment in majors. This data gives us the opportunity to have clarity on a reference point on where we can begin our analysis of the cost of supply for our complex organization. President Sasse noted three big purposes we can derive from this data: (1) we need a better understanding of our budget, (2) we can identify the bottlenecks, and (3) we need to better align faculty hiring with student enrollment. Board Chair Hosseini added the benefit of the data can help us open roads for our students. We are the elite university in the state of Florida. The Board established our goal is to also be an elite university in the country.

### 5.2 Faculty Senate Update
Trustee and Faculty Senate Chair Sarah Lynne outlined the initiatives she plans to pursue during her term: (1) U.S. News and World Report ranking factors related to Faculty Excellence, (2) Faculty Recruitment and Retention, and (3) Administrative Burdens on Faculty.

Board Chair Hosseini welcomed Trustee Lynne to the Board and emphasized her passion for the university is shared by the Board. He noted the following: (1) our faculty are the lifeblood of this university, (2) it is our job as fiduciaries of the university to make sure we have the best faculty in

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the country, (3) if faculty work hard, we want to ensure they are recognized, instead of unfairly treating everyone the same, (4), we have no political agenda and leave our ideologies at the door, and (5) faculty make the difference in the classroom teaching our students. We want our faculty to understand that this Board and our President are on their side.

### 5.3 Student Body President Update

Trustee and Student Body President John Brinkman outlined the initiatives he plans to pursue during his term: (1) Student Organizations & Funding, (2) Construction Projects in Development, and (3) Other Points & Initiatives (increased communication with students on campus construction projects, continued focus on enhancing campus safety, and Graduate Student Council travel grants to support graduate students attending conferences). Trustee Brinkman added sharing information about construction closures with students ahead of time will create transparency and help put their minds at ease. Committee Chair Patel recommended having a discussion on the tone, substance, and medium of distribution of a potential memo.

Board Chair Hosseini welcomed Trustee Brinkman to the Board and reminded him that he is now a fiduciary of the university. The students are why we are all here. When students graduate from UF, we want them to have more job opportunities than they know what to do with. He asked Trustee Brinkman to bring ideas to the Board that will improve the lives of our students.

### 5.4 Student Life Update

Vice President Heather White provided an update on student engagement efforts over the last year, how we build community, and new initiatives for 2024 and 2025. She noted the three pillars of focus are: (1) Community Connection, (2) Career Design, and (3) Lifelong Well-Being. She highlighted the area of Community Connection and its vital importance to student recruitment and retention. For 2024 and 2025, students can look forward to activities like Preview, the Great Gator Welcome, Student organization & Job fairs, Fall Family Weekend, Homecoming & Gator Growl, Greek recruitment, and E-Sports.

Trustee Brandon commented for the incoming 2028 class, we received all positive feedback. He thanked VP White, and everyone involved. Board Chair Hosseini echoed Trustee Brandon's comments and added students decide to come to UF because they have such a great experience going through the Preview process. They feel like they've been taken care of. Committee Chair Patel provided context that 4 or 5 years ago, we were receiving consistent negative feedback messages, both in the areas of Student Life and Admissions. When VP's White and Parker came on board, they made tremendous improvements.

### 5.5 Top 5 Update

VP's Sass, Parker, and White drilled down on the initiatives that are focused on students. VP Sass stated all the SEM initiatives ultimately impact the student and faculty rankings for U.S. News and World Report. He noted the new rankings formula and the initiatives currently in progress for RY2024. Board Chair Hosseini requested clarification on if the student to faculty ratio of 15 to 1 is the threshold for Top 5 on that specific metric and VP Sass confirmed. President Sasse commented what has happened over the last decade is the student outcomes and performance is off the charts, no other institutions compare. However, the faculty upgrade has not moved at quite the same pace, which is reflected in the expert opinion data. We must continue to focus on the things like the

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10x10x10 initiative to try to increase our research publications and to differentiate our faculty between high and low performers.

VP's Parker and White summarized the Student Outcomes initiative highlighting graduation and retention rates of first-generation and low-income students. Overall, we have increased our student retention and graduation rates for these students. Next steps will be to: (1) expand targeted support beyond Machen Florida Opportunity Scholarship (MFOS) students, (2) focus on career from the start, and (3) cohorting, and (4) implementing enterprise-wide technology solutions. Exploratory students are another group we believe we can make significant progress on quickly. In partnership with the College of Engineering, we have developed a pilot study that will utilize intentional coaching to see if we can help these students choose a career pathway sooner and improve their probability of graduating in four years. We will share the results with the Board at a future meeting.

### 5.6 Marketing Update
Vice President for Marketing Dan Dillon shared an update on his first 100 days at UF. The current overarching theme for the UF brand is, "it's a very strong brand; however, it lacks a clear and unique identity." Our goal is to establish a clear and differentiated brand that will help us achieve the objectives of the 10x10x10 initiatives. Our primary strategy is to increase the prestige of an affinity for interest in the UF brand and our family of brands. He outlined the steps we need to take to create and market the One UF brand.

Board Chair Hosseini stated the One UF approach is the only way it works. Marketing must be cohesive. We are decentralized and we have worked hard to become One UF.

### 5.7 Degree Termination Process Update
Committee Chair Patel stated during the Degree Program Termination discussion in the May Committee Pre-Meeting, Board Chair Hosseini tasked the Committee with reviewing all university degrees to see if there are additional degrees that are inefficient and can be eliminated. Provost Angle stated the Provost's Office, working with Associate Provosts Cheryl Gater and Cathy Lebo, developed a critical process to review degree programs. If this Board approves, our next steps would be to implement this Academic Program Review Process.

Board Chair Hosseini stated this new process will help us with stakeholders and shows that we are being proactive. He asked Provost Angle to provide a copy of the process and Provost Angle agreed.

### 5.8 Institute Name Change
Provost Angle shared the UF Space Mission Institute will be renamed the Astraeus Space Institute after the child of Gaia (Earth) and Uranus (Sky) in Greek mythology. He reminded the Board of Dr. Rob Ferl's upcoming Blue Origin space flight in the next two months.

### 6.0    New Business
There was no new business to come before the Committee.

### 7.0    Adjourn
There being no further discussion, Committee and Board Vice Chair Rahul Patel adjourned the meeting at 11:14 a.m.

![UF Board of Trustees, University of Florida logo]

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,**
**PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**
**Monday, August 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 11:13 a.m.**
**Time Adjourned: 11:28 a.m.**

**Committee and Board members present:**
Rahul Patel (Committee Chair and Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 11:13 a.m.

**2.0    Verification of Quorum**
Provost Scott Angle verified a quorum with all members present, except Trustee Heavener who has an excused absence.

**3.0    Action Items**
**AFSSPRSC1 Tenure Upon Hire**
Committee Chair Patel stated there are 13 Tenure Upon Hire cases that have been reviewed, met the criteria for tenure, and have been recommended to the Board by the Provost, President Emeritus Ben Sasse, and Interim President Kent Fuchs.

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Provost Angle summarized the 13 Tenure Upon Hire cases:

- **Herbert Wertheim College of Engineering**
  - Dr. Premjeet Chahal - Professor, Department of Electrical and Computer Engineering
  - Dr. Mingyue Ji - Associate Professor, Department of Electrical and Computer Engineering
- **College of Journalism and Communications**
  - Dr. Francis Dalisay - Associate Professor, Department of Public Relations
- **College of Liberal Arts and Sciences**
  - Dr. Cameron Buckner - Professor, Department of Philosophy
- **College of Medicine**
  - Dr. Mohammed N. Ahmed - Chief and Professor, Department of Pediatrics
- **College of Pharmacy**
  - Dr. Leslie Sombers - Professor, Department of Pharmacodynamics
- **College of Veterinary Medicine**
  - Dr. Sulma Mahammed - Professor, Department of Small Animal Clinical Sciences
- **Hamilton Center for Classical and Civic Education**
  - Dr. David Dusbenbury - Associate Professor
  - Dr. Gianna Englert - Associate Professor
  - Dr. Allen Guelzo - Professor
  - Dr. Michael Leggiere - Professor
  - Dr. Darren Staloff - Professor
  - Dr. Karen Taliaferro - Associate Professor

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 Zucker, and second which was made by Trustee O'Keefe. 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 Degrees**
Provost Angle summarized two New Degree proposals in The Hamilton Center for Classical and Civic Education: 1) Bachelor of Arts in Liberal Studies and 2) Bachelor of Arts in Philosophy, Politics, Economics, and Law (PPEL).

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 O'Keefe. 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 University Press of Florida Annual Report**
Provost Angle stated as an Academic Infrastructure Support Organization, the University Press of Florida is required to submit a Board of Trustees approved annual report to the Board of Governors by October 31 of each year.

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 O'Keefe, and second which was made by Trustee Zucker. 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 Self-Supporting and Market Rate Tuition College-Credit Programs Annual Report**
Provost Angle stated pursuant to Board of Governors Regulation 8.002(4), institutions must complete an annual report on all college-credit self-supporting and market tuition rate education programs. The report must be approved by the Board of Trustees prior to submission.

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 Cole, and second which was made by Trustee O'Keefe. 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 Textbook and Instructional Materials Affordability Report**
Provost Angle stated pursuant to Board of Governors Regulation 8.003, the university is required to submit a Board of Trustees approved annual report demonstrating our efforts to reduce the cost of textbooks to the Board of Governors by September 30 of each year.

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 Zucker, 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.

**AFSSPRSC6 General Education Courses Annual Review**
Board Chair Hosseini noted in his opening remarks Provost Angle pulled this action item from the agenda. It needs further review to ensure we are 100% compliant with our state laws and Board of Governors regulations before submission.

**Early Admissions Calendar**
Board Chair Hosseini stated a new action item has been added to the agenda for the Board's approval of an Early Admissions Calendar. Committee Chair Patel commented we have been working for several years to establish an early admissions program that keeps us competitive with other top universities. [Vice President for Enrollment Management Mary Parker stated the early admissions program would go into effect for those students applying for summer and fall 2025. The application submission deadline will remain the same, but every other deadline has been moved up. Decisions will be released to students on January 24. This will critically impact our ability to commit the best students to UF.

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

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Trustee Zucker. 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.

**4.0    New Business**
There was no new business to come before the committee.

**5.0    Adjourn**
There being no further discussion, Committee Chair and Board Vice Chair Patel adjourned the meeting at 11:28 a.m.

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**
**Thursday, October 3, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 8:03 a.m.**
**Time Adjourned: 8:07 a.m.**

**Committee and Board members present:**
Rahul Patel (Committee Chair and Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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**
Prior to the start of the AFSSPRSC committee meeting, Board Chair Hosseini shared a few comments: (1) Thank you to everyone for meeting early in the morning out of respect for those who will be observing the Jewish holiday Rosh Hashanah, (2) Hurricane Helene had a devastating impact across multiple states. He thanked Interim President Fuchs and all the emergency staff that helped keep our campus, students, faculty, and staff safe during the storm, (3) Welcome to Interim Vice President and General Counsel Ryan Fuller and welcome back to Interim Provost Joe Glover, and (4) Most items on the committee agendas today are time sensitive and could not wait until our December board meeting. Each committee will convene to review and vote on their action items, then the full board will be called to vote on all committee action items.

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Committee Chair and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the AFSSPRSC committee meeting to order at 8:03 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    Action Item

**AFSSPRSC1 General Education Courses Annual Review**

Committee Chair Patel stated students enrolled in universities across our state system are required to take a certain number of general education courses to obtain a bachelor's degree. The state university system is required to offer students courses that meet this general education requirement in the areas of communications, humanities, mathematics, natural sciences, and social sciences (examples: English composition, history, biology, chemistry, philosophy, political science). These courses are designed to provide students with a knowledge base that is helpful in developing well rounded intellectual skills, critical thinking abilities, and communication skills. Last year the state of Florida passed legislation that updated the requirements for general education courses, resulting in the requirement of universities to annually report to their Board of Trustees and the Board of Governors (BOG) that their general education courses are compliant with these requirements.

Interim Provost Glover shared that during the previous spring and summer semesters, the Provost's Office worked with the colleges and the General Counsel's Office to review courses and syllabi to assess whether each general education course was either compliant with the legislation, could be modified to be compliant, or could be offered to students as an elective rather than a general education course. He added the BOG Chancellor will continue to work with Interim President Fuchs and Board Chair Hosseini to review UF's course list and consider adjustments, including reinstating some courses back to general education status.

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

## 4.0    New Business

There was no new business to come before the committee.

## 5.0    Adjourn

There being no further discussion, Committee Chair and Board Vice Chair Patel adjourned the meeting at 8:07 a.m.

# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**
**Pre-Meeting Minutes**
**Virtual Meeting**
**Wednesday, November 13, 2024**
**Time Convened: 9:56 a.m.**
**Time Adjourned: 10:03 a.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, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 and Board Vice Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:56 a.m.

## 2.0    Roll Call
Interim Provost Joe Glover conducted a roll call, and all Committee members were present.

## 3.0    Review Draft Agenda for December Meeting
Committee Chair Patel noted the pre-meeting is for discussion only and no action will come to the Committee. The following items were addressed by the Committee:

## 3.1    Review Draft Minutes
- **June 13, 2024, August 12, 2024, and October 3, 2024**
Committee Chair Patel reminded committee members to review the draft minutes prior to the board meeting in December.

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### 3.2 Review Action Items

- **AFSSPRSC1 Tenure Upon Hire**

Interim Provost Glover reviewed the five Tenure Upon Hire cases:

- <u>Herbert Wertheim College of Engineering</u>

  Dr. Shuai Li – Associate Professor, Department of Civil and Coastal Engineering
- <u>College of Liberal Arts and Sciences</u>

  Dr. Raanan Rein – Professor, Department of History
- <u>College of Pharmacy</u>

  Dr. Anutosh Chakraborty – Professor, Department of Pharmacodynamics
- <u>Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology</u>

  Dr. Donna Zhang – Professor, Center for Inflammation Science and Systems Medicine

  Dr. Jason Yuan – Professor, Center for Inflammation Science and Systems Medicine

He noted we expect to receive additional cases and those will be provided to the Committee to review prior to the December meeting.

- **AFSSPRSC2 New Degree**

Interim Provost Glover reviewed the proposed M.S. degree with a major in Artificial Intelligence in Biomedical and Health Sciences in the College of Medicine (CIP 51.2706). This degree will allow students to become highly proficient in developing, validating, and deploying advanced AI technologies in real-world translational biomedical applications and clinical environments.

- **AFSSPRSC3 Degree Program Changes**

Interim Provost Glover reviewed the three proposed degree changes from the College of Medicine:

- Reduce the amount of credit for the Master of Science (M.S.) with a major in Genetics and Genomics (CIP 26.0801) from 33 total credits to 30 total credits.
- Modify the number of credit hours required for the Master of Science (M.S.) with a major in Anatomical Sciences Education (CIP 26.0403) from 32 total credit hours to 31 total credit hours.
- Reduce the number of credits for graduation from 192 to 184 (or 4%) and will reduce the number of weeks per LCME accreditation from 152 to 151.

### 3.3 Review Discussion Items

- **Updates**

Committee Chair Patel noted updates will be provided at the December meeting for the following:

- Admissions
- Faculty Senate
- Student Body President
- Student Life
- Academic Program Review Process

- **Centers/Institutes**

Interim Provost Glover reviewed the name changes for four Centers/Institutes:

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- o   Space Mission Institute → Astraeus Space Institute
- o   Center for Smell and Taste (CST) → Florida Chemical Senses Institute (FCSI)
- o   Food Systems Institute → Global Food Systems Institute
- o   Major Analytical Instrumentation Center (MAIC) → Nanofabrication Research Facility (NRF)

**4.0      New Business**
There was no new business to come before the Committee.

**5.0      Adjourn**
There being no further discussion, Committee and Board Vice Chair Rahul Patel adjourned the meeting at 10:03 a.m.

# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC1
December 12, 2024**

**SUBJECT:**     Tenure Upon Hire

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### BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that 8 faculty members be granted tenure commencing with their appointment. These individuals meet the criteria set forth in the University's tenure and permanent status policy and have been recommended by the Provost and President to receive tenure.  Attached is a Summary of the Tenure Upon Hire case.

### PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Tenure Upon Hire cases listed on the attached Summary for recommendation to the Board of Trustees for its approval on the Consent Agenda.  While any administrative appointment is noted, tenure is granted only for the faculty appointments.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

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Supporting Documentation Included: Tenure Upon Hire Summary

Submitted by:  Joseph Glover, Interim Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                W. Kent Fuchs, Interim President and Corporate Secretary

**Tenure Upon Hire Summary**
**December 12, 2024**

**Dr. Brian Miller – Warrington College of Business**
**Professor, Department of Accounting**
Dr. Brian Miller earned his PhD from Pennsylvania State University in 2008. He earned his M.B.A. in Finance and International Business at the University of Cincinnati in 1998 and his B.A. in Finance and Accounting at Cedarville University in 1994. His prior instruction is Indiana University. Dr. Miller has won several awards including the Emerald Citation of Excellence Award and the American Accounting Associations Notable Contribution to the Literature Award. He has also been awarded the prestigious Indiana University Trustees Teaching Award. Dr. Miller has served on the MBA Academy Task Force, MBA Policy Committee, MBA CORE Program Committee, and the MBA Design Sprint Committee.

**Dr. Shuai Li – Herbert Wertheim College of Engineering**
**Associate Professor, Department of Civil and Coastal Engineering**
Dr. Shuai Li earned his PhD in Civil Engineering from Purdue University in 2017. He also earned three MS degrees from Purdue — in economics, in 2016; industrial engineering, in 2015, and construction engineering and management, in 2014. He earned his BS in both project management and hydraulics and hydroelectric engineering from Tianjin University in 2012. He started his career in 2017 at the University of Tennessee in Knoxville, rising in the ranks from assistant to associate professor in 2017. He is recognized as a national leader in construction engineering, having received numerous prestigious honors and recognitions, including the Collingwood Prize from the American Society of Civil Engineers.

**Dr. Veroncia Hinman – College of Liberal Arts and Sciences**
**Professor, Department of Biology**
Dr. Veronica Hinman earned her PhD in Zoology at the University of Queensland in 2000. Her prior institution is Carnegie Mellon University where she served as the Dr. Frederick A. Schwertz Distinguished Professor of Life Sciences. Dr. Hinman has published over 60 peer-reviewed articles, garnered over 5,500 citations, and has an h-index of 34.

**Dr. Raanan Rein – College of Liberal Arts and Sciences**
**Professor, Department of History**
Dr. Raanan Rein earned his PhD in History from Tel Aviv University in 1991. His prior institution is Tel Aviv University. Dr. Rein has received prestigious international research grants, and he served as a visiting professor at the Institute for Romance Philology, in the Free University of Berlin's Global Faculty Program in 2022. Dr. Rein's scholarship consists of a broad variety of single authored books, edited volumes, refereed articles, and book chapters.

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**Dr. Anutosh Chakraborty – College of Pharmacy**
**Professor, Department of Pharmacodynamics**
Dr. Anutosh Chakraborty received his PhD from the Indian Institute of Chemical Biology in 2005. His prior institution is Saint Louis University. He is currently PI on 2 NIH R01 grants totaling $4.7M. He has served on 5 distinct NIH study sections in the past 4 years and also serves on the editorial board of The Journal of Biological Chemistry. For the past two years, he has won the annual Best Teacher Award within the graduate school of the Saint Louis University School of Medicine.

**Dr. Catherine Marcinkiewcz - College of Pharmacy**
**Associate Professor, Department of Pharmacodynamics**
Dr. Catherine Marcinkiewcz earned her PhD in Neuroscience from the University of Florida in 2010. She earned her M.S. in Biomedical Engineering from the University of Florida in 2005 and her B.S. in Biomedical Engineering from Johns Hopkins University in 2001. Her prior institution is the University of Iowa. Dr. Marcinkiewcz has generated over $5,100,000of total NIH funding as a PI. At present she is PI of two active NIH R01 awards, and one VA Merit award that she would bring with her to UF. She has 26 total career publications, with 11 since January 2023.

**Dr. Donna Zhang – Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology**
**Professor, Center for Inflammation Science and Systems Medicine**
Dr. Donna Zhang earned her PhD in 1997 and her MS in 1993 in Molecular Toxicology from the New York University. Dr. Zhang's prior institute is the University of Arizona. Dr. Zhang has authored nearly 150 original research publications and 40 review articles. She has accumulated a citation count of nearly 38,000 and has a h-index of 80.

**Dr. Jason Yuan – Herbert Wertheim UF Scripps Institute for Biomedical Innovation and Technology**
**Professor, Center for Inflammation Science and Systems Medicine**
Dr. Jason Yuan received a MD in 1983 from Suzhou Medical College and a PhD in 1993 from Peking Union Medical College. Dr. Yuan's prior institute is University of California. He has authored over 200 research articles and has an h-index of 90.

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**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,
PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
ACTION ITEM AFSSPRSC2
December 12, 2024**

**SUBJECT:** New Degree

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## BACKGROUND INFORMATION

The proposed M.S. degree with a major in Artificial Intelligence in Biomedical and Health Sciences in the College of Medicine (CIP 51.2706) is at the forefront of the intersection of trustworthy artificial intelligence (AI), translational biomedical sciences, and clinical practice. AIBHS students will become highly proficient in developing, validating, and deploying advanced AI technologies in real-world translational biomedical applications and clinical environments.  Students will learn to design and implement trustworthy AI architectures in diverse domains, such as generative AI, large language models, electronic health records, wearable devices, and medical imaging.

## PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the New Degree listed above for recommendation to the Board of Trustees for approval on the Consent Agenda.

## ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

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Supporting Documentation Included: State University System of Florida Board of Governors Request to offer a New Degree Program Form

Submitted by:  Joseph Glover, Interim Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                      W. Kent Fuchs, Interim President and Corporate Secretary

**STATE UNIVERSITY**
**SYSTEM OF FLORIDA**

State University System of Florida Board of Governors
**REQUEST TO OFFER A NEW DEGREE PROGRAM**
In accordance with Board of Governors Regulation 8.011
(Please do not revise this proposal format without prior approval from Board staff)

University of Florida
**Institution Submitting Proposal**

Spring 2025
**Proposed Implementation Term**

College of Medicine
**Name of College(s) or School(s)**

IC³ (The Center is administered through the College of Medicine)
**Name of Department(s)/Division(s)**

Medical Informatics
**Academic Specialty or Field**

Master of Science (M.S.) with a major in Artificial Intelligence in Biomedical and Health Sciences

51.2706
**Proposed CIP Code (2020 CIP)**

**Complete Name of Degree**

**Proposed Program Type**
☐ E&G Program
☐ Market Tuition Rate Program
☐ Self-Supporting Program

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

_____
**Date Approved by the University Board of Trustees**

_____
**President's Signature**    10/28/24    **Date**

_____
**Board of Trustees Chair's Signature**    **Date**

Joseph Glover
**Provost's Signature**    10/28/2024 | 11:14 AM EDT    **Date**

**Projected Enrollments and Program Costs**

Form Updated March 2023

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Appendix A – Table 3A or 3B. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing the total E&G by FTE.

| Implementation Timeframe | HC | FTE | E&G Cost per FTE | E&G Funds | Contract & Grants Funds | Auxiliary/ Philanthropy Funds | Total Cost |
|---|---|---|---|---|---|---|---|
| Year 1 | 20 | 12.5 | | | | | $806,911.05 |
| Year 2 | 40 | 25 | | | | | |
| Year 3 | 60 | 37.5 | | | | | |
| Year 4 | 80 | 50 | | | | | |
| Year 5 | 100 | 62.5 | | | | | $1,472,270.46 |

**Programs of Strategic Emphasis Waiver** (for baccalaureate programs only)

**Does the program fall under one of the CIP codes listed below?**

☐ Yes
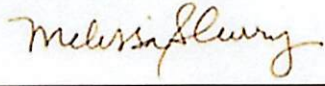
☒ No

If yes, students in the program will be eligible for the Programs of Strategic Emphasis (PSE) waiver. See Board Regulation 7.008 and the PSE Waiver Guidance for additional details.

| CIP CODE | CIP TITLE | CATEGORY |
|---|---|---|
| 11.0101 | Computer and Information Sciences | STEM |
| 11.0103 | Information Technology | STEM |
| 14.0801 | Civil Engineering | STEM |
| 14.0901 | Computer Engineering | STEM |
| 14.1001 | Electrical and Electronics Engineering | STEM |
| 27.0101 | Mathematics | STEM |
| 40.0801 | Physics | STEM |
| 52.0301 | Accounting | GAP ANALYSIS |
| 52.0801 | Finance | GAP ANALYSIS |
| 52.1201 | Management Information Systems | STEM |

**Additional Required Signatures**
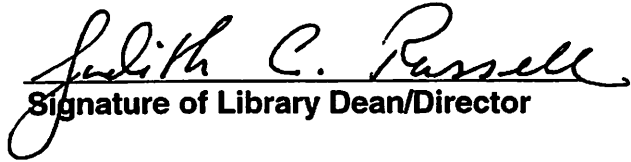
I confirm that I have reviewed and approved Need and Demand Section III.F. of this proposal.

_Melissa Slurry_

01/16/2024

**Signature of Equal Opportunity Officer**

**Date**

**I confirm that I have reviewed and approved Non-Faculty Resources Section IX.A. and IX.B. of this proposal.**

_Judith C. Russell_    **12/5/2023**

**Signature of Library Dean/Director**    **Date**

## Introduction

## I. Program Description and Relationship to System-Level Goals

**A. Describe within a few paragraphs the proposed program under consideration and its overall purpose, including:**
- **degree level(s)**
- **majors, concentrations, tracks, specializations, or areas of emphasis**
- **total number of credit hours**
- **possible career outcomes for each major (provide additional details on meeting workforce need in Section III)**

We offer one major - Artificial Intelligence in Biomedical and Health Sciences. To earn the M.S., students must complete 30 credit hours.

The Artificial Intelligence in Biomedical and Health Science (AIBHS) M.S. program is at the forefront of the intersection of trustworthy artificial intelligence (AI), translational biomedical sciences, and clinical practice. AIBHS students will become highly proficient in developing, validating, and deploying advanced AI technologies in real-world translational biomedical applications and clinical environments. The program will promote vertically integrated AI approaches that produce more meaningful and applicable results that directly benefit patients, the healthcare system, and society.

AIBHS is committed to equipping students with the knowledge, skills, and tools needed to leverage AI's potential in translational biomedical applications and clinical care, including diagnostics, therapeutics, personalized medicine, and healthcare management. Students will learn to design and implement trustworthy AI architectures in diverse domains, such as generative AI, large language models, electronic health records, wearable devices, and medical imaging. Additionally, they will integrate various types of data to advance clinical research and improve clinical decision-making.

AIBHS's interdisciplinary curriculum integrates machine learning fundamentals with biomedical research, medical practice, and clinical workflows. Students will take courses spanning various disciplines, including biomedicine, clinical medicine, bioinformatics, computer science, engineering, applied mathematics, and ethics. Coursework will also include esteemed UF faculty-led rotations in basic biomedical laboratories and clinical rotations in leading UF Health hospitals. Such interdisciplinary training will foster a holistic understanding of AI and its application to basic sciences and clinical sciences, empowering students to leverage AI to advance both.

AIBHS's interdisciplinary program extends beyond technical and biomedical learning. In addition to training in the responsible conduct of research in medicine, AIBHS students will be explicitly instructed in trustworthy AI. Specifically, students will learn about AI's economic, social, legal, and ethical implications and how to navigate potential risks such as biases in datasets, threats to privacy and confidentiality, disparate health outcomes for already marginalized groups, and other dangers to society's well-being. Additional interdisciplinary aspects of AIBHS include dual primary mentorship and signature design studios.

Because cohesive understanding and innovative prowess are best honed through experiential learning, AIBHS offers significant hands-on learning opportunities through its signature design studios. In the AI Design Studios, students are guided by domain experts through the design and application of end-to-end trustworthy ML systems dedicated to resolving real-world medical problems fairly. The Clinical Design Studios offer students direct experience in clinical settings or biomedical research labs through rotations with faculty. Students will experience a variety of contexts, including hospital rotations and basic science laboratories, enabling them to deeply engage with biomedical research and understand the medical system.

AIBHS provides students with a nuanced, integrated understanding of clinical and biomedical research contexts, two domains traditionally treated separately. This non-traditional amalgamation enables AIBHS students to view biomedical advancements and clinical care holistically, thereby positioning them to translate those discoveries into concrete benefits to patient care. The translational power of a cohesive understanding of both basic biomedical research and clinical research, coupled with a deep understanding of how to design, develop, and implement trustworthy AI, ideally positions AIBHS students to translate their research into direct optimizations of equitable healthcare delivery, patient care, and patient outcomes.

Graduates of the Artificial Intelligence in Biomedical and Health Science (AIBHS) M.S. program stand at the intersection of cutting-edge AI technology and personalized healthcare, forging diverse and impactful career paths. Equipped with comprehensive skills in developing and deploying AI technologies in translational biomedical applications and clinical settings, they can pursue roles as AI specialists in healthcare institutions, contributing to the development of diagnostics, therapeutics, and personalized medicine. With expertise in designing trustworthy AI architectures across various domains, such as medical imaging, wearable devices, and electronic health records, graduates are well-suited for roles in research and development, healthcare management, and innovative startups focused on revolutionizing healthcare through AI. Their interdisciplinary training, integrating machine learning, biomedical research, and clinical practice, prepares them for positions spanning academia, industry, and healthcare, driving advancements that directly benefit patients and society. Moreover, their understanding of ethical implications and responsible AI practices positions them as ethical leaders and advocates, essential to navigating challenges related to bias, privacy, and societal well-being in AI-driven healthcare advancements. Ultimately, AIBHS graduates possess a holistic understanding of biomedical research and clinical care, enabling them to transform discoveries into tangible improvements in healthcare delivery and patient outcomes.

**B. If the proposed program qualifies as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan, indicate the category.**

- **Critical Workforce**
  - ☐ Education
  - ☒ Health
  - ☐ Gap Analysis
- **Economic Development**
  - ☐ Global Competitiveness
  - ☐ Science, Technology, Engineering, and Math (STEM)

☐ **Does not qualify as a Program of Strategic Emphasis.**

Given the centrality of AI to this program, it is also a STEM program.

## II. Strategic Plan Alignment, Projected Benefits, and Institutional Mission and Strength

A. **Describe how the proposed program directly or indirectly supports the following:**
- **System strategic planning goals (see the link to the 2025 System Strategic Plan on the <u>New Program Proposals & Resources</u> webpage)**
- **the institution's mission**
- **the institution's strategic plan**

Florida's State University System (SUS), the University of Florida (UF), and UF's College of Medicine (COM) are committed to providing unsurpassed teaching, research, and public service. Artificial Intelligence in Biomedical and Health Sciences (AIBHS), a Health program that qualifies as a Program of Strategic Emphasis, will do just that by satisfying many of the 2025 system strategic planning goals.

<u>Teaching and learning</u>
AIBHS will increase the number of degrees awarded in programs of strategic emphasis and provide top-talent students, both in-state and out-of-state, an opportunity to develop sought-after skills here in Florida. It will also strengthen the quality and reputation of COM, UF, and the SUS more generally by being at the forefront of the intersection of AI and clinical health sciences - a nascent domain with exceptional translational promise.

<u>Scholarship, Research, and Innovation</u>
AIBHS scholars, students, and faculty will pioneer an emerging field, ideally positioning them to produce innovative research and scientific breakthroughs, which will directly improve patient care and health outcomes, attract external funding, and promote industry.

<u>Community and Business engagement</u>
Life Sciences and Information Technology are two of Florida's strongest and fastest-growing economic sectors.* Working at the intersection of these, AIBHS scholars will have a nuanced understanding of how to use AI to advance biomedical and clinical sciences. These top-talent graduates will be a boon to Florida's workforce and help industry meet its challenges and to grow. This, in turn, will advance the biological sciences, ultimately benefiting public health.

In addition to advancing UF's strategic mission, AIBHS will also help UF satisfy the objectives of its AI initiative, viz., to be a national leader in artificial intelligence and elevate its impact on research, teaching, and economic development.
*<u>https://www.enterpriseflorida.com/industries/</u>
**<u>https://news.ufl.edu/2020/07/nvidia-partnership/</u>

B. **Describe how the proposed program specifically relates to existing institutional strengths. This can include:**
- **existing related academic programs**
- **existing programs of strategic emphasis**
- **institutes and centers**
- **other strengths of the institution**

The proposed M.S. program will be housed in IC³, the Intelligent Clinical Care Center, in UF's College of Medicine's Department of Medicine (DoM), an existing health program of strategic emphasis. AIBHS will be co-located in Gainesville and Jacksonville, allowing students with different learning styles and circumstances to choose the style and location that works best for them.

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The AIBHS program will allow collaboration with and strengthen existing academic programs, including Medicine (in Gainesville and Jacksonville), Pharmacology and Therapeutics, Neuroscience, Health Outcomes and Biomedical Informatics (HOBI), and the graduate programs in Computer & Information Science & Engineering (CISE), Biomedical Engineering (BME), and the Electrical & Computer Engineering (ECE). One important difference, however, between HOBI, CISE, BME, and ECE programs and AIBHS, our proposed program, is that the former target a more technical student demographic than our more inclusive AIBHS program, which encourages enrollment of students from non-technical backgrounds as well as non-traditional graduate students, such as those already in the workforce.

AIBHS will also leverage the resources available by the following existing centers and institutions: Intelligent Critical Care Center (IC3), UF Health Jacksonville, McKnight Brain Institute, Center For Spatial Biomolecule Research, UF Diabetes Institute, Molecular Pathology Core, Clinical and Translational Science Institute, Center for Genetic Epidemiology and Bioinformatics, and the UF Scripps Institute for Biomedical Innovation & Technology, amongst others in order to promote synergistic research and innovation.

Another strength at the University of Florida that will make this program a success is HiPerGator, a high-performance computing cluster.

## C. Provide the date the pre-proposal was presented to the Council of Academic Vice Presidents Academic Program Coordination (CAVP ACG). Specify any concerns raised and provide a narrative explaining how each concern has been or will be addressed.

The pre-proposal was presented to and approved by the Council of Academic Vice Presidents Academic Program Coordination on September 13, 2023. No concerns were raised.

## D. In the table below provide an overview of the institutional planning and approval process leading up to the submission of this proposal to the Board office. Include a chronology of all activities, providing the names and positions of university personnel and external individuals who participated.

- **If the proposed program is at the bachelor's level, provide the date the program was entered into the APPRiSe system, and, if applicable, provide a narrative responding to any comments received through APPRiSe.**

- **If the proposed program is a doctoral-level program, provide the date(s) of the external consultant's review in the planning table. Include the external consultant's report and the institution's responses to the report as Appendix B.**

**Planning Process**

| Date | Participants | Planning Activity Description |
|---|---|---|
| Summer 2023 | Dr. Azra Bihorac, MD, MS FCCM: Program director, Senior Associate Dean for Research at UF's COM; Professor of Medicine, Surgery, and Anesthesiology; Director, Intelligent Critical Care Center<br><br>Dr. Benjamin Shickel, PhD: Division of Nephrology, Hypertension & Renal Transplantation, Department of Medicine<br><br>Dr. Wei Shao, PhD: Division of Nephrology, Hypertension & Renal Transplantation, Department of Medicine<br><br>Dr. Elizabeth Palmer, PhD: Assistant Director of Research training and Workforce Development, COM, Office of Research<br><br>Advisory Committee members: Drs. Pinaki Sarder, PhD and Ramon Sun, PhD | Program Development |
| August 18, 2023 | Dean of the College of Medicine, Dr. Colleen Koch | COM Dean supports the M.S./Ph.D program |
| September 2023 | Assistant Provost Dr. Cheryl Gater | The pre-proposal is approved by the Council of Academic Vice Presidents |
| Fall 2023-Spring 2024 | Drs. Azra Bihorac, Benjamin Shickel, Wei Shao, and Elizabeth Palmer | Proposal work. Discussion with Kurt Dudas and others about co-locating the program in Gainesville and Jacksonville |
| March 2024 | Drs. Azra Bihorac, Benjamin Shickel, Wei Shao, and Elizabeth Palmer | Finalizing proposal and submission |

**E. In the table below, provide a timetable of key events necessary for implementing the proposed program following approval of the program by the Board office or the Board of Governors through to the addition of the program to the State University System Academic Degree Program Inventory.**

### Events Leading to Implementation

| Date | Implementation Activity |
|---|---|
| Spring 2024 | Submit new course requests |
| Summer 2024 | Marketing/advertising strategy |
| Fall 2024 | Implement administrative, marketing, and advertising structure |
| Spring 2025 | Active student recruitment |
| Summer 2025 | Active student recruitment and enrollment |
| Fall 2025 | Welcome inaugural incoming class |

**Institutional and State-Level Accountability**
**III. Need and Demand**

A. Describe the workforce need for the proposed program. The response should, at a minimum, include the following:
- current state workforce data as provided by Florida's Department of Economic Opportunity
- current national workforce data as provided by the U.S. Department of Labor's Bureau of Labor Statistics
- requests for the proposed program from agencies or industries in the university's service area
- any specific needs for research and service that the program would fulfill

**National and Florida Workforce Demand**

In the table below, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided for the proposed program that does not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.

**Occupational Linkages for the Proposed Program**

| SOC Code (XX-XXXX) | Occupation Title | Source / Reason for Inclusion |
|---|---|---|
| 27-3042 | Technical Writer | AIBHS graduates will have scientific writing experience |
| 15-2051 | Data Scientist | Numerous Linkedin job advertisements for data scientists show advanced AI training as a minimum or preferred qualification. AIBHS students will be trained in the design, implementation, and development of cutting-edge AI systems. |
| 11-9111 | Medical and Health Services Managers | This position often recruits those with extensive backgrounds in health informatics and clinical experience,* which AIBHS graduates will have |
| 15-1243 | Database Architects | LinkedIn shows numerous positions for this category for which AIBHS graduates would qualify. |
| 17-2031 | Bioengineers and Biomedical Engineers | This position involves applying knowledge of engineering, biology, and computer science to the design and development of health systems and products. AIBHS students will learn those skills from our AI courses and our studio design. |

\* https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm#tab-4

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**Complete the table below and summarize its contents in narrative form. Include data for all linked occupations, including those in the table above. Use data from the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.**

**Labor Market Demand, CIP Code 51.2706**

| Occupations | Percent Change in Job Openings | | Annual Average Job Openings | | Total # of New Jobs | | Education Level Needed for Entry |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | FL 2022-30 | U.S. 2022-32 | FL 2022-30 | U.S. 2022-32 | FL 2022-30 | U.S. 2022-32 | |
| Computer and Information Research Scientists 15-1221 | 23.7 | 23 | 144 | 3,400 | 322 | 8,300 | Masters/PhD |
| Computer Occupations, All Other 15-1299 | 7.6 | 9.7 | 1,160 | 33,500 | 1046 | 43,800 | Bachelors; FL: Post Secondary |
| Postsecondary Teachers, All Other 25-1199 | 11.8 | 8 | 2,167 | 118,000 | 2,284 | 108,100 | PhD/Masters |
| Health Information Technologists and Medical Registrars 29-9021* | N/A | 16 | N/A | 3,100 | N/A | 6,200 | Associates |

Sources:
Date Retrieved: 12/06/2023
U.S. Bureau of Labor Statistics - https://data.bls.gov/projections/occupationProj
Florida Department of Economic Opportunity - http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections
*SOC code 29-9021 is not listed in the Employment Projection Data spreadsheet found at https://www.floridajobs.org/economic-data/employment-projections. I was unable to find reliable Florida employment projection data for this position.

As the data from the Florida Department of Economic Opportunity and the U.S. Bureau of Labor statistics show, myriad jobs are open to those with the qualifications the proposed program will cultivate in its graduates. Because AIBHS graduates will have extensive knowledge of AI, computer modeling, and biomedical environments, they're well equipped to take positions in each of those fields, as well as positions at their intersections.

Furthermore, many of these positions are well-paid, as shown in the table below. The median annual salary in Florida is $61,777 (https://www.census.gov/quickfacts/fact/table/FL/INC110221). Median annual salaries for the positions noted above range from $56,840-$128,950 in Florida, and the average median salary for these positions collectively is $95,070 – well above the state median. Thus, there is good reason to believe that AIBHS graduates will be strong contributors to the state economy.

According to the U.S Department of Labor's Bureau of Labor Statistics and also shown in the table below, all professions associated with our proposed program, AIBHS, are growing at faster than average rates, especially here in Florida. Although the table above shows that a bachelor's degree is formally required for an entry level position in some of the relevant fields, an advanced degree, such as an M.S., is required in practice and *significantly* increases one's competitiveness and earning potential. This is especially the case for positions in fields that have higher median salaries, such as Data Science, Computer and Information Research Science, Biomedical Engineering, and Medical and Health Service management.

### Job Opportunities for AIBHS Graduates*

| SOC | Occupation | Median FL Salary | Projected FL growth 2022-30 | Median National salary | Projected National growth 2021-31 |
|---|---|---|---|---|---|
| 15-1221 | Computer and Information Research Scientists | 114,590[1] | 23.7%[2] | 136,620[3] | 23% (much faster than average)[3] |
| 15-1299 | Computer Occupations, All Other | 88,150[1] | 7.6%[2] 15%[4] | 98,740[5] | 10% (faster than average)[5] |
| 15-2051 | Data Scientists | 100,520[1] | 31.4%[2] | 103,500[6] | 35% (much faster than average growth)[6] |
| 29-9021 | Health Information Technologists and Medical Registrars | 56,840[1] | N/A | 58,250[7] | 16% (much faster than average)[7] |
| 27-3042 | Technical Writer | 76,250[1] | 15%[2] | 79,960[8] | 7% (faster than average)[8] |
| 11-9111 | Medical and Health Services Managers | 101,700[1] | N/A | 104,830[9] | 28% (much faster than average)[9] |
| 15-1243 | Database Architects | 128,950[1] | 9.4%[2] | 112,120[10] | 8% (faster than average)[10] |
| 17-2031 | Bioengineers and Biomedical Engineers | 93,560[1] | 13.1%[2] | 99,550[11] | 5% (faster than average)[11] |

*Please see Appendix K for sources

### Agency and industry calls

In addition to the data from Florida's Department of Economic Opportunity and the U.S. Bureau of Labor Statistics showing the demand for skills that graduates of the proposed AIBHS will have, agencies and industry are also calling for the same. For instance, in 2020, the Centers for Medicare and Medicaid Services held a competition with specific challenges to develop machine learning and deep learning

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tools for the clinic. Also in 2020, the NSF, in partnership with the NIH, launched Smart Health and Biomedical Research in the Era of Artificial Intelligence and Advanced Data Science (SCH), a program granting 10-16 awards per year of $1.2 million dollars to successful PIs proposing high risk, high reward research developing novel intelligent methods to "collect, sense, connect, analyze and interpret data from individuals, devices and systems to enable discovery and optimize health" (https://www.nsf.gov/pubs/2021/nsf21530/nsf21530.htm). In 2022, the NIH launched a new Common Fund program called Bridge2AI to expand the use of AI in biomedical and behavioral research, investing $130M over 4 years.

Specific Needs for Research and Service
There are gaps in the healthcare industry where AI could be integrated to improve diagnostics, therapeutics, personalized medicine, healthcare management, and clinical decision-making. The program aims to fulfill the need for professionals capable of bridging these gaps and developing innovative solutions.

B. **Provide and describe data that support student demand for the proposed program. Include questions asked, results, and other communications with prospective students.**

The rapid growth of AI has accelerated discoveries across diverse scientific fields* and permeated almost every type of work environment. It is projected that 40% of the global workforce will have to be upskilled in the next three years.** The biomedical, behavioral, and clinical sciences are prime for AI integration in every aspect of research and practice. Yet widespread integration of AI remains halted by, among other factors, an insufficiently skilled workforce for domain-specific AI applications in research. Many domain experts lack the foundational understanding of AI systems and methodologies, and opportunities for rapid AI training for research are limited. The two strategic NIH Common Fund Programs, AIM Ahead and Bridge2AI, recognize an unmet need for innovative approaches for research training in AI to address the critical need for an AI-ready research workforce for biomedical, behavioral, and clinical sciences.

Furthermore, the demand for expanded AI education and hands-on experience among UF medical students is high, and current training gaps would be adequately addressed by the AIBHS degree program. This demand is evidenced by extracurricular activities involving AI that have formed in response to the lack of suitable AI education, including the student-run "AI Interest Group," the newly formed "AI in Medicine" track of the Discovery Pathways Program, the high volume of Medical Student Research Program (MSRP) students who match to AI-based mentors, and the popularity of numerous in-person AI training workshops at the UF College of Medicine.

* Chaudhuri K, Varma A, Malik A, editors. Artificial Intelligence as an antidote for managing people in organizations: How realistic. British Academy of Management Conference; 2020.
Chen X, Zou D, Xie H, Cheng G, Liu C. Two decades of artificial intelligence in education. Educational Technology & Society. 2022;25(1):28-47.
Miller T. Explanation in artificial intelligence: Insights from the social sciences. Artificial intelligence. 2019;267:1-38.
Xu Y, Liu X, Cao X, Huang C, Liu E, Qian S, Liu X, Wu Y, Dong F, Qiu C-W. Artificial intelligence: A powerful paradigm for scientific research. The Innovation. 2021;2(4).
Zhao X. AI in Civil Engineering. AI in Civil Engineering. 2022;1(1):1.
** Hancock B, Lazaroff-Puck K, Rutherford S. Getting practical about the future of work. McKinsey Quarterly. 2020;1:65-73.

**C. Complete Appendix A – Table 1 (1-A for undergraduate and 1-B for graduate) with projected student headcount (HC) and full-time equivalents (FTE).**
- **Undergraduate FTE must be calculated based on 30 credit hours per year**
- **Graduate FTE must be calculated based on 24 credit hours per year**

**In the space below, explain the enrollment projections. If students within the institution are expected to change academic programs to enroll in the proposed program, describe the anticipated enrollment shifts and impact on enrollment in other programs.**

We expect to attract professionals working in biomedical fields in and out of the state of Florida as well as students with B.S. degrees, including those simultaneously pursuing other degrees, especially medical professional degrees. We do not anticipate any students transferring from other graduate programs at UF. Enrollment in the 1 ½ year M.S. program is expected to start at 20 students in Year 1 and to increase to 100 students in Year 5. Because AI programs are in high demand, and we will offer hybrid courses (synchronous online and face-to-face) in Gainesville and Jacksonville, a major metropolitan area, we believe that our enrollment projections are reasonable. For a market analysis, see Appendix M.

**D. Describe the anticipated benefits of the proposed program to the university, local community, and the state. The benefits of the program should be described both quantitatively and qualitatively.**

Benefits to the University:
AIBHS' explicit focus on ensuring that its students are well-positioned to advance translational biomedical research and practice, as well as its focus on AI, will benefit the university tremendously.

UF is already committed to translational medicine. This program furthers that commitment by leveraging the power of AI, which distinguishes it from other programs. Students will learn to design, develop, and implement trustworthy cutting-edge AI architecture, exponentially accelerating translational research and directly improving health management, processes, and delivery, as well as patient outcomes. Students concurrently pursuing an advanced medical degree alongside the AIBHS M.S. will be able to utilize their AIBHS training in practice to improve care and outcomes for patients directly.

Such a technologically cutting-edge program that promises to directly improve people's well-being will attract high-caliber students from both the state and the nation to the university. Not only will traditional high-quality graduate students be attracted to the program, but students pursuing advanced medical degrees, such as the M.D., will be attracted to UF by the possibility of earning an AIBHS M.S. degree to complement their medical training.

AIBHS will also foster collaborations between departments and colleges, promoting innovative research at the intersections of translational biomedical science, clinical science, computer science, and engineering.

Ultimately, AIBHS will advance UF's AI initiative and further enhance UF's reputation as an institution dedicated to improving the lives of Floridians.

Benefits to the local community:
This program will yield concrete health benefits for the local community. AIBHS will equip students with the knowledge, skills, and tools needed to leverage AI's potential in translational biomedical applications

and clinical care, including diagnostics, therapeutics, personalized medicine, and healthcare management. Students will learn to design and implement various trustworthy AI architectures in domains such as generative AI, large language models, electronic health records, wearable devices, and medical imaging, as well as to integrate various types of data in order to advance research and to improve clinical decision-making. As a result, AIBHS graduates will be uniquely positioned to rapidly accelerate translational biomedical research, precision medicine, health management, processes, and delivery, as well as to improve patient care.

Moreover, AIBHS will benefit local businesses. There are numerous biotech companies located in Alachua County, Florida, including, among others, RTI Surgical and Resilience. On a randomly selected day, 10/27/2023, both had job openings available for those with graduate training of the sort AIBHS will provide, with salaries ranging from $115,000-$173,000. Similarly, on 3/6/2024, a random search through LinkedIn for 'AI' jobs in Jacksonville produced over 20 pages of opportunities. Of the 5 pages I looked through, I found 13 positions AIBHS students would be well qualified for, with salaries ranging from $80,000-$188,000. Among others, open positions include a directorship for the American Cancer Society's National Health Tech AI Initiative and a directorship for eClinical Solutions' Product Management AI/ML Initiative. This suggests that Alachua County, as well as Jacksonville, would benefit from a program that produces experts in the design, implementation, and use of AI to advance biomedical research and improve clinical practice.

<u>Benefits to the state of Florida:</u>
In addition to concrete improvements to the healthcare system and patient care as well as the workforce contributions AIBHS would make through its production of highly skilled graduates in demanding and rapidly growing fields, [see table Job Opportunities for AIBHS Graduates in section III. As mentioned above], AIBHS holds the potential to generate new startup ventures that would create jobs.

Moreover, a UF survey showed that 42% of UF undergraduates pursue graduate school. Among them, most pursue advanced degrees in "Health Professions and Related Clinical Sciences," followed by Engineering, Business Management, and Biological and Biomedical Sciences. Of these students, 65% attend graduate school in Florida. We want to increase this rate by offering additional incentives for these students to continue studying, living, and practicing their professions in Florida. We achieve this goal by offering a rigorous program in a field they are already drawn to ( https://career.ufl.edu/gain-experience/student-outcomes/).

**E. If other public or private institutions in Florida have similar programs at the four- or six-digit CIP Code or in other CIP Codes where 60 percent of the coursework is comparable, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with appropriate personnel (e.g., department chairs, program coordinators, deans) at those institutions regarding the potential impact on their enrollment and opportunities for possible collaboration in the areas of instruction and research.**

Programs in the SUS with CIP code 51.2706 substantially differ from the one proposed here. There are three: FIU's M.S. in Health Informatics and Analytics, UNF's M.S. in Health Informatics, and USF's M.S. in Health Informatics. First, these programs are primarily online: FIU's and USF's programs are entirely online, and UNF's is primarily online. Although AIBHS will have an online component, we will also offer both synchronized hybrid and face-to-face courses. Second, these programs do not include robust AI training as part of their curriculum, while AIBHS <u>is</u> an AI program involving in-depth training in AI and its applications to translational biomedical research and clinical contexts. Third, and relatedly, FIU's, UNF's, and USF's programs are geared more towards training students in healthcare informatics for healthcare

management (indeed, FIU's is offered through its business school). AIBHS graduates will receive training in healthcare management, delivery, and processes, but the focus of the program is to enable students to use all tools at their disposal, especially AI architectures, to improve such workflows, to advance translational biomedical research, <u>and</u> to have a direct beneficial impact on clinical practice.

The proposed AIBHS is the first of its kind in the state of Florida. First, AIBHS is an **applied AI program** in the clinical and biomedical sciences. As such, its curriculum integrates training in AI design, development, and implementation into *each* of its courses. Second, AIBHS is an **interdisciplinary** program that integrates coursework spanning a variety of disciplines, including biomedicine, clinical medicine, bioinformatics, computer science, engineering, and applied mathematics, as well as explicit training in the social, economic, legal, and ethical implications of AI. Students will also have dual mentors: a technical AI expert and a clinical expert. Third, AIBHS makes **experiential learning** a central part of its curriculum. Each semester, students will take courses where they practice developing and testing various AI tools while being immersed in biomedical or clinical environments, ensuring that they have both the theoretical knowledge <u>and</u> the practical skills needed to effectively implement AI in real-world biomedical and clinical contexts.

## F. If the proposed program substantially duplicates a program at Florida Agricultural and Mechanical University (FAMU), a letter of support from FAMU must be provided. The letter must address whether the proposed program may adversely affect FAMU's ability to achieve or maintain student diversity in its existing program. The institution's Equal Opportunity Officer shall review this section of the proposal, sign, and date the additional signature page to indicate that all requirements of this section have been completed.

Not Applicable: FAMU doesn't have a comparable program.

## IV. Curriculum

## A. Describe all admission standards and all graduation requirements for the program. Hyperlinks to institutional websites may be used to supplement the information provided in this subsection; however, these links may not serve as a standalone response. For graduation requirements, describe any additional requirements that do not appear in the program of study (e.g., milestones, academic engagement, publication requirements).

The graduate program in AIBHS aims to train professionals in leveraging trustworthy AI techniques for innovative solutions for biomedical research, healthcare analytics, and precision medicine. The AIBHS program seeks to enroll students who demonstrate a blend of academic excellence, leadership capabilities, and unwavering determination. It welcomes candidates with diverse backgrounds, including medical students and students in fields like biological or medical sciences, biostatistics, bioinformatics, biomedical engineering, and computer science. Ideal applicants include students pursuing professional medical degrees such as an M.D., those with undergraduate degrees in biology, chemistry, microbiology, biostatistics, or engineering, or those with strong computing skills. Additionally, students working toward a Ph.D. in areas such as cell biology, neuroscience, and biostatistics may also find that this program aligns well with their academic and professional goals, offering a unique opportunity to receive concrete clinical AI training capable of accelerating research and improving clinical processes and outcomes.

## Admission Standards

To be admitted into the M.S. in AIBHS, candidates must graduate from an accredited baccalaureate program with either a B.S. in a relevant discipline or demonstrate academic and research excellence through work in multidisciplinary courses. While not mandatory, a strong background in either biomedical sciences, preferably with clinical experience, or computing, evidenced by proficiency in modern programming languages such as Python or R, is highly desirable. In addition to these criteria, all applicants must meet the following requirements:

> GPA: Minimum of 3.0
> GRE: Waived

Admission criteria into the AIBHS M.S. program following enrollment in or completion of a professional medical degree, such as an M.D. or an M.S. in another discipline, remain the same as for students entering the program with a baccalaureate degree.

International applicants are exempt from the English proficiency requirement after completing one academic year at a recognized, regionally accredited university or college in a country where English is the official language. Students will have to meet all requirements of the University of Florida Graduate School Admissions and the following requirements:

> TOEFL: 550 on paper-based; (213 on computer-based; 80 on Internet-based)
> TOEFL may be substituted with IELTS: 6 or MELAB: 77

Transfer of credits from another institution or program to count towards the AIBHS the MS degree is only accepted "under case-by-case circumstances and assessments" through a formal petition process. Acceptance of credit transfer requires the approval of the AIBHS committee and the Dean of the Graduate School. Furthermore, this process will be subject to the limits and conditions set forth by the UF Graduate School and the College of Medicine. Petitions for transfer of credit should be made during the student's first term of enrollment in the AIBHS program. Only graduate-level (5000-7999) work earned with a grade of A, A-, B+, or B is eligible for transfer of credit. In accordance with UF's Graduate School policy, no more than 15 transfer credits towards the M.S. are allowed, and "[t]hese can include no more than 9 credits from institution/s approved by UF, with the balance obtained from postbaccalaureate work at the University of Florida." (https://gradcatalog.ufl.edu/graduate/degrees/).

## Graduation Requirements

The appropriate grade point requirements for graduation are:

> 1. A minimum grade of 3.00 (B or higher) in each core course
> 2. An overall GPA of 3.00 or higher across all elective courses

Successful completion of the M.S. requires that a student either successfully completes an oral final examination, a capstone project, or a Master's thesis, which includes a successful defense.

*Final Oral Examination:*
Students pursuing the final oral examination option for completing the M.S. are expected to take and pass the exam in the semester at the end of which they plan to graduate. The pass/fail oral examination is comprehensive and will be administered by 2-3 faculty members of IC$^3$, who will be selected by the graduate committee.

*Capstone Project:*
The capstone project will be designed in consultation with the student's supervisory chair and will demonstrate mastery of an agreed-upon topic in the area.

Proposal: Students will be required to develop and submit a proposal for their capstone research project. This should outline the project's objectives, methodology, expected outcomes, and timeline.

Conducting the Research: Over the course of the project, students are expected to rigorously conduct the research outlined in their proposal, which includes collecting and analyzing clinical data, developing and refining AI models, and carefully interpreting and validating results.

Final Report: Upon completion of the research, students must prepare a comprehensive written report; discussing the research question, methods used, results obtained, and the significance of the findings may be required to defend their project in an oral examination.

*Master's Thesis*:
Students pursuing the thesis option must initiate a supervisory committee of faculty members, which must be established by the end of year 1 Spring semester. "The supervisory committee for a master's degree with a thesis should consist of at least three Graduate Faculty members unless otherwise specified. Each master's thesis candidate must prepare and present a thesis that shows independent investigation. It must be acceptable, in form and content, to the supervisory committee and to the Graduate School. The work must be of publishable quality and must be in a form suitable for publication, guided by the Graduate School's format requirements." For more on graduate school requirements, see https://gradcatalog.ufl.edu/graduate/degrees/.

## B. Describe the specific expected student learning outcomes associated with the proposed program and include strategies for assessing the proposed program's learning outcomes. If the proposed program is a baccalaureate degree, include a hyperlink to the published Academic Learning Compact and the document itself as Appendix C.

Expected student learning outcomes associated with the Artificial Intelligence in Biomedical and Health Sciences (AIBHS) and strategies for assessing them are listed below.

<u>Learning Outcomes</u>
1. Technical Proficiency in AI: Demonstrate proficiency in designing, implementing, and validating state-of-the-art AI technologies for biomedical applications. This outcome will be assessed through coursework assignments, projects, and evaluations in core AI courses.
2. Integration of AI with Biomedical Research: Integrate AI methodologies with biomedical research and clinical practices. This outcome will be assessed through evaluations of experiential learning courses and rotations in labs and assessments of the application of AI methodologies in solving real-world medical problems.
3. Interdisciplinary Understanding: Display a holistic understanding of AI's applications in biomedical and clinical sciences. This outcome will be assessed through evaluations of interdisciplinary coursework and projects that combine biomedicine, AI, ethics, and instruments measuring the depth of understanding through case studies or comprehensive exams.
4. Ethical and Responsible AI Implementation: Demonstrate awareness of ethical, legal, and societal implications of AI in healthcare. This outcome will be assessed through evaluations of coursework on ethical implications and the student's ability to identify and address ethical challenges in AI implementation.
5. Clinical Exposure and Application of AI: Apply AI in clinical settings effectively. This outcome will be assessed by course performance in Clinical AI Design studios and rotations in clinical labs and healthcare settings, including the evaluations of the impact of AI solutions on patient care through case studies or reports.
6. Dual Primary Mentorship Understanding: Benefit from dual mentorship in both clinical and technical domains. This outcome will be assessed by gathering feedback from mentors and students about the effectiveness of the dual mentorship model in guiding research and overall learning.

<u>Cross-cutting assessment strategies:</u>
1. Project-based Assessments: Evaluate student projects in AI Design Studios and Clinical AI Design Studios for innovation, application, and impact.
2. Exams and Assignments: Assess understanding of AI fundamentals, ethical implications, and biomedical applications through exams and assignments in core and elective courses.
3. Mentor Feedback: Obtain feedback from mentors regarding students' progress, adaptability, and interdisciplinary learning.
4. Peer and Self-Evaluations: Encourage self-assessment and peer reviews of project work, fostering critical evaluation skills and teamwork.

We will align these assessment strategies with the program's learning objectives and provide a comprehensive evaluation of students' knowledge, skills, and application abilities within the AI and biomedical intersection. We will regularly review and refine assessment strategies to ensure the program's continuous improvement and alignment with evolving needs.

C. **If the proposed program is an AS-to-BS capstone, provide evidence that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as outlined in <u>State Board of Education Rule 6A-10.024</u>. Additionally, list any prerequisites and identify the specific AS degrees that may transfer into the proposed program.**

☒ **Not applicable to this program because it is not an AS-to-BS Capstone.**

D. **Describe the curricular framework for the proposed program, including the following information where applicable:**
- **total number of semester credit hours for the degree**
- **number of credit hours for each course**
- **required courses, restricted electives, and unrestricted electives**
- **a sequenced course of study for all majors, concentrations, tracks, or areas of emphasis**

The proposed AIBHS M.S. is a 30-credit-hour program consisting of a set of four core courses (11 credit hours), four experiential learning courses (10 credit hours), and 3 electives (9 credit hours). All courses are letter graded, and the courses listed below will be administered through the Intelligent Clinical Care Center, IC³, home of the AIBHS program. To complete the program, a student must also pass a final oral examination, submit a passing capstone project, or submit and successfully defend a master's thesis.

The 4 required core courses (11 credits) are:
- CAI 5XXX Fundamentals of AI in Medicine I (3 credits) [course request 19996]
- CAI 5XXX Fundamentals of AI in Medicine II (3 credits) [course request 19997]
- CAI 5XXX Biostatistics for AI (2 credits) [course request 20019]
- CAI 5XXX AI Ethics and Alignment in Health (3 credits) [course request 19995]

The 4 required experiential learning courses (10 credits) are:
- CAI 5XXX AI in Health Design Studio I (1 credit) [course request 19998]
- CAI 5XXX AI in Health Design Studio II (3 credits) [course request 19999]
- CAI 6XXX Clinical AI Design Studio I (3 credits) [course request 20000]

- CAI 6XXX Clinical AI Design Studio II (3 credits) [course request 20017]

Students must also earn 9 credit hours total in electives.
Of the 4 electives (12 credits) listed below, students <u>must</u> take 6 credit hours:

- CAI 5XXX AI in Medical Image Analysis (3 credits) [course request 20018]
- CAI 6XXX Applied Generative AI in Medicine (3 credits) [course request 20023]
- CAI 5XXX AI for Clinical Decision Support (3 credits) [course request 20020]
- CAI 5XXX AI-Powered Drug Discovery (3 credits) [course request 20022]

Students <u>may</u> choose to earn the remaining three elective credit hours by taking:

- CAI 6XXX Supervised Research in AI for Health (1-6 credits) [course request 20021]

Students interested in conducting independent research may take this course. However, only three credits of CAI 6XXX Supervised Research in AI for Health can apply toward the 30 credits required for the M.S. degree.

<u>Course Sequence</u>
**Full-time student course sequence sample [Exam Option]**

| Fall Year 1 [9 credits] | Spring Year 1 [9 credits] | Summer Year 1 [3 credits] |
|---|---|---|
| <ul><li>CAI 5XXX Fundamentals of AI in Medicine I (3)</li><li>CAI 5XXX AI in Health Design Studio I (1)</li><li>CAI 5XXX Biostatistics for AI in Medicine (2)</li><li>Elective (3) – e.g., CAI 5XXX AI in Medical Image Analysis</li></ul> | <ul><li>CAI 5XXX Fundamentals of AI in Medicine II (3)</li><li>CAI 5XXX AI in Health Design Studio II (3)</li><li>Elective (3) – e.g. CAI 6XXX Applied Generative AI in Medicine</li></ul> | <ul><li>CAI 6XXX Clinical AI Design Studio I (3)</li></ul> |

| Fall Year 2 [9 credits] | Spring Year 2 | Summer Year 2 |
|---|---|---|
| <ul><li>CAI 6XXX Clinical AI Design Studio II (3)</li><li>CAI 5XXX AI Ethics and Alignment in Health (3)</li><li>Elective (3) – CAI 5XXX AI for Clinical Decision Support (3)</li></ul> **Graduation** | | |

**Full-time student course sequence sample [Thesis/Capstone project option]**

| Fall Year 1 [9 credits] | Spring Year 1 [9 credits] | Summer Year 1 [3 credits] |
|---|---|---|

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| | | |
|---|---|---|
| • CAI 5XXX Fundamentals of AI in Medicine I (3)<br>• CAI 5XXX AI in Health Design Studio I (1)<br>• CAI 5XXX Biostatistics for AI in Medicine (2)<br>• Elective (3) – e.g., CAI 5XXX AI in Medical Image Analysis | • CAI 5XXX Fundamentals of AI in Medicine II (3)<br>• CAI 5XXX AI in Health Design Studio II (3)<br>• Elective (3) – e.g., CAI 6XXX Applied Generative AI in Medicine | • CAI 6XXX Clinical AI Design Studio I (3) |

| Fall Year 2 [9 credits] | Spring Year 2 | Summer Year 2 |
|---|---|---|
| • CAI 6XXX Clinical AI Design Studio II (3)<br>• CAI 5XXX AI Ethics and Alignment in Health (3)<br>• Elective (3) – CAI 5XXX Supervised Research in AI for Health (3)<br>**Thesis/Capstone Project**<br>**Graduation** | | |

**Part-time student course sequence sample [Exam option]**

| Fall Year 1 [4 credits] | Spring Year 1 [6 credits] | Summer Year 1 [3 credits] |
|---|---|---|
| • CAI 5XXX Fundamentals of AI in Medicine I (3)<br>• CAI 5XXX AI in Health Design Studio I (1)<br>• CAI 5XXX Biostatistics for AI (2) | • CAI 5XXX Fundamentals of AI in Medicine II (3)<br>• CAI 5XXX AI in Health Design Studio II (3) | • CAI 6XXX Clinical AI Design Studio I (3) |

| Fall Year 2 [6 credits] | Spring Year 2 [3 credits] | Summer Year 2 |
|---|---|---|
| • CAI 6XXX Clinical AI Design Studio II (3)<br>• CAI 5XXX AI Ethics and Alignment in Health (3) | • Elective (3) – e.g. CAI 6XXX Applied Generative AI in Medicine (3) | |

| Fall Year 3 [5 credits] | Spring Year 3 [3 credits] | Summer Year 3 |
|---|---|---|
| • Elective (3) – e.g. CAI 5XXX AI in Medical Image Analysis (3) | • Elective (3) – e.g., CAI 5XXX AI-Powered Drug Discovery (3)<br>**Graduation** | |

|  |  |  |
|---|---|---|
|  |  |  |

**Part-time student course sequence sample [Thesis/Capstone project option]**

| Fall Year 1 [4 credits] | Spring Year 1 [6 credits] | Summer Year 1 [3 credits] |
|---|---|---|
| • CAI 5XXX Fundamentals of AI in Medicine I (3)<br>• CAI 5XXX AI in Health Design Studio I (1)<br>• CAI 5XXX Biostatistics for AI (2) | • CAI 5XXX Fundamentals of AI in Medicine II (3)<br>• CAI 5XXX AI in Health Design Studio II (3) | • CAI 6XXX Clinical AI Design Studio I (3) |

| Fall Year 2 [6 credits] | Spring Year 2 [3 credits] | Summer Year 2 |
|---|---|---|
| • CAI 5XXX Clinical AI Design Studio II (3)<br>• CAI 5XXX AI Ethics and Alignment in Health (3) | • Elective (3) – e.g. CAI 6XXX Applied Generative AI in Medicine (3) |  |

| Fall Year 3 [5 credits] | Spring Year 3 [6 credits] | Summer Year 3 |
|---|---|---|
| • Elective (3) – e.g. CAI 5XXX AI in Medical Image Analysis (3)<br>• Elective (3) – e.g., CAI 5XXX AI Powered Drug Discovery (3) | • Elective (3) – e.g. CAI 6XXX Supervised Research in AI for Health (3)<br><br>**Thesis/Capstone project**<br>**Graduation** |  |

## E. Provide a brief description for each course in the proposed curriculum.

### *Core Course Descriptions*
• <u>**CAI 5XXX Fundamentals of AI in Medicine I**</u> (3 credits)
This course introduces the fundamental concepts of Artificial Intelligence and Machine Learning (AI/ML) with a focus on applications in the medical field. It covers foundational AI/ML concepts, diverse medical data sources, and the complete lifecycle of AI/ML in healthcare, complemented by insights into model evaluation and ethical considerations. The course offers a mix of lectures, hands-on labs, and project work, emphasizing practical application in real-world scenarios.
* https://secure.aa.ufl.edu/Approval/reports/19996

• <u>**CAI 5XXX Fundamentals of AI in Medicine II**</u> (3 credits)

Building on the foundational concepts introduced in Fundamentals of Artificial Intelligence in Medicine I, this course explores deeper into Artificial Intelligence (AI), with a specific focus on deep learning and its applications in the field of medicine. Students will learn more advanced deep learning architectures, including convolutional neural networks (CNNs), recurrent neural networks (RNNs), and transformers. The curriculum emphasizes practical applications, using these technologies to analyze medical imaging, interpret clinical notes, and mine electronic health records.
*https://secure.aa.ufl.edu/Approval/reports/19997

- **CAI 5XXX Biostatistics for AI in Medicine** (2 credits)

This course highlights the crucial role of biostatistics in AI-driven medical applications. Students will master foundational biostatistical methods, design effective medical experiments, and navigate the intricacies of large biomedical datasets. Emphasizing the union of traditional biostatistics with contemporary AI techniques, the course ensures proficiency in data analysis, AI model validation, and addressing ethical challenges in medical data use. Through lectures, labs, and case studies, participants will be adept at bridging the gap between AI, medicine, and biostatistical principles.
*https://secure.aa.ufl.edu/Approval/reports/20019

- **CAI 5XXX AI Ethics and Alignment in Health** (3 credits)

This course provides an in-depth exploration of the intersection between Artificial Intelligence (AI) and society, with a focus on alignment, ethics, economic implications, and legal policy. Students will analyze the ethical dilemmas arising from AI technologies, including biases, fairness, transparency, accountability, and privacy; analyze potential economic disruptions and identify strategies for inclusive growth and equitable distribution of AI-generated benefits; examine existing and emerging legal and regulatory frameworks governing AI technologies, including data protection, intellectual property, liability, and accountability; and study policy approaches and initiatives at the national and international levels aimed at fostering responsible AI development and deployment.
*https://secure.aa.ufl.edu/Approval/reports/19995

## Experiential Learning Course Descriptions

- **CAI 5XXX AI in Health Design Studio I** (1 credit)

This experiential seminar course will feature numerous faculty experts from diverse backgrounds who will guide students through more than a dozen unique real-world examples of machine learning for healthcare applications. Students will gain valuable experience in designing, developing, and deploying AI systems using contemporary tools, models, and platforms. Through a series of interactive and open-ended vignettes, rotating panels of AI and physician-scientists will guide students through the design and application of end-to-end ML systems. Faculty on the cutting-edge of medical AI research will foster an environment of innovation, creativity, and nonlinear thinking via project-based experiential learning.
*https://secure.aa.ufl.edu/Approval/reports/19998

- **CAI 5XXX AI in Health Design Studio II** (3 credits)

AI in Health Design Studio II is an experiential applied research course in which each student will propose a self-directed clinical AI research project that addresses a real-world healthcare challenge and spend the full semester building and testing their AI system. Students will be supervised by an AI faculty member as they organize, develop, evaluate, and refine their approach. This course follows the guided experiential learning and high-level overview of the clinical AI landscape presented in AI in Health Design Studio I. Students will be paired with a technical AI faculty member whose research aligns with the student's proposed project. AI in Health Design Studio II is focused on refining technical methods on retrospective datasets and will prepare students for prospective and immersive aspects of Clinical AI Design Studio I rotations.
*https://secure.aa.ufl.edu/Approval/reports/19999

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- **CAI 6XXX Clinical AI Design Studio I** (3 credits)

Clinical AI Design Studio I offers an immersive learning experience for students interested in the intersection of artificial intelligence (AI) and clinical practice. Throughout the semester, students will participate in rotations, spending time working in various faculty members' labs or clinical domains. These rotations provide a unique opportunity to delve into various research domains and acquire valuable insights into ongoing clinical AI initiatives. Additionally, they provide hands-on experience and real-world exposure, informing and inspiring the implementation of AI innovations within clinical settings. Students will not only observe but may actively contribute to the work happening in these labs, acquiring practical skills related to AI development, data analysis, and clinical problem-solving. The course emphasizes understanding the clinical context, allowing students to apply AI technologies to real-world healthcare challenges. At the end of the course, students will decide who they want as their clinical advisor, informed by their experiences during rotations and their alignment with specific research interests. They will join the selected clinical advisor for **Clinical AI Design Studio II** for a more in-depth experience.
*https://secure.aa.ufl.edu/Approval/reports/20000

- **CAI 6XXX Clinical AI Design Studio II** (3 credits)

Students will embark on an immersive journey into the world of clinical artificial intelligence with Clinical AI Design Studio II. This course offers a unique, extended engagement with a faculty advisor, building upon the foundational experiences from Clinical AI Design Studio I. Students will delve into the specialized clinical domain of their advisor, gaining firsthand insights into the intricacies of patient care and medical decision-making processes. Throughout the term, students will integrate into their advisor's research lab, contributing to a significant research project. This hands-on experience is designed to enhance students' understanding of the clinical application of AI technologies. They will acquire and refine critical skills in project conceptualization, robust study design, effective study execution, and the strategic deployment of AI models within a real-world clinical setting. The course structure is tailored to foster a collaborative learning environment, with a blend of mentor-guided research, interdisciplinary teamwork, and independent study. Students will participate in regular lab meetings, engage in critical discussions on current AI research, and receive personalized mentorship to guide their project development.
*https://secure.aa.ufl.edu/Approval/reports/20017

## *Elective Course Descriptions*
- **CAI 5XXX AI in Medical Image Analysis** (3 credits)

Medical imaging refers to technologies that visualize the interior of the human body. Over the last decades, medical imaging has become an increasingly important tool for the early diagnosis, prognosis, and treatment of various diseases. This course will focus on recent advances in artificial intelligence for medical image analysis. Topics covered in this course include (1) Basics of medical imaging, (2) Image visualization, (3) Convolutional neural networks, (4) Image classification, (5) Image segmentation, (6) Transformer networks, (7) Image registration, (8) Generative adversarial networks, (9) Image-to-image translation, (10) Image super-resolution, (11) Diffusion Models.
*https://secure.aa.ufl.edu/Approval/reports/20018

- **CAI 5XXX Applied Generative AI in Medicine** (3 credits)

This course provides a comprehensive overview of generative artificial intelligence (AI) and its applications in healthcare. Students will learn the fundamentals of generative models, including Generative Adversarial Networks (GANs), Variational Autoencoders (VAEs), and Diffusion Models. The course will also cover advanced topics such as prompt engineering, retrieval augmented generation, and the deployment of generative AI in clinical settings. Through a combination of lectures, readings, and hands-on projects, students will gain a deep understanding of how generative AI can be leveraged to improve patient care, streamline clinical workflows, and advance medical research. The course will

emphasize practical applications and use cases that do not require advanced coding or mathematical expertise.
*https://secure.aa.ufl.edu/Approval/reports/20023

- **CAI 5XXX AI for Clinical Decision Support I** (3 credits)
In this course, students will explore the current landscape of clinical artificial intelligence (AI) for augmenting patient care, including real-world deployments, promising cutting-edge research, and ethical and societal implications of current clinical AI progress. A hybrid flipped classroom/journal club structure which emphasizes peer engagement will empower students to join the ongoing conversation and become versed in the contemporary clinical AI topics that are currently shaping the field.
*https://secure.aa.ufl.edu/Approval/reports/20020

- **CAI 5XXX AI-Powered Drug Discovery** (3 credits)
This course explores the cutting-edge application of Artificial Intelligence (AI) in discovering novel compounds to be used as therapeutics. We will delve into the fundamental principles of machine learning and deep learning techniques used for virtual screening, lead optimization, and de novo molecule design. The course will also address the integration of biological data with AI models and explore the practical challenges and limitations of this approach.
*https://secure.aa.ufl.edu/Approval/reports/20022

- **CAI 5XXX Supervised Research in AI for Health** (1-6 credits)
Students will work with their primary advisor to design, develop, and complete an agreed-upon project. This course can be applied towards capstone project work or Master's Thesis work.  However, only three credits of AIH YYYY Supervised Research can apply towards the 30 credits required for the M.S. degree.
*https://secure.aa.ufl.edu/Approval/reports/20021

F. **For degree programs in medicine, nursing, and/or allied health sciences, identify the courses with the competencies necessary to meet the requirements in Section 1004.08, Florida Statutes.  For teacher preparation programs, identify the courses with the competencies required in Section 1004.04, Florida Statutes.**

   ☒ **Not applicable to this program because the program is not a medicine, nursing, allied health sciences, or teacher preparation program.**

G. **Describe any potential impact on related academic programs or departments, such as an increased need for general education or common prerequisite courses or an increased need for required or elective courses outside of the proposed academic program.  If the proposed program is a collaborative effort between multiple academic departments, colleges, or schools within the institution, provide letters of support or MOUs from each department, college, or school in Appendix D.**

The proposed AIBHS program is unlike any other in the SUS: it will be UF College of Medicine program co-located in Gainesville and Jacksonville, its content is original, and its home in a center, as opposed to a department is ideal given the interdisciplinary nature of AI.  New core, experiential learning, and elective courses will be created and taught by AI and clinical faculty in various departments.  The added AI courses are especially beneficial to AI faculty and their home departments because they provide

faculty with teaching opportunities required by their appointments and needed for tenure and promotion.

We do not anticipate any negative impact on other departments. We do, however, expect a benefit, such as more AI courses being available to students. Students in other departments who are interested in AI will have the opportunity to supplement their education with our AI courses, including our AI design studios, which will offer hands-on experience designing and validating trustworthy AI tools.

AIBHS courses will be designed and taught by faculty in the College of Medicine's Departments of Medicine, Radiology, Surgery, Pediatrics, Pharmacology and Therapeutics, and Neurology, as well as the College of Pharmacy's Department of Pharmaceutical Outcomes and Policy. Please see appendix D for emails from chairs of the above-mentioned departments showing their support of AIBHS and their willingness to allow their faculty to participate in the program.

## H. Identify any established or planned educational sites where the program will be offered or administered. Provide a rationale if the proposed program will only be offered or administered at a site(s) other than the main campus.

AIBHS embraces clinical sites, practicums, and didactic teaching opportunities across UF College of Medicine's multiple campuses. Indeed, we are partnering with UF Health Jacksonville to create a program spanning both UF's main campus and UF Health Jacksonville. AIBHS will be administered here in Gainesville, and courses will be offered both here and in Jacksonville.

AI is a rapidly developing field that is fundamentally changing biomedical capabilities. Yet, health professional programs, such as medical doctor programs, do not include AI in their curricula. Compounding matters is insufficient focus on clinical biomedicine in current AI programs, even biomedical AI programs. Because of this, there is an imminent need to provide rapid AI upskilling for those interested in health professions, whether they be clinical or research oriented.

Offering courses at multiple sites will enable significantly more people to pursue the M.S. in a modality most conducive to their circumstances and learning style. First, offering courses in both Gainesville and Jacksonville will make it significantly easier for those living in either area to pursue the degree. This is especially true for potential students who are already in the workforce and may be working full-time. Indeed, we expect our program to be popular among those already in the workforce who want to enhance their knowledge and career trajectories. Second, although we intend to offer a digital option for our courses, many people prefer a face-to-face learning environment. This is likely to be true, especially in our AI design studio courses, experiential learning courses focused on hands-on experience designing, implementing, and using AI tools in clinical and research settings. The ability to offer courses in Gainesville and Jacksonville will give potential students a wider ability to customize their education to their circumstances, making it easier for them to succeed.

## I. Describe the anticipated mode of delivery for the proposed program (e.g., face-to-face, distance learning, hybrid). If the method(s) of delivery will require specialized services or additional financial support, describe the projected costs below and discuss how they are reflected in Appendix A – Table 3A or 3B.

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We propose to use all three modes of delivery for the program: face-to-face, hybrid, and online. Students will have the option to learn didactically and experientially in person or synchronously online. Eventually, we plan to offer online courses with asynchronous content and synchronous discussion. Our goal is to build an accessible digital AI community of practice to support collective learning, training, and professional development.

## J. Provide a narrative addressing the feasibility of delivering the proposed program through collaboration with other institutions, both public and private. Cite any specific queries of other institutions concerning shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

AIBHS program directors are in continuing discussions to hammer out the partnership with UF Health Jacksonville. Given that the AIBHS program is committed to digital experiential learning communities, that many faculty have experience teaching online and hybrid courses, and the resources of both UF main campus College of Medicine and UF Health Jacksonville, including state-of-the-art clinical sites at both UF has the capacity to offer an exceptional program spanning its different campuses.

## K. Describe any currently available sites for internship and/or practicum experiences. Describe any plans to seek additional sites in Years 1 through 5.

☐ **Not applicable to this program because the program does not require internships or practicums.**

Currently available internship or practicum sites
UF Health Shands Hospital, Gainesville: Given its focus on clinical research, this site is ideal for students interested in the medical applications of AI.

Sid Martin Biotechnology Institute, Alachua: This facility offers opportunities in biotechnological research, where AI algorithms are increasingly being applied for drug discovery.

UF Informatics Institute: Specializing in data science and computational research, the institute offers opportunities for students to engage in AI projects that can be applied to biomedical projects.

UF Innovation Hub: Aimed at fostering entrepreneurship, this site provides opportunities for students interested in the commercial aspects of AI and biomedical technologies.

Local Biotech Firms: A number of biotechnology companies around Gainesville offer internship programs that allow students to work on applied research projects.

UF Health Jacksonville: Given its focus on clinical research, this site is ideal for students interested in the medical applications of AI.

We will seek out additional internship and practicum sites, with a particular focus on Jacksonville locations, as the program grows.

## V. Program Quality Indicators - Reviews and Accreditation

**A. List all accreditation agencies and learned societies concerned with the proposed program. If the institution intends to seek specialized accreditation for the proposed program, as described in <u>Board of Governors Regulation 3.006</u>, provide a timeline for seeking specialized accreditation. If specialized accreditation will not be sought, please explain.**

No specialized accreditation is needed for an M.S. degree in AIBHS. There is no accreditation agency for AI. M.S. graduates will be seeking jobs or applying to medical and doctoral programs, all of which will look for evidence of knowledge and hands-on experience in generating and analyzing genetic and genomic data, which will be provided by the M.S. program.

**B. Identify all internal or external academic program reviews and/or accreditation visits for any degree programs related to the proposed program at the institution, including but not limited to programs within the academic unit(s) associated with the proposed degree program. List all recommendations from the reviews and summarize the institution's progress in implementing those recommendations.**

Not applicable since this is an M.S. program.

**C. For appropriate degree programs, discuss how employer-driven or industry-driven competencies were identified and incorporated into the curriculum. Additionally, indicate whether an industry or employer advisory council exists to provide input for curriculum development, student assessment, and academic-force alignment. If an advisory council is not already in place, describe any plans to develop one or other plans to ensure academic-workforce alignment.**

Competencies were identified through experience on multi-institutional sponsored research projects, experience mentoring and directing students pursuing graduate degrees in engineering with a focus on machine learning and biomedical science, review of similar programs at other institutions (and determination of their strengths and weaknesses), assessment of current AI initiatives at the University of Florida, and assessment of federally sponsored research programs, such as the NIH's Bridge2AI program and the Advanced Research Projects Agency for Health (ARPA-H) program. These federally sponsored programs are designed to promote the development of innovative, "disruptive" engineering tools in healthcare.

Artificial intelligence is a rapidly evolving field, and workforce demands and requirements may shift over time. To ensure that proper academic-workforce alignment is always maintained, we will create an advisory council to monitor employer- and industry-driven competencies and recommend changes to the curriculum as needed. The advisory council will be comprised of representatives from key industry partners and collaborators across the state of Florida.

## VI. Faculty Participation

**A. Use Appendix A – Table 2 to identify existing and anticipated full-time faculty who will participate in the proposed program through Year 5, excluding visiting or adjunct faculty. Include the following information for each faculty member or position in Appendix A – Table 2:**
  - **the faculty code associated with the source of funding for the position**
  - **faculty member's name**

- **the highest degree held**
- **academic discipline or specialization**
- **anticipated participation start date in the proposed program**
- **contract status (e.g., tenure, tenure-earning, or multi-year annual [MYA])**
- **contract length in months**
- **percent of annual effort that will support the proposed program (e.g., instruction, advising, supervising)**

**This information should be summarized below in narrative form.  Additionally, provide the curriculum vitae (CV) for each identified faculty member in Appendix I.**

Because COM faculty typically have lower teaching assignments, given their research and/or clinical duties, most, if not all, AIBHS courses will be team-taught. As a result, we are approaching faculty recruitment in phases.  Phase 1 faculty includes course directors, course leads, as well as a subset of the faculty that will teach and design the courses.  These faculty are listed in Appendix A – Table 2.

The majority of faculty are either tenured or tenure tracked and housed in the College of Medicine's Departments of Medicine, Radiology, Surgery, Pediatrics, Pharmacology and Therapeutics, and Neurology as well as the College of Pharmacy's Department pf Pharmaceutical Outcomes and Policy. (Emails indicating support from the chairs of these departments are included in Appendix D). Participating clinical faculty have MDs, usually along with PhDs, MSs or MPHs, which is to be expected given the expertise crucial for ensuring that students in the Clinical AI Design Studios acquire the appropriate clinical background.  All other instructors have PhDs.

With the guidance of course directors, we will recruit more UF faculty in phase 2 to team teach, many of whom have already expressed enthusiasm for the program in informal discussions.  We will update Appendices A, D, and E to reflect additional recruitment.  In the meantime, we have included a New Hire (lecturer) in Appendix A – Table 2 whose FTE will change with the participation of more existing UF faculty.  Although there is sufficient interest among existing UF faculty to teach and grow AIBHS' curriculum, we recommend making a new hire in Jacksonville to increase options for students who want to attend face-to-face courses while decreasing the amount of travel required for Gainesville-based faculty.

[NB – On the advice of the Provost's Office, I have provided some biosketches instead of CVs to reduce the length of this proposal.  Some of the CVs are quite long, running over 50 pages.  We're happy to provide CVs, too, if you'd like.]

B. **Provide specific evidence demonstrating that the academic unit(s) associated with the proposed program has been productive in teaching, research, and service.  Such evidence may include trends over time for average course load, FTE productivity, student HC in major or service courses, degrees granted, external funding attracted, and other qualitative indicators of excellence (e.g., thesis, dissertation, or research supervision).**

The Intelligent Clinical Care Center (IC$^3$) has 29 faculty members who, combined, have over 1,200 publications and more than 60 grants.  In addition to numerous graduate students supervised by individual faculty members, IC$^3$ has developed and hosted several educational programs, including AI Bootcamps, Hackathon, and the in-development AI Passport program.

## VII. Estimate of Investment

**A.** Use Appendix A – Table 3A or 3B to provide projected costs and associated funding sources for Year 1 and Year 5 of program operation. In narrative form, describe all projected costs and funding sources for the proposed program(s). Data for Year 1 and Year 5 should reflect snapshots in time rather than cumulative costs.

Tuition is proposed at $1,200 per credit hour for in-state and out-of-state students. We project that 20 students, including part-time and full-time, will enroll at .625 FTE collectively in Year 1, bringing tuition revenue to $360,000. Faculty will be paid their proportionate salary plus fringe for their effort. We anticipate $278,693.05 in faculty compensation in addition to a $72,618.00 administrative supplement to be paid to a faculty member acting as the academic director/graduate coordinator of the program. We also estimate an administrative program director at 1.0 FTE for $150,000, including fringe. Course development will be conducted for 6 courses at $20,000 per course for $120,000 total. Enrollment services are estimated at 16% of tuition revenue ($57,600). Finally, we estimate a Jacksonville campus overhead fee of 20% of program revenue, at $72,000 and a 10% college tax by college of medicine ($36,000). Total costs for Year 1 are thus projected at $806,911.05, leaving the program with a deficit of $447,218.

The Vice President of UF-Jacksonville will provide start-up funding in years 1, 2, and 3 to ensure the AIBHS program achieves cost recovery. It is estimated that the program will reach cost recovery status by year 4.

In Year 5, we estimate that there will be 100 part-time and full-time students enrolled at an average .625 FTE, bringing tuition revenue to $1.8 million. Faculty will be paid $330,313.26, and the academic director/graduate coordinator will receive $81,732 as an administrative supplement. Given the estimated growth of the program, we anticipate paying a 1.0 FTE program director $150,000 as well as additional administrative support an added $100,000 including fringe. Assuming a typical 3% annual raise, we expect to pay staff $265,225 in salary and fringe in year 5. That staff will take over fiscal, HR, enrollment, and marketing. We have also allotted $100,000 for non-personnel advertising/marketing fees. Finally, we estimate a Jacksonville campus overhead fee of 20% of program revenue, at $360,000 and a 10% college tax by college of medicine ($180,000). Total costs for Year 5 are thus projected at $1,472,270.46, resulting in a $327,729.54 profit for AIBHS. Tuition revenue will be reinvested to support student scholarships in year 5 in the amount of $100,000.

**B.** Use Appendix A – Table 4 to show how existing Education & General (E&G) funds will be reallocated to support the proposed program in Year 1. Describe each funding source identified in Appendix A – Table 4, and justify below the reallocation of resources. Describe the impact the reallocation of financial resources will have on existing programs, including any possible financial impact of a shift in faculty effort, reallocation of instructional resources, greater use of adjunct faculty and teaching assistants, and explain what steps will be taken to mitigate such impacts.

Not applicable because this is a market-rate tuition program.

**C.** If the institution intends to operate the program as self-supporting, market tuition rate, or establish a differentiated graduate-level tuition, as described in

**<u>Board of Governors Regulation 8.002</u>, provide a rationale and a timeline for seeking Board of Governors' approval.**

☐ **Not applicable to this program because the program will not operate as self-supporting, market tuition rate, or establish a differentiated graduate-level tuition.**

We propose to operate AIBHS as a market-rate tuition program. There are two reasons why we do so.

First, we propose to propose to house AIBHS in the College of Medicine's Intelligent Clinical Care Center, IC[3]. IC[3]'s mission is to develop and provide sustainable support and leadership for transformative medical AI research, education, and clinical applications to advance patients' health in critical and acute care medicine. Its membership is interdisciplinary and includes faculty from UF's College of Medicine, Herbert Wertheim College of Engineering, College of Pharmacy, College of Public Health and Health Professions, College of Education, and the Institute of Food and Agricultural Science.

We believe that housing AIBHS in a center rather than a traditional academic unit will benefit the program and its students by providing a unique opportunity to be immersed in AI from a variety of perspectives, ensuring a deeper, more nuanced understanding than would be possible otherwise. AIBHS distinguishes itself by directly addressing a gap in specialized training. Traditional disciplines often lack a nuanced focus on biomedical and health-focused AI, while data science generally misses an emphasis on applications for translational biomedical domains and clinical settings. Indeed, to ensure trustworthy and fair development and application of AI tools towards patient care, translational research in medical AI requires a diversely trained faculty together, creating a unity of intellectual frameworks that goes beyond disciplinary boundaries.

However, because IC[3] is not a traditional academic unit, it does not yet have an appropriate administrative staff and academic support to manage the program. Staff will have to be redirected towards the AIBHS program or newly hired. Moreover, faculty from other departmental homes will be designing and creating entirely new courses for AIBHS. The majority of these faculty are AI faculty, clinical faculty, or both, who command high salaries and will need to be compensated accordingly. Compared to traditional programs, which can pay existing E&G staff and faculty self-supporting overload to support their programs, AIBHS will require additional revenue best made available through a market-rate tuition.

Second, AIBHS will span two campuses, Gainesville and Jacksonville. Adopting a market-rate tuition model will be necessary to recruit appropriate faculty and staff as well as to afford costs associated with instruction, administration, digital infrastructure, and facilities. Not only will this improve the efficiency and quality of the program, but it also enables us to respond more quickly to market fluctuations, including the ability to lower costs or offer financial assistance as the program scales up, thus making it more accessible to all.

<u>Timeline</u>

| Date | Activity |
|------|----------|
| March 2024 | Submit M.S. New Degree proposal to Academic Approval Tracking System |
| April 2024 | Meet with UF Teaching and Technology Distance Program Services for Market Research |
| April 2024 | Apply for Strategic Funding |
| May 2024 | Finalize budget |
| May 2024 | Submit new course requests |
| Summer 2024 | Determine marketing, student recruitment, and retention service |
| Fall 2024 | Begin advertising, plan administrative structure |

| Spring 2025 | Implement administrative structure; Advertising, recruitment |
| Summer 2025 | Advertising, recruitment, and enrollment |
| Fall 2025 | Launch AIBHS program with first cohort of incoming students |

**D. Provide the expected resident and non-resident tuition rate for the proposed program for both resident and non-resident students. The tuition rates should be reported per credit hour unless the institution has received approval for a different tuition structure. If the proposed program will operate as a continuing education program per <u>Board of Governors Regulation 8.002</u>, describe how the tuition amount was calculated and how it is reflected in Appendix A – Table 3B.**

We propose to charge $1,200 per credit hour, which is the average in-state tuition for the six programs most similar to AIBHS with the highest market share for CIP code 51.2706.

**E. Describe external financial and in-kind resources available to support the proposed program and explain how this amount is reflected in Appendix A – Table 3A or 3B.**

IC[3] has several in-kind resources available. Not only is it developing several biomedical AI modules whose materials will be made available to AIBHS, but it already has on staff a program director who will be well suited to administer AIBHS. (Program director cost is reflected in line 17 of Appendix A – Table 3B). Furthermore, IC[3] is located in Malachowsky Hall and presides over the AI Collaboratory space, a large, flexible area where students can learn, engage, and collaborate digitally and in person.

We are also actively working to raise funds. In addition to discussing funding opportunities with the College of Medicine, we will also apply for Strategic Funding at the next opportunity, which is scheduled for April 2024.

## VIII. Self-Supporting and Market Tuition Rate Programs

*Note: Skip this section If the proposed program will not operate as a self-supporting or market tuition rate program.*

<u>Proposed Program Type</u>
☒ **Market Tuition Rate Program**
    ☐ **Online**
    ☐ **Continuing Education**
☐ **Self-Supporting Program**
☐ **N/A**

**A. Provide supporting documentation in a separate attachment that serves as evidence that the new program will not supplant any existing similar or equivalent E&G degree offering. Describe the evidence in narrative form below. *Note that Board Regulation 8.002 considers a program similar if it is offered under the same CIP code as one funded under the E&G budget entity.***

The following programs have the same CIP code, 51.2706, as CAVP has approved for AIBHS: FIU's M.S. in Health Informatics and Analytics, USF's M.S. in Health Informatics, and UNF's M.S. in Health Informatics.

Both FIU's and USF's programs are self-funded, according to administrators of the programs. Please see Appendix L for emails to this effect from FIU and USF.

UNF's program, in contrast, is an E&G program. However, it is quite different than the one proposed here. UNF's courses are primarily designed to train students in effective healthcare administration and management.

There is only one required course concerned with data, and it does not discuss AI. Indeed, there is very little AI training in UNF's curriculum. For documentation to this effect, see Appendix L for a screenshot of UNF's curriculum.

AIBHS, on the other hand, is an interdisciplinary AI program dedicated to teaching its students how to design, implement, and use AI systems in healthcare domains. Students will receive hands-on training in both clinical and biomedical settings. Consequently, we will attract different kinds of students. See Appendix L for a screenshot of UNF's curriculum.

**B. If the proposed self-supporting or market tuition rate program will be a track under an existing E&G program or has a similar existing E&G program, provide a side-by-side tuition and fee comparison in the table below. Provide a link to the university's website that provides students with information about financial assistance and obligations for repayment of loans for these programs.**

☒ **Not applicable because the program will not be a track under an existing E&G program or is not similar to an existing E&G program.**

## Tuition and Fee Comparison

| E&G Track or Program | Proposed Program |
|---|---|
|  |  |

**C. Explain whether the program leads to initial licensing or certification in occupational areas identified as a state critical workforce need. If so, which licenses and certifications will graduates receive upon completion, and explain why implementing the program as self-supporting or market tuition rate is the best strategy to increase the number of graduates in the state.**

The are no specific licensing or certification requirements in occupational areas. The M.S. would serve to establish qualifications.

*Note: Questions D – M pertain only to market tuition rate programs. If the proposed program will be self-supporting, skip to Section IX.*

**D. Explain the process used to determine the proposed market tuition rate and provide the tuition of similar programs offered by other SUS institutions and private institutions as appropriate so that the tuition of at least five similar**

**programs is provided. If the proposed tuition rates differ for resident and non-resident students, explain why.**

To determine anticipated demand and a reasonable cost to students, we have been working with the Office of self-supporting programs at the UF Office of the Provost. Using Table 1 from the above market analysis, highlighting the top 30 institutions with market share for CIP code 51.2706, we compared curricula to determine which programs are most similar to the proposed AIBHS. Based on faculty analysis, they are Rutgers University, New Brunswick; New York University (NYU); University of Alabama Birmingham (UAB); Duke University; Stanford University; and University of South Florida (USF). Before continuing, there are three points to note: (1) I include USF for the sole reason that it's the most similar program to AIBHS in the SUS; however, it offers no substantive training in AI/ML training, which is significantly different from AIBHS; (2) Stanford's program requires its students to have strong computational backgrounds, whereas AIBHS doesn't; and (3) UAB offers a graduate certificate, not an M.S.

| Institution | Master's Completions 2022 | Growth % YOY 2022 | Market Share 2022 | IPEDS Tuition & Fees 2022 In-state | IPEDS Tuition & Fees 2022 Out of State |
|---|---|---|---|---|---|
| Rutgers Univ.-New Brunswick | 326 | 1.60% | 4.90% | $779 | $1,325 |
| New York Univ. | 307 | 26.90% | 4.60% | $2,074 | $2,074 |
| Univ. of South Florida | 300 | -18.70% | 4.50% | $435 | $880 |
| Univ. of Alabama at Birmingham | 135 | 36.40% | 2.00% | $468 | $1,109 |
| Duke Univ. | 87 | 10.10% | 1.30% | $3,495 | $3,495 |
| Stanford Univ. | 60 | 66.70% | 0.90% | $1,255 | $1,255 |

The average in-state cost per credit hour for these programs is $1,417.67; the out-of-state average is $1,689.67. If we set aside Duke, since it's clearly an outlier, the average cost per credit hour for in-state and out-of-state students is $1,002.20 and $1,328.60, respectively.

Given the evidence of the demand for these programs, UF's resources (e.g., HiPerGator), its numerous pre-eminent biomedical AI faculty, as well as its flagship status and emergence as a university specializing in AI, we believe that $1,200 per credit hour is reasonable and sustainable. Finally, a strategic market research consultant conducted a national survey which demonstrated that respondents, on average, would be willing to spend a maximum of $53,160 on an AIBHS MS degree program. Given that the program will be 30-credits, this equates to $1,772 per SCH. In summary, we feel that the price of $1,200 per SCH is justifiable, and still below the going market rate for a program of this type.

**E. Explain how offering the proposed program at a market tuition rate is aligned with the university's mission. If the program qualifies as a Program of Strategic Emphasis, provide additional justification for charging higher tuition for the proposed program.**

In addition to the University of Florida's central mission to cultivate and provide exceptional teaching, research, and service, it is also committed to becoming the top university for AI. AIBHS can best further this mission by implementing a market rate, even though it qualifies as a Program of Strategic Emphasis.

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First, no departments in the SUS offer programs that sufficiently bridge the gap between AI, the biomedical sciences, and the clinical sciences. In part, this is because the range of expertise necessary for doing so doesn't fit well into traditional ways of demarcating disciplines. Thus, housing AIBHS in a center embracing various disciplines, such as IC3, is ideal. However, centers cannot receive E&G funds or state-generated revenue; consequently, a program so housed must be financially self-reliant. Second, faculty with AI expertise are in high demand; they are experts in cutting-edge and lucrative fields. They cannot be expected to participate if they are not compensated appropriately. Satisfying these desiderata requires higher tuition rates than usual. $1,200 per credit hour enables AIBHS to become profitable in year 4 of the program.

Further, students will learn from pre-eminent faculty at the vanguard of their fields, positioning them to pioneer new innovations that advance biomedical research, streamline healthcare systems and processes, and improve patient care. Research will be advanced through discovery and new collaborations at multiple sites. Finally, the community will benefit in numerous ways: it will have new educational opportunities offered in different modalities suitable for different needs; industry will have a larger pool of qualified applicants; students will have higher earning potential, benefitting the local economy; and the community will enjoy improved medical care. Given that AIBHS will serve to upskill the existing workforce as well as those preparing to enter it, we are committed to offering an excellent program at an accessible rate. As the program scales up, a market rate tuition model frees AIBHS to offer financial support to those who need it and to potentially lower the cost per credit hour.

In short, the nature of AIBHS is such that a market rate best enables it to advance UF's mission and modulate to the market while remaining self-reliant.

## F. Provide a declaratory statement that offering the proposed program at the market tuition rate does not increase the state's fiscal liability or obligation.

We hereby declare that offering AIBHS at the market tuition rate of $1200 per credit hour will not increase the state's fiscal liability or obligation.

## G. Explain any proposed restrictions, limitations, or conditions to be placed on the program.

Not applicable

## H. Explain how the university will ensure sufficient courses are available to meet student demand and facilitate program completion.

UF already has numerous faculty members who are well-qualified to teach these courses, many of whom are AI faculty members who would benefit from more teaching opportunities in their areas. We will increase faculty participation as student demand increases. We are confident we can do so, given that we will offer commensurate compensation. As the program scales up, market-rate tuition will enable us to recruit any necessary additional faculty.

## I. If applicable, provide a baseline of current enrollments, including a breakout of resident and non-resident enrollment in similar courses funded by the E&G budget entity.

Not applicable

## J. Describe any outcome measures that will be used to determine the program's success.

Graduation rates: 80% or more 4-year graduation rate; enrollment rates: 25% enrollment growth per year; career placement: 95% job placement or promotion within 1 year of graduating from the program, student surveys with an aggregate average score of 80% (satisfaction) or better; and financial sustainability (profitability by the end of year 4).

## K. List the campuses and/or sites at which the proposed program will be offered. If the program is only offered online, indicate that, and provide the location from which the program will be managed.

Courses will be offered at UF's main campus in Gainesville, at UF Health Jacksonville, and, if approved, at the proposed UF Jacksonville campus. Hybrid courses will be offered – providing simultaneous virtual and in-person learning. AIBHS, however, will be managed in Gainesville by UF's College of Medicine's Intelligent Clinical Care Center (IC$^3$).

## L. Provide an estimate of the total and net annual revenue the university anticipates collecting for Years 1 and 5 if the proposal is approved. This information should be consistent with the data provided in Appendix A – Table 3B, which is required as a part of this proposal.

If approved, we estimate that the program will run a deficit of $447,218 in year 1 and a profit of $327,729.54 in year 5. To offset the projected deficit and maintain non-E&G cost recovery, we will apply for strategic funding at the next opportunity, which is expected to be in April 2024.

## M. Describe how revenues will be spent, including whether private vendors will be utilized and for what purpose. Additionally, identify all budget entities used for the program.

Market rate tuition revenue will only be spent on programmatic expenses, reinvested to enhance the instructional quality of the program, or spent as financial support for prospective students. Initially, AIBHS will partner with the UF Operational Services Unit, which will provide advertising, recruiting, admissions, and application support services for a 30% share of revenue. As the program grows, we expect to need two additional full-time administrative positions, which will include an academic specialist and an administrative specialist to manage the financial and human resource needs of the program, eventually taking over these duties from UF Operational Services Unit. These staff positions will be entirely funded through market-rate tuition, and we estimate that with fringe, these positions will cost the program $100,000 annually. We have also allotted $100,000 for non-personnel advertising/marketing fees. Moreover, because AIBHS will be co-located between Gainesville and Jacksonville, with face-to-face courses offered at both, we have allotted $20,000 for year 1 travel, plus $5000 each additional year. And, of course, as the program grows and AI technology advances, we will offer more courses, which will involve more faculty and course development costs.

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These investments will ensure the quality and long-term success of what we anticipate will be a flagship program for the UF in both Gainesville and Jacksonville. It is critical, therefore. that the quality of instruction available to students is of the highest caliber possible. It is highly unlikely that AIBHS could accomplish these goals without market-rate tuition. See Appendix A – Table 3B for more details.

## IX. Non-Faculty Resources

**A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5 below, including but not limited to the following:**
- **the total number of volumes and serials available in the discipline and related disciplines**
- **all major journals that are available to the university's students**

**The Library Director must sign the additional signatures page to indicate they have reviewed Sections IX.A. and IX.B.**

The George A. Smathers Libraries at the University of Florida hold over 6.7 million print volumes 2.1 million e-books and provide access to over 190,000 full-text print and electronic journals, as well as over 1,000 electronic databases. A free interlibrary loan service allows faculty, students, and staff to access external resources that are not included in the library's on-site and electronic collections. The Libraries offer a video production studio, maker-spaces, and a virtual and augmented reality lab. All campus libraries host computer labs managed by Academic Technology, which provide access to specialized software, including ArcGIS, CAD, Adobe Creative Cloud, and more. The Libraries provide expertise in Natural Language Process, Informatics, GIS, and Data Management.

The UF Libraries expend over $12 million annually on electronic resources. Listed below is a selection of important journals available through UF Libraries that will support students in this program. Due to the interdisciplinary nature of artificial intelligence and data science, this is only a representative list.

- ACM Transactions on Knowledge Discovery from Data
- Artificial Intelligence
- Artificial Intelligence in Medicine
- Artificial Intelligence Review
- Big Data Research
- Data Mining and Knowledge Discovery
- IEEE Journal of Biomedical and Health Informatics
- IEEE Transactions on Knowledge and Data Engineering
- International Journal of Data Science and Analytics
- International Journal of Machine Learning and Cybernetics
- Journal of the American Medical Informatics Association
- Journal of Healthcare Informatics Research
- Journal of Intelligent Information Systems
- Journal of Machine Learning Research
- Machine Learning
- SIGKDD Exploration
- Statistical Analysis and Data Mining
- Wiley Interdisciplinary Reviews: Data Mining and Knowledge Discovery

In addition, there are a growing number of open-access journals in the field; the content of these journals is freely available to readers and is discoverable through the UF libraries catalog and journal databases. Here are several relevant open-access journals:

- Applied Artificial Intelligence
- BioData Mining (BMC)
- BMC Bioinformatics
- BMJ Health & Care Informatics
- EPJ Data Science (Springer Open)
- JMIR Medical Informatics
- Journal of Big Data (Springer Open)
- Journal of Data Science
- Journal of Intelligent Learning Systems and Applications
- Radiology - Artificial Intelligence
- Transactions on Machine Learning and Data Mining

The Libraries offer consultations, workshops, and events throughout the year, and this program has the support of the following professionals: 8 Health Sciences Librarians who serve as liaisons to various departments in the College of Medicine, Natural Language Processing Specialist, Informatics Librarian, Bioinformatics Librarian, Computer Science & Engineering Librarians, Geospatial Information Services (GIS) Librarian, and other members of the Smathers Libraries' Academic Research Consulting and Services (ARCS) team.

**B. Discuss any additional library resources needed to implement and/or sustain the program through Year 5. Describe how those costs are reflected in Appendix A – Table 3A or 3B.**

☒ **Not applicable to this program because no additional library resources are needed to implement or sustain the proposed program.**

**C. Describe any specialized equipment and space currently available to implement and/or sustain the proposed program through Year 5.**

In addition to biomedical laboratories run by College of Medicine faculty and clinical sites in UF Health hospitals, AIBHS will leverage several modern resources of Malachowsky Hall for Data Sciences & Information Technology, a recently completed 263,000-square-foot facility at the heart of the main UF campus that brings together faculty and students from key departments in the Colleges of Engineering and Medicine to reimagine transformative AI research. Malachowsky Hall includes numerous flexible classrooms that can be altered to complement various innovative teaching methods, encouraging innovative pedagogical approaches and interactive, cross-disciplinary learning. There are an additional 30 lab spaces designed to encourage cross-pollination among researchers from different fields. The building also includes office spaces for student groups and a makerspace that can be reserved for tech workshops and other student-developed collaborations and prototyping.

All AIBHS graduate students will also have access to HiPerGator, the UF supercomputing cluster that includes the latest generation of AI hardware. HiPerGator has enabled unprecedented AI capability at

the University of Florida and across the state of Florida. Students will utilize HiPerGator for all AI coursework and projects.

D. **Describe any additional specialized equipment or space needed to implement and/or sustain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Appendix A – Table 3A or 3B. Costs for new construction should be provided in response to Section IX.E. below.**

☒ **Not applicable to this program because no new I&R costs are needed to implement or sustain the program through Year 5**

E. **If a new capital expenditure for instructional or research space is required, indicate where this item appears on the university's fixed capital outlay priority list. Appendix A – Table 3A or 3B includes only I&R costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase due to the program, describe and estimate those expenses in narrative form below. High enrollment programs, in particular, are expected to necessitate increased costs in non-I&R activities.**

☒ **Not applicable to this program because no new capital expenditures are needed to implement or sustain the program through Year 5.**

F. **Describe any additional special categories of resources needed to operate the proposed program through Year 5, such as access to proprietary research facilities, specialized services, or extended travel. Explain how those projected costs of special resources are reflected in Appendix A – Table 3A or 3B.**

☒ **Not applicable to this program because no additional special categories of resources are needed to implement or sustain the program through Year 5.**

G. **Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5 and explain how those are reflected in Appendix A – Table 3A or 3B.**

☒ **Not applicable to this program because no fellowships, scholarships, and/or graduate assistantships will be allocated to the proposed program through Year 5.**

## X. Required Appendices

The appendices listed in tables 1 & 2 below are required for all proposed degree programs except where specifically noted. Institutions should check the appropriate box to indicate if a particular appendix is included to ensure all program-specific requirements are met. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

### Table 1. Required Appendices by Degree Level

| Appendix | Appendix Title | Supplemental Instructions | Included Yes/No | Required for Degree Program Level | | |
| --- | --- | --- | --- | --- | --- | --- |
| | | | | Bachelors | Masters/ Specialist | Doctoral/ Professional |
| A | Tables 1-4 | | | X | X | X |
| B | Consultant's Report and Institutional Response | | | | | X |
| C | Academic Learning Compacts | Include a copy of the approved or proposed Academic Learning Compacts for the program. | | X | | |
| D | Letters of Support or MOU from Other Academic Units | Required only for programs offered in collaboration with multiple academic units within the institution | | X | X | X |
| E | Common Prerequisite Request Form | This form should also be emailed directly to the BOG Director of Articulation before submitting the program proposal to the Board office for review. | | X | | |
| F | Request for Exemption to the 120 Credit Hour Requirement | Required only for baccalaureate degree programs seeking approval to exceed the 120 credit hour requirement | | X | | |
| G | Request for Specialized Admissions Status | Required only for baccalaureate degree programs seeking approval for specialized admissions status | | X | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| H | Attestations for Self-Supporting and Market Tuition Rate Programs | Required only for self-supporting or market tuition rate programs | | | X | X |
| I | Faculty Curriculum Vitae | | | X | X | X |

**Table 2. Additional Appendices**

| Appendix | Appendix Title | Description |
|---|---|---|
| K | Sources for table 'Job Opportunities for AIBHS Graduates' | Citations for data used in that table |
| L | CIP Code Institutions | Documentation that other FL SUS schools with the same CIP code either are not E&G programs OR have a very different curriculum than AIBHS |
| M | Market Analysis for Master of Science in Artificial Intelligence in Biomedical & Health Sciences | Provided by UF Teaching and Technology's Office of Self-Supporting Programs |
| N | MOU for startup funds | MOU from UF's Vice President of Strategic Initiatives promising annual startup funds through program year 3 |

Form Updated March 2023

**COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS,**
**PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**
**ACTION ITEM AFSSPRSC3**
**December 12, 2024**

**SUBJECT:**   Degree Program Changes

### BACKGROUND INFORMATION

The College of Medicine seeks to reduce the amount of credit for the Master of Science (M.S.) with a major in Genetics and Genomics (CIP 26.0801) from 33 total credits to 30 total credits. This will accommodate additional career development activities during the summer term.  The change was approved by the Curriculum Committee and then by the Faculty Senate at their August 22, 2024, meeting.

The College of Medicine seeks to modify the number of credit hours required for the Master of Science (M.S.) with a major in Anatomical Sciences Education (CIP 26.0403) from 32 total credit hours to 31 total credit hours.  As a result, no change in student learning is anticipated.  The change was approved by the Curriculum Committee and then by the Faculty Senate at their October 17, 2024, meeting.

The College of Medicine is requesting to reduce the number of credits for graduation from 192 to 184 (or 4%) and will reduce the number of weeks per LCME accreditation) from 152 to 151, which is above the 130 weeks required by the LCME.  The request to modify the total credits and weeks of the program is to attempt to standardize inaccurate records with no impact to the program overall.  The change was approved by the Curriculum Committee.

### PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above degree program change for recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: Degree | Change Credits Request Forms

Submitted by:  Joseph Glover, Interim Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____       _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

# Degree|Change_Credits for request 19840

## Info

**Request:** Reduce the amount of credit for the M.S. degree in Genetics and Genomics
**Description of request:** The College of Medicine seeks to reduce the amount of credit for the Master of Science (M.S.) with a major in Genetics and Genomics.
**Submitter:** Connie Mulligan cmulligan@ufl.edu
**Created:** 4/29/2024 11:43:07 AM
**Form version:** 2

## Responses

### Degree Name
*Enter the name of the degree program.*

Response:
M.S. degree with a major in Genetics and Genomics

### CIP Code
*Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the <a href="http://www.ir.ufl.edu/">Office of Institutional Planning and Research</a> (OIPR) to verify the CIP code for the existing degree program.*

Response:
26.0801

### Current Total Credits
*Enter the current number of credits needed to complete the majors in the degree program.*

Response:
33

### Proposed Total Credits
*Enter the proposed number of credits needed to complete the majors in the degree program.*

Response:
30

### Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:
No

### Effective Term
*Enter the term (semester and year) that the requested change in total credits would be effective.*

Response:
Earliest Available

**Effective Year**

Response:
Earliest Available

**Pedagogical Rationale/Justification**
*Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:*
*<ol style="list-style-type:lower-alpha;">*
*• Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
*• Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
*• The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.</ol>*

Response:
The required GMS5905 Foundations for a Career in Genetics & Genomics credits to be taken in Year 1 Summer will be reduced from 6 credits to 3 credits. This change accommodates additional career development activities during the summer term.

**Impact on Initial Enrollment/Retention/Graduation**
*Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.*

Response:
No impact on enrollment, retention, or graduation of students is expected.

**Assessment Data Review**
*Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.*

Response:
The change in credits relates to the following Student Learning Outcome. M.S. students will now take 3 credits (changed from 6 credits) of GMS5905 in Year 1 Summer and 5 credits of GMS5905 in Year 2 Fall:
-   Students will acquire hands-on expertise in generating and analyzing genomic data, including the use of biostatistics, bioinformatics, machine learning, and artificial intelligence techniques, as assessed by earning a grade of A or B in GMS 5905 Foundations for a Career in Genetics & Genomics.

**Academic Learning Compact and Academic Assessment Plan**
*Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.*

Response:
No modifications are necessary.

# Degree|Change_Credits for request 19926

## Info

**Request:** Change of total credit hours for Anatomical Science Education M.S. program
**Description of request:** The College of Medicine seeks to modify the number of credit hours required for the Master of Science (M.S.) with a major in Anatomical Sciences Education.
**Submitter:** Yehia Daaka ydaaka@ufl.edu
**Created:** 7/1/2024 6:58:10 AM
**Form version:** 2

## Responses

### Degree Name
*Enter the name of the degree program.*

Response:
Master of Science (M.S.) with a major in Anatomical Sciences Education

### CIP Code
*Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the <a href="http://www.ir.ufl.edu/">Office of Institutional Planning and Research</a> (OIPR) to verify the CIP code for the existing degree program.*

Response:
26.0403

### Current Total Credits
*Enter the current number of credits needed to complete the majors in the degree program.*

Response:
32

### Proposed Total Credits
*Enter the proposed number of credits needed to complete the majors in the degree program.*

Response:
31

### Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term

Response:
No

### Effective Term
*Enter the term (semester and year) that the requested change in total credits would be effective.*

Response:
Fall

**Effective Year**

Response:
2024

**Pedagogical Rationale/Justification**
*Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:*
*<ol style="list-style-type:lower-alpha;">*
*• Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
*• Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
*• The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.</ol>*

Response:
We ask to change the number of credit hours from 32 to 31. The requested change is based on modifying the total credit hours for one of the required courses GMS 5630 Medical Histology from 4 to 3 credit hours, for which we have already received approval from the Graduate Curriculum Committee.

**Impact on Initial Enrollment/Retention/Graduation**
*Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.*

Response:
No change in enrollment is anticipated.

**Assessment Data Review**
*Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.*

Response:
We changed the previously required review sessions to optional. As a result, no change in student learning is anticipated.

**Academic Learning Compact and Academic Assessment Plan**
*Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.*

Response:
There is no change in the academic compact. The previous mandatory review sessions are now optional.

# Degree|Change_Credits|Professional for request 19799

## Info

**Request:** Medicine (MD) - Change total credits to 184
**Description of request:** The Medicine (MD) program is accredited by the Liaison Committee on Medical Education (LCME). Element 6.8 of the LCME accreditation states, "A medical education program includes at least 130 weeks of instruction." A summary of the reduction of credits is outlined below.
1. BMS6810 - Introduction to Clinical Medicine (#19782) reduce the credits from 8 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 1 credit)
2. BMS6813 - Introduction to Clinical Medicine (#19784) reduce the credits from 16 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 9 credits)
3. BMS6814 - Introduction to Clinical Medicine (#19785) reduce the credits from 8 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 1 credit)
4. MDC7940 - Transition to Residency (#19786) to reduce the credits from 4 to 3 to accurately align with the contact hours and number of weeks students meet in the course. (reduction of 1 credit)
5. BMS6091 - Health Outcomes and Policy (#19790) course closure (reduction 1 credit)
6. BMS6863 - Population Health in Medicine (#19792) course closure (reduction 1 credit)
7. Creation of 4 new HSS courses (1A = 1 credit; 1B = 3 credits; 2A = 1 credit; 2B = 1 credit) (increase 6 credits)

Overall, the request will reduce the number of credits for graduation 192 to 184 (or 4%), and will reduce the number of weeks (per LCME accreditation) from 152 to 151, which is above the 130 weeks required by the LCME.
**Submitter:** Kathy Green kathylgreen@ufl.edu
**Created:** 4/1/2024 4:51:08 PM
**Form version:** 2

## Responses

**Degree Name**
*Enter the name of the degree program.*

> Response:
> Medicine

**CIP Code**
*Enter the six digit Classification of Instructional Programs (CIP) code for the degree program. The code has the numerical format XX.XXXX. Contact the <a href="http://www.ir.ufl.edu/">Office of Institutional Planning and Research</a> (OIPR) to verify the CIP code for the existing degree program.*

> Response:
> 51.1201

**Current Total Credits**
*Enter the current number of credits needed to complete the majors in the degree program.*

> Response:
> 192

**Proposed Total Credits**
*Enter the proposed number of credits needed to complete the majors in the degree program.*

Response:
184

**Do the total credit hours increase or decrease by 25% or more AND students' expected time to completion increases or decreases by more than one term**

Response:
No

**Effective Term**
*Enter the term (semester and year) that the requested change in total credits would be effective.*

Response:
Fall

**Effective Year**

Response:
2024

**Pedagogical Rationale/Justification**
*Describe the rationale for the proposed change to the total credits. In accordance with the requirements of Section 1007.25, F.S., the Board of Governors may approve a request by a university board of trustees for a bachelor's degree program to exceed 120 credit hours to degree for the following reasons:*
*<ol style="list-style-type:lower-alpha;">*
*• Additional courses are required to meet specialized accreditation standards for program content and such accreditation is expected or required for program graduates to become employed in the profession for which they are being prepared (e.g. Engineering, Architecture).*
*• Additional courses are required to meet state or federal mandated criteria for professional licensing (e.g., Teacher Education).*
*• The degree program offers a unique and innovative learning experience, such as honors programs, individualized study, and other non-traditional approaches to education.</ol>*

Response:
The Medicine (MD) program is accredited by the Liaison Committee on Medical Education (LCME). Element 6.8 of the LCME accreditation states, "A medical education program includes at least 130 weeks of instruction." A summary of the reduction of credits is outlined below.
1. BMS6810 - Introduction to Clinical Medicine (#19782) reduce the credits from 8 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 1 credit)
2. BMS6813 - Introduction to Clinical Medicine (#19784) reduce the credits from 16 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 9 credits)
3. BMS6814 - Introduction to Clinical Medicine (#19785) reduce the credits from 8 to 7 to align with the number of contact hours and credits in the other three Introduction to Clinical Medicine courses. (reduction of 1 credit)
4. MDC7940 - Transition to Residency (#19786) to reduce the credits from 4 to 3 to accurately align with the contact hours and number of weeks students meet in the course. (reduction of 1 credit)
5. BMS6091 - Health Outcomes and Policy (#19790) course closure (reduction 1 credit)
6. BMS6863 - Population Health in Medicine (#19792) course closure (reduction 1 credit)

7. Creation of 4 new HSS courses (1A = 1 credit; 1B = 3 credits; 2A = 1 credit; 2B = 1 credit) (increase 6 credits)

Overall, the request will reduce the number of credits for graduation by 4%, and will reduce the number of weeks (per LCME accreditation) from 152 to 151, which is still above the 130 weeks required.

## Impact on Initial Enrollment/Retention/Graduation
*Describe the projected impact of the change in total credits on enrollment and on retention and graduation of students in the majors.*

Response:
There are no impacts to enrollment, retention, or graduation. The requests are to correct the inaccurate credits currently earned for BMS6813 (16 credits) and align the actual weeks/credits for MDC7940.

## Assessment Data Review
*Describe the Student Learning Outcome and/or program goal data that was reviewed to support the proposed changes.*

Response:
Ultimately, the goal of the Medicine program is to prepare students for a residency of their choosing (PG3 - Residency Preparation). The request to modify the total credits and weeks of the program is to attempt to standardize inaccurate records with no impact to the program overall.

## Academic Learning Compact and Academic Assessment Plan
*Describe the modifications to the Academic Learning Compact and Academic Assessment Plan that result from the proposed change.*

Response:
No changes are required to the Academic Assessment Plan.

## COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS
## ACTION ITEM AFSSPRSC4
## December 12, 2024

**SUBJECT:**  Self-Supporting Program

### BACKGROUND INFORMATION

Pursuant to Board of Governors Regulation 8.011, the following College is requesting approval of the below Self-Supporting Program:

The Warrington College of Business is proposing to add a new Master of Science in Management (MSM) with a concentration in Artificial Intelligence (AI) (CIP 52.0201).  The proposed MSMAI is a new concentration in an existing degree program that will be offered exclusively at UF-Jacksonville. The MSMAI is a 32-credit-hour program consisting of a set of 11 core courses (22 credit hours) and five elective courses (10 credit hours). The program will share common core courses with the existing MSM offered on the Gainesville campus. Students in the UF Jacksonville MSM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on AI applications in business in residence in Jacksonville. The program will leverage Warrington's faculty in AI and Analytics and the HiperGatorAI supercomputer resource located in Gainesville. The program will be offered in working professional format through weeknight evening and weekend class meetings.

### PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above Self-Supporting Program for recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: State University System of Florida Board of Governors Request to Offer a Self-Supporting Program Form

Submitted by:  Joseph Glover, Interim Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

**STATE UNIVERSITY
SYSTEM OF FLORIDA**

State University System of Florida Board of Governors
# REQUEST TO OFFER A COLLEGE-CREDIT SELF-SUPPORTING OR MARKET TUITION RATE EDUCATION COURSE OR PROGRAM WHEN OFFERED AS PART OF AN EXISTING APPROVED PROGRAM (SHORT FORM)
In accordance with Board of Governors Regulations 8.011 & 8.002
(Please do not revise this proposal format without prior approval from Board staff)

University of Florida
**Institution Submitting Proposal**

Fall 2025
**Proposed Implementation Term**

Warrington College of Business
**Name of College(s) or School(s)**

Hough Graduate School of Business
**Name of Department(s)/Division(s)**

Management
**Academic Specialty or Field**

Master of Science in Management with a concentration in Artificial Intelligence
**Complete Name of Degree**

52.0201
**Proposed CIP Code (2020 CIP)**

**Proposed Program Type**
☐ **Market Tuition Rate Program**
　　☐ **Online**
　　☐ **Continuing Education**
☒ **Self-Supporting Program**

**The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.**

_____
**Date Approved by the University Board of Trustees**

_____ 11/17/24 _____
**President's Signature**　　　　　**Date**

_____
**Board of Trustees Chair's Signature**　　　**Date**

_Joseph Glover_　　　　　11/15/2024 | 2:15 PM EST
**Provost's Signature**　　　　　**Date**

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## Projected Enrollments

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1.

| Implementation Timeframe | HC | FTE |
|---|---|---|
| Year 1 | 25 | 20.3125 |
| Year 2 | 35 | 28.4375 |
| Year 3 | 45 | 36.5625 |
| Year 4 | 55 | 44.6875 |
| Year 5 | 65 | 52.8125 |

*Assuming 0.8125 FTE*

## Introduction

## I. Program Description and Relationship to System-Level Goals

## A. Describe within a few paragraphs the proposed program under consideration and its overall purpose, including the following.

In several industries including business management, e-commerce, finance, and others, AI has been deployed to achieve improved operational efficiency, more efficient supply chains, higher levels of customer service, and more reliably quality control methods. Examples of these developments include (but are not limited to) chatbots to improve customer satisfaction, customer acquisition, image searches on e-commerce websites, performing analytical studies on customer data to maximize profits, predictive analytics, inventory management, cybersecurity, create advanced CRM tools, and to assist with human resource operations like applicant screening. Despite the potentially enormous benefit of AI in business, research has shown that some of the biggest barriers to the adoption of AI in business are a lack of AI talent, a lack of understanding on what models and strategies to implement, and therefore a corresponding lack of leadership commitment (Kar et al., 2021).

The Master of Science in Management (MSM) with a concentration in Artificial Intelligence (AI) offers students a solid business foundation in a variety of business functions (finance, accounting, marketing, HR, supply chain, business strategy, etc.) and does not require participants to have a technical background. Typically, MSM programs are designed for individuals from non-business academic backgrounds. The proposed program will focus on the impact of AI on businesses and how these businesses use AI across disciplines to improve their organization and its operation. Because AI has transformed almost every business function in such a short amount of time the MSM will also serve students with an academic background in business who seek to reframe their understanding of how core business concepts have been impacted by AI. This will provide business students with a deeper understanding of how AI can be deployed to successfully manage their own careers and their organization's transformation. A key element of the programs location at the UF-Jacksonville campus will be the opportunity to engage experiential learning opportunities by working with companies in the Jacksonville area on AI and Analytics related projects.

The proposed MSMAI is a new concentration in an existing degree program that will be offered exclusively at UF-Jacksonville. The MSMAI is a 32-credit-hour program consisting of a set of 11 core courses (22 credit hours) and five elective courses (10 credit hours). All courses are letter graded. The program will share common core courses with the existing MSM offered on the Gainesville campus. Students in the UF Jacksonville MSM program will

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complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on AI applications in business in residence in Jacksonville. The program will leverage Warrington's faculty in AI and Analytics and the HiperGatorAI supercomputer resource located in Gainesville. The program will be offered in working professional format through weeknight evening and weekend class meetings.

The required 11 courses (22 credits) are:
- ACG 5005 Financial Accounting (2 credit)
- ACG 5075 Managerial Accounting (2 credit)
- BUL 6852 International Business Law (2 credit)
- ECP 5702 Managerial Economics (2 credit)
- FIN 5437 Finance I: Asset Value Risk Return (2 credit)
- GEB 5212 Professional Writing (1 credit)
- GEB 5215 Professional Communication (1 credit)
- MAN 5246 Organizational Behavior (2 credit)
- MAN 5502 Production & Operations Management (2 credit)
- MAN 6636 Global Strategic Management (2 credit)
- MAR 5806 Marketing Management (2 credit)
- QMB 5304 Intro. Managerial Statistics (2 credit)

The five required concentration courses (10 credits) are:
- FIN 6779 Artificial Intelligence & Machine Learning Applications for Finance & FINTECH (2 credit)
- MAN 6930 Cyber & AI Governance in Business (2 credit)
- MAN 6617 International Logistics (2 credit)
- MAR 6930 AI & Machine Learning Marketing Applications (2 credit)
- QMB 6317 Artificial Intelligence Methods in Business (2 credit)

Graduates of the program will be prepared to work in a variety of business functions and roles in an organization. They will be equipped to help those organizations and functions address how AI is deployed, utilized, and managed across the enterprise.

Kar, S., Kar, A. K., & Gupta, M. P. (2021). Modeling drivers and barriers of artificial intelligence adoption: Insights from a strategic management perspective. *Intelligent Systems in Accounting, Finance and Management, 28*(4), 217-238.

**B. If the proposed program qualifies as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan, indicate the category.**

- **Critical Workforce**
  - ☐ Education
  - ☐ Health
  - ☐ Gap Analysis
- **Economic Development**
  - ☐ Global Competitiveness
  - ☐ Science, Technology, Engineering, and Math (STEM)
- ☒ **Does not qualify as a Program of Strategic Emphasis.**

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**Indicate if the program qualifies for the Programs of Strategic Emphasis Waiver.**

☐ Yes
☒ No

If yes, the provost or their designee should contact Board staff to discuss prior to requesting any changes to the program.

| CIP CODE | CIP TITLE | CATEGORY |
|----------|-----------|----------|
| 11.0101 | Computer and Information Sciences | STEM |
| 11.0103 | Information Technology | STEM |
| 14.0801 | Civil Engineering | STEM |
| 14.0901 | Computer Engineering | STEM |
| 14.1001 | Electrical and Electronics Engineering | STEM |
| 27.0101 | Mathematics | STEM |
| 40.0801 | Physics | STEM |
| 52.0301 | Accounting | GAP ANALYSIS |
| 52.0801 | Finance | GAP ANALYSIS |
| 52.1201 | Management Information Systems | STEM |

C. **If the program qualifies as a Program of Strategic Emphasis, provide a justification for charging higher tuition for this program.**

Not applicable

**Institutional and State-Level Accountability**

**II. Need and Demand**

A. **Describe the workforce need for the proposed program. The response should, at a minimum, include the following.**
- **Current state workforce data as provided by Florida's Department of Economic Opportunity**
- **Current national workforce data as provided by the U.S. Department of Labor's Bureau of Labor Statistics**
- **Requests for the proposed program from agencies or industries in the university's service area**
- **Any specific needs for research and service that the program would fulfill**
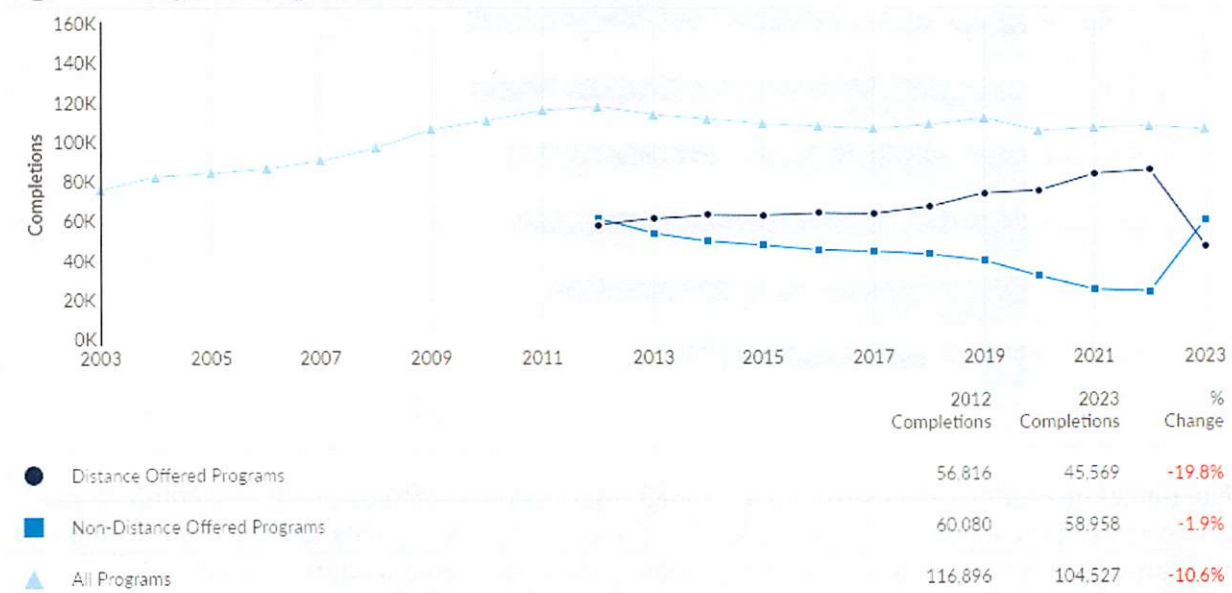
AI-related job growth is expected across the business fields in Jacksonville and the state of Florida in the coming years. As a result, local and national industry partners are stressing the need to establish AI training programs immediately. National completions in AI academic programs have increased in each of the last six years to match this growing demand, signaling consistent interest in AI knowledge and understanding. Growth in these credential markets is expected to continue, especially as the labor market seeks additional AI professionals. Despite significant interest from corporate partners, the Jacksonville region currently lacks a graduate degree program focused on AI, forcing interested individuals to search elsewhere for their credentials. The UF Warrington College of Business currently possesses a high level of preparedness to roll out AI programming starting for Fall 2025 in Jacksonville. Warrington faculty have worked with both the technical and non-technical elements of AI and are confident in the College's ability to assemble and deliver AI content in the near term.

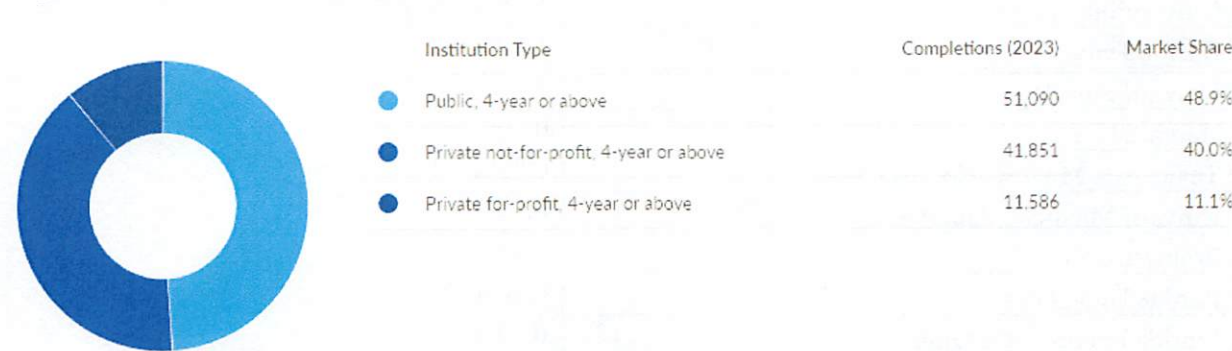Form Updated April 2023

**Academic Outlook:**

The Classification for Instructional Programs (CIP) code used by most business programs is 52.0201 (UF MSMAI will be 52.0201), and we will use this CIP code for this analysis. In 2023, Lightcast Market Analysis Software (LMAS) showed that there were 968 institutions in the United States that reported 104,527 master's level completions in this academic area. This is a mature market, which has seen a recent downturn in academic completions of minus 5.4% since 2019, and minus 10.6% since 2012 (see Table 1).

**Figure 1.** Degree Completion Trends CIP Code 52.0201



| | 2012 Completions | 2023 Completions | % Change |
|---|---|---|---|
| Distance Offered Programs | 56,816 | 45,569 | -19.8% |
| Non-Distance Offered Programs | 60,080 | 58,958 | -1.9% |
| All Programs | 116,896 | 104,527 | -10.6% |

Despite this contraction in the market, business management skills in the workforce remain some of the most in-demand job skills. LMAS can provide insight into the supply and demand of relevant skills by comparing the frequency of skills present in job postings against skills present in today's workforce. For example, for all jobs in the United States (US) requiring a master's degree in 2023, project management (1), finance (2), marketing (4), and accounting (7), were all in the top 10 of most in-demand job skills, with projected growth in demand for those skills all at or above 20%. Further, despite the minus 10.6% contraction in the overall market since 2012, the top 20 institutions (including public and private not-for-profit) reported 19,055 degree completions in 2013, and 23,035 in 2023, a 20.9% increase, suggesting strong demand for the most well-known and respected business programs. Public institutions report the highest number of completions in CIP code 52.0201, followed by private not-for-profit and then private for-profit institutions (see figure 3).

**Figure 3.** Market Share by Institution Type



| Institution Type | Completions (2023) | Market Share |
|---|---|---|
| Public, 4-year or above | 51,090 | 48.9% |
| Private not-for-profit, 4-year or above | 41,851 | 40.0% |
| Private for-profit, 4-year or above | 11,586 | 11.1% |

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**Figure 2**. In-Demand Skill for all US Jobs Seeking a Master's Degree

● Frequency in Job Postings   ● Frequency in Profiles
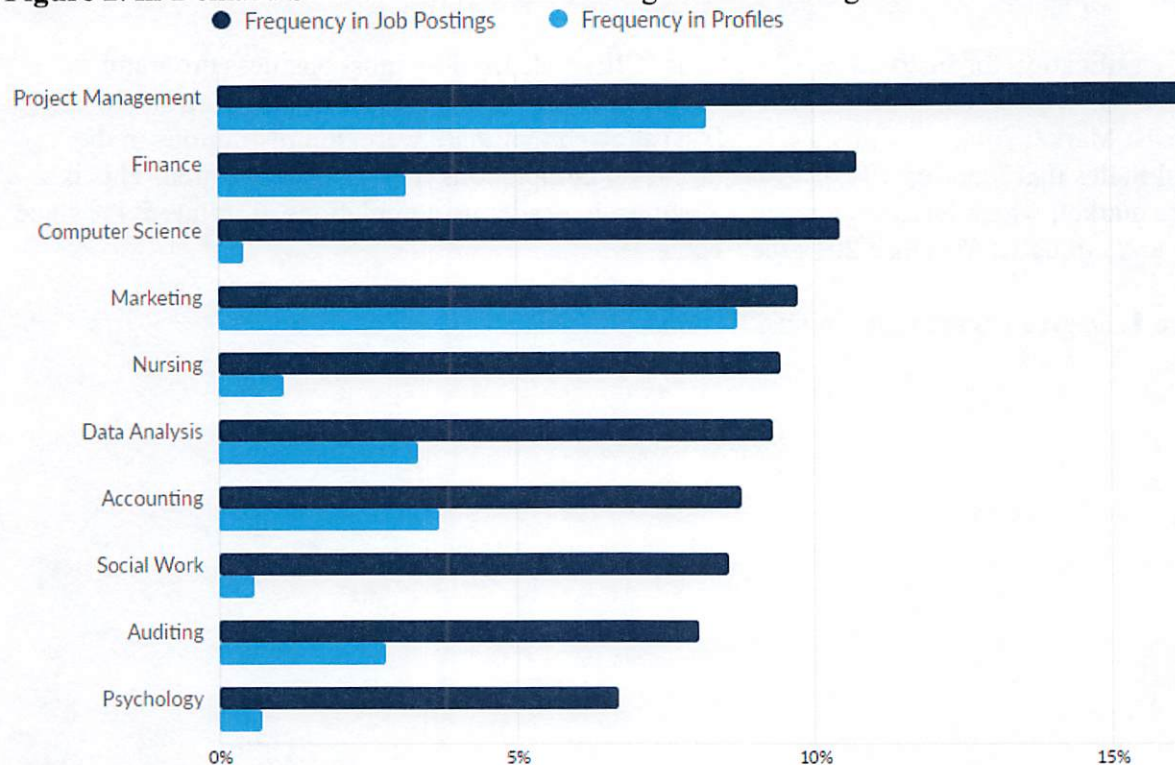


The top 20 institutions in this space, out of 883 total, reported 25% of the degree completions. While most of the degrees offer some kind of focus in analytics or data science, none of the programs listed above include any kind of management or business degree with an AI concentration or specialization. UF is uniquely positioned to offer one of the first degrees of its kind in this space.

**Table 1.** Top 20 Institutions by Number of Completions – Public and Private Not-for-Profit

| Institution | Master's Degree Completions (2023) | Market Share (2023) |
|---|---|---|
| Southern New Hampshire Univ. | 3,283 | 3.50% |
| Western Governors Univ. | 2,963 | 3.20% |
| Louisiana State Univ.-Shreveport | 2,154 | 2.30% |
| Univ. of Illinois Urbana-Champaign | 1,735 | 1.90% |
| Univ. of Maryland Global Campus | 1,410 | 1.50% |
| Liberty Univ. | 1,212 | 1.30% |
| Univ. of the People | 1,185 | 1.30% |
| Boston Univ. | 1,021 | 1.10% |
| Univ. of Florida | 979 | 1.10% |
| Harvard Univ. | 876 | 0.90% |
| Texas A & M Univ.-Corpus Christi | 761 | 0.80% |
| Univ. of Michigan-Ann Arbor | 706 | 0.80% |
| Webster Univ. | 691 | 0.70% |
| Purdue Univ. Global | 631 | 0.70% |
| Florida International Univ. | 609 | 0.70% |

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| Pepperdine Univ. | 582 | 0.60% |
| Cornell Univ. | 574 | 0.60% |
| Univ. of Southern Indiana | 573 | 0.60% |
| Yale Univ. | 555 | 0.60% |
| The Univ. of Texas at Austin | 535 | 0.60% |

**Academic Outlook in Florida and Jacksonville**

In the state of Florida, 36 institutions reported 4,875 completions in CIP code 52.0201 in 2023. This is down from 41 institutions and 5,817 completions in 2012 (-16.2%). Despite the downward trend of degree completions across many institutions in Florida, UF grew from 918 completions to 979 (6.6%). This mirrors national trends that show top programs continuing to grow while the broader market is shrinking, suggesting that reputation is likely important to students in this sector. While there are strong, growing programs with diverse offerings at USF and FIU that offer curriculum at the intersection of analytics, data science, and business, there is not a dedicated management degree with a concentration or specialization in AI.

**Table 2.** Top 10 Institutions by Number of Completions in Florida - 2023

| Institution | Master's Degree Completions (2023) | Market Share (2023) |
|---|---|---|
| Univ. of Florida | 979 | 20.10% |
| Florida International Univ. | 609 | 12.50% |
| Saint Leo Univ. | 428 | 8.80% |
| Univ. of South Florida | 353 | 7.20% |
| Florida Atlantic Univ. | 352 | 7.20% |
| Keiser Univ.-Ft Lauderdale | 188 | 3.90% |
| Lynn Univ. | 176 | 3.60% |
| Univ. of Miami | 167 | 3.40% |
| The Univ. of West Florida | 160 | 3.30% |
| Nova Southeastern Univ. | 147 | 3.00% |

In the Jacksonville area, there are only 3 programs that offer business related programs within CIP code 52.0201, and over the past 10 years degree completions at these institutions have dropped 34.3%, and no program offers any training in AI.

**Table 3.** Institutions in Jacksonville Reporting Completions in CIP code 52.0201 – 2023

| Institution | Master's Degree Completions (2023) |
|---|---|
| Univ. of North Florida | 103 |
| Jacksonville Univ. | 37 |
| Edward Water Univ. | 23 |

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**Job Outlook:**

In this analysis, the CIP-SOC crosswalk is used. The CIP-SOC crosswalk is a "joint effort by the Bureau of Labor Statistics and the National Center for Education Statistics and matches 6-digit CIP Codes from the 2020 Classification of Instructional Programs (CIP) with 6-digit detailed descriptions from the 2018 Standard Occupational Classification (SOC)." The CIP-SOC crosswalk, in conjunction with LMAS, identified 32 broad occupations that are connected to CIP code 52.0201. This is much larger than the average CIP-SOC comparison, and demonstrates the demand for skills related to degrees in the business and management space. These occupations included more than 3.5 million current jobs associated with these occupations, with an estimated 355,515 openings annually.

**Table 3.** List of Occupations Associated with CIP 52.0201 and Data Associated with jobs seeking a master's degree

| Occupation | 2023 Jobs* | Annual Openings* | Growth (2023-33) |
|---|---|---|---|
| General and Operations Managers* | 414,847 | 39,925 | 11.81% |
| Accountants and Auditors | 395,756 | 36,709 | 11.29% |
| Management Analysts* | 306,587 | 31,888 | 16.56% |
| Project Management Specialists | 231,349 | 20,532 | 14.09% |
| Business Operations Specialists, All Other | 227,223 | 23,422 | 12.10% |
| Managers, All Other | 199,739 | 17,747 | 11.98% |
| Market Research Analysts & Marketing Specialists | 192,647 | 23,377 | 21.20% |
| Human Resources Specialists | 173,525 | 17,654 | 13.36% |
| Financial Managers* | 162,951 | 15,618 | 21.33% |
| Computer & Information Systems Managers* | 159,260 | 14,972 | 22.36% |
| Customer Service Representatives | 129,793 | 18,573 | 3.02% |
| First-Line Supervisors of Admin Support Workers* | 118,142 | 12,120 | 3.29% |
| Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel | 112,315 | 12,541 | 11.88% |
| Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 98,227 | 9,868 | 6.97% |
| Marketing Managers* | 94,332 | 9,415 | 15.08% |
| Chief Executives* | 75,694 | 5,650 | 3.18% |
| Sales Managers* | 71,496 | 6,294 | 11.01% |
| First-Line Supervisors of Retail Sales Workers | 59,849 | 6,286 | 3.16% |
| Social and Community Service Managers* | 57,258 | 5,769 | 16.55% |
| Human Resources Managers* | 54,526 | 5,057 | 12.93% |
| Administrative Services Managers* | 41,307 | 3,892 | 12.68% |
| Construction Managers | 33,383 | 2,930 | 12.61% |
| Logisticians | 28,042 | 3,104 | 22.10% |
| Industrial Production Managers* | 26,948 | 2,192 | 9.38% |
| Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products | 23,336 | 2,532 | 12.72% |
| Transportation, Storage, & Distribution Managers* | 15,899 | 1,577 | 14.52% |
| Compensation, Benefits, & Job Analysis Specialists* | 13,568 | 1,210 | 14.18% |
| Cost Estimators* | 12,597 | 1,149 | 4.87% |

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| Training and Development Managers* | 11,902 | 1,140 | 13.31% |
|---|---|---|---|
| Facilities Managers | 11,082 | 1,024 | 11.92% |
| Personal Service Managers, All Others* | 5,559 | 501 | 12.75% |
| Entertainment and Recreation Managers* | 4,694 | 610 | 15.57% |
| Compensation and Benefits Managers* | 3,171 | 239 | 9.08% |

*typically requires work experience according to the US Bureau of Labor Statistics (USBLS)

In 2023, there were over 2.5 million unique jobs postings in the US within these broad occupational categories requiring at minimum a bachelor's degree (potentially jobs where a master's degree could make someone more competitive). Average monthly postings for these positions have declined over the past five years, from 260,457 in August 2019 to 196,207 in July 2024 (24.7% decrease). When filtering for jobs associated with AI, 86,735 remained, up 131% from five years ago, suggesting tremendous growth in the demand for those skills, despite an overall contraction in the number of jobs in these occupations. Further, the number of unique job postings climbed from 4,654 to 13,585 in the same period (191.9% growth).

**Table 4.** Unique Job Postings Nationally for Jobs seeking AI skills within Occupational Categories Associated with CIP Code 52.0201
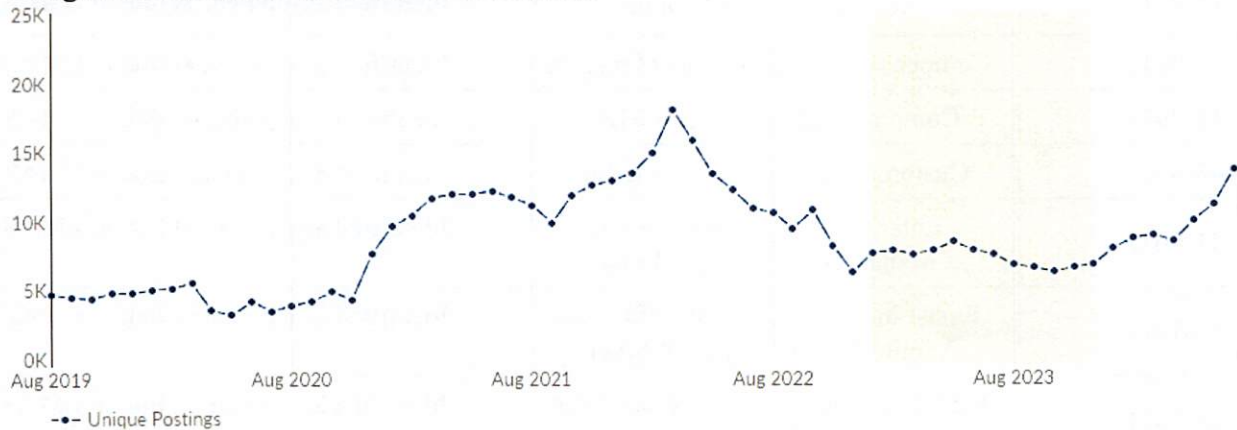


--•-- Unique Postings

**Job Outlook in Florida and Jacksonville**

There were 142,640 total job postings in Florida within these broad occupational categories in 2023. The total number of unique job postings has also declined in Florida, from 12,106 to 10,979 over the past five years (down 9.3%). When filtering for jobs seeking AI skills, there were 3,794 jobs in Florida in 2023 within these occupational categories. Total unique job postings have outpaced the national trend, rising from 115 to 586 over the past five years (409.6% growth). In Jacksonville specifically, there were 396 AI jobs in the business and management space in 2023, up from 146 five years ago (171.2% increase). Further, at every level of analysis, the addition of AI skills is associated with higher median salary.

**Table 5.** Median Salary Comparison for Jobs Associated with CIP Code 52.0201 seeking and not seeking AI skills

|  | National | Florida | Jacksonville |
|---|---|---|---|
| Jobs seeking AI skills | $124,800 | $100,100 | $105,700 |
| No AI skills | $95,100 | $83,800 | $87,400 |

In conclusion, business and management education remains in high demand, especially from top institutions like UF. The skills associated with business and management education also remain in high demand. Finally, although there are several business analytics programs, to our

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knowledge there are very few business or management programs with specific AI specializations or concentrations, and none in Florida or Jacksonville. Given the strong ROI for AI education in business, the growing demand for business and management jobs with those skills, and the lack of training available, UF appears to be well positioned to meet this need in Jacksonville, Florida, and nationally.

**National and Florida Workforce Demand**

**In the table below, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided for the proposed program that does not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.**

**Occupational Linkages for the Proposed Program**

| SOC Code (XX-XXXX) | Occupation Title | Source / Reason for Inclusion |
|---|---|---|
| 13-2011 | Accountants and Auditors | Identified as a potential link in LMAS |
| 11-3111 | Compensation and Benefits Managers | Identified as a potential link in LMAS |
| 11-3021 | Computer & Info Systems Mgrs. | Identified as a potential link in LMAS |
| 43-4051 | Customer Service Representatives | Identified as a potential link in LMAS |
| 11-9072 | Entertainment and Recreation Managers, Except Gambling | Identified as a potential link in LMAS |
| 43-1011 | First-Line Supervisors of Office and Administrative Support Workers | Identified as a potential link in LMAS |
| 41-1011 | First-Line Supervisors of Retail Sales Workers | Identified as a potential link in LMAS |
| 13-1161 | Market Research Analysts and Marketing Specialists | Identified as a potential link in LMAS |
| 11-2021 | Marketing Managers | Identified as a potential link in LMAS |
| 11-9179 | Personal Service Managers, All Other | Identified as a potential link in LMAS |
| 41-3091 | Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel | Identified as a potential link in LMAS |

**Complete the table below and summarize its contents in narrative form. Include data for all linked occupations, including those in the table above. Use data from the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.**

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## Labor Market Demand, CIP Code 52.0201

| Occupations | Percent Change in Job Openings | | Annual Average Job Openings | | Total # of New Jobs | | Education Level Needed for Entry |
|---|---|---|---|---|---|---|---|
| | FL 2023-33 | U.S. 2023-33 | FL 2023-33 | U.S. 2023-33 | FL 2023-33 | U.S. 2023-33 | |
| Accountants and Auditors | 12% | 12% | 8,825 | 140,274 | 11,520 | 180,911 | Bachelors |
| Administrative Services Managers | 14% | 13% | 1,117 | 23,770 | 1,629 | 31,864 | Bachelors |
| Business Ops. Specialists all Other | 11% | 12% | 7,351 | 120,232 | 7,877 | 139,687 | Bachelors |
| Chief Executives | (4%) | (1%) | 1,296 | 15,625 | (810) | (2,737) | Bachelors |
| Compensation and Benefits Managers | 10% | 9% | 74 | 1,357 | 97 | 1,640 | Bachelors |
| Compensation, Benefits, and Job Analysis Specialists | 13% | 14% | 628 | 9,093 | 956 | 14,527 | Bachelors |
| Computer & Info Systems Mgrs. | 27% | 22% | 2,798 | 56,933 | 7,423 | 135,799 | Bachelors |
| Construction Mgrs. | 12% | 14% | 2,380 | 30,583 | 3,227 | 47,316 | Bachelors |
| Cost Estimators | 5% | 5% | 1,314 | 20,341 | 690 | 10,980 | Bachelors |
| Customer Service Representatives | 1% | 3% | 34,042 | 416,709 | 1,577 | 83,760 | High school |
| Entertainment & Recreation Mgrs. | 9% | 14% | 288 | 4,366 | 215 | 4,742 | Bachelors |
| Facilities Managers | 11% | 12% | 682 | 12,599 | 814 | 16,320 | Bachelors |
| Financial Mgrs. | 24% | 22% | 4,470 | 78,475 | 10,764 | 176,182 | Bachelors |
| First-Line Supervisors of Admin Support Workers | 2% | 3% | 10,576 | 160,118 | 2,340 | 51,750 | High school |
| First-Line Supervisors of Retail sales workers | 3% | 4% | 7,733 | 114,943 | 2,113 | 39,130 | High school |
| General & Operations Mgrs. | 11% | 12% | 20,170 | 350,715 | 22,767 | 429,221 | Bachelors |
| HR Mgrs. | 15% | 13% | 1,045 | 19,831 | 1,601 | 28,138 | Bachelors |
| HR Specialists | 13% | 13% | 6,720 | 97,520 | 8,422 | 128,953 | Bachelors |
| Industrial Production Mgrs. | 12% | 9% | 629 | 18,095 | 905 | 20,398 | Bachelors |
| Logisticians | 24% | 22% | 1,498 | 28,367 | 3,147 | 56,285 | Bachelors |
| Mgmt. Analysts | 15% | 17% | 7,178 | 90,587 | 10,727 | 148,989 | Bachelors |
| Managers, all other | 13% | 12% | 2,958 | 57,690 | 4,136 | 76,439 | Bachelors |
| Market Research Analysts/Marketing Specialists | 20% | 21% | 6,914 | 105,462 | 11,638 | 184,609 | Bachelors |

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| | | | | | | |
|---|---|---|---|---|---|---|
| Marketing Mgrs. | 18% | 15% | 1,853 | 37,230 | 3,127 | 55,237 | Bachelors |
| Personal Service Mgrs. All Other | 11% | 15% | 66 | 1,189 | 83 | 1,883 | High school |
| Project Mgmt. Specialists | 12% | 14% | 5,696 | 85,919 | 8,138 | 134,040 | Bachelors |
| Sales Managers | 12% | 11% | 2,801 | 51,611 | 3,678 | 64,502 | Bachelors |
| Sales Reps of Services, Except Advertising, Insurance, Fin. Services, Travel | 8% | 12% | 11,454 | 129,744 | 9,006 | 138,495 | High school |
| Sales Reps, Wholesale and Manufacturing, Technical and Scientific Products | 9% | 13% | 2,166 | 34,613 | 1,860 | 41,999 | Bachelors |
| Social & Comm. Service Mgrs. | 11% | 16% | 769 | 19,134 | 889 | 31,319 | Bachelors |
| Training/Dev Mgrs. | 14% | 13% | 269 | 4,650 | 381 | 6,355 | Bachelors |
| Transportation, Storage, and Distribution Managers | 14% | 14% | 1,057 | 20,662 | 1,510 | 29,705 | High school |

Sources: Lightcast Market Analysis Software
Date Retrieved: 08/18/2024

## III. Self-Supporting and Market Tuition Rate Programs

**A. Provide supporting documentation in a separate attachment that serves as evidence that the proposed program will not supplant any existing similar or equivalent E&G degree offering. Describe the evidence in narrative form below. *Note that Board Regulation 8.002 considers a program similar if it is offered under the same CIP code as one funded under the E&G budget entity.***

The MS in Management (AI concentration) is designed for working professionals in a variety of business functions (finance, accounting, marketing, HR, supply chain, business strategy, etc.) and will serve Jacksonville as well as surrounding areas. It will operate differently than the Gainesville based program that is predominantly a combination degree. The only institution in the vicinity that offers a MS in Management under the same CIP code is University of North Florida. UF's proposed degree is distinctly different from UNF's degree. It contains a significant emphasis in Artificial Intelligence (AI) and Analytics and requires AI specific experiential learning where students work with companies to apply academic concepts. UF-Jacksonville's urban and downtown location allows for a differentiated learning environment relative to UNF's traditional campus-based learning environment at UNF's southside location. Additionally, the UF-Jacksonville offering will complement the existing portfolio of MSM programs offered by UF and extend interest both in terms of content (the exclusive concentration offered on site) as well as location. Finally, the current multiple modality portfolio of professional degree programs increases the visibility of Warrington, and we expect this new program will further increase that visibility and therefore enrollment in the traditional E&G program in Gainesville.

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**B. If the proposed self-supporting or market tuition rate program will be a track under an existing E&G program or has a similar existing E&G program, provide a side-by-side tuition and fee comparison in the table below. Provide a link to the university's website that provides students with information about financial assistance and obligations for repayment of loans for these programs.**

☐ **Not applicable because the program will not be a track under an existing E&G program or is not similar to an existing E&G program.**

## Tuition and Fee Comparison

| E&G Track or Program | Proposed Program |
|---|---|
| In-state Tuition – $448.73<br>Out-of-state Tuition – $448.73<br>Non-resident Fee – $690.21<br>Non-resident SFA - $34.51 | In-state Tuition – $1,173.45<br>Out-of-state Tuition – $1,173.45 |
| Capital Improvement Trust Fund – $6.76<br>Student financial aid – $22.43<br>Technology Fee – $6.56<br>Activity and Service Fee - $19.06<br>Athletic Fee - $1.90<br>Health Fee - $15.81<br>Transportation Access – $9.44 | Capital Improvement Trust Fund – $6.76<br>Student financial aid – $22.43<br>Technology Fee – $6.56 |
| In-state Total - $530.69<br>Out-of-state Total – $1,255.41 | In-state Total - $1,209.02<br>Out-of-state Total – $1,209.02 |
| All amounts per credit | All amounts per credit |

The proposed tuition was determined using a combination of sources including a comparison to similar programs at institutions across the higher education landscape (e.g. public and private, in-state and out-of-state, AI programs and MSM programs, etc.), market research about pricing conducted by Hanover Research and commissioned by UF in support of the Jacksonville initiative, and current understanding of student's preferences about tuition in professional programs based on the WCB's market rate MBA programs.

To create a list of MSM programs to consider we began with prospective student reference lists at *https://www.topmanagementdegrees.com/rankings/best-masters-management-fl/* and *https://mim-guide.com/schools/united*-states. To select the appropriate comparison pool we narrowed the list based on the tables 1-3 above and the *U.S. News and World Report* Best Business Schools list. CIP code 52.0201 is widely utilized for a variety of topics in management education making it challenging to match all aspects of a program for a 1:1 comparison. This wide consideration set is also an opportunity because this allows the UF WCB MSM to compete in a wider prospective student pool as they evaluate the breadth of programs and institutions. Institutions in the state of Florida, regardless of classification, are in bold.

The proposed tuition rate would position the UF program competitively with the lower priced public institutions on the list and effectively align the price with out-of-state tuition for the current MSM. This tuition rate also aligns with statutory tuition of the on-campus MSM for non-resident students. The similar pricing preserves the price perception broadly and allows for messaging that articulates pricing differences between the similar programs by emphasizing the benefits of the Jacksonville MSM e.g. the downtown campus, the program specific AI concentration, and

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the professional format. This price also limits direct competition with the market-rate MBA programs at the same location.

The Hanover research for this project returned $49,978 as the average maximum respondents would be willing to pay out-of-pocket and the proposed tuition rate also aligns favorably with that data. Given the demand for AI programs specifically and shorter specialized business master's programs in general the proposed rate of $1173.45 per credit hour provides a competitive price point that is reasonable for the program offering while also providing a pathway to financial sustainability.

| MSM / AI COMPARISONS | |
|---|---|
| Carnegie Mellon MS Ai & Innovation | $ 48,500 |
| Southern California MS Applied AI | $ 64,212 |
| Northwestern MiM | $ 66,918 |
| Michigan State MS Management Studies | $ 39,000 |
| Wake Forest MSM | $ 51,944 |
| **FIT MSM** | **$ 25,641** |
| **Barry MSM** | **$ 29,700** |
| **Embry Riddle MSM** | **$ 18,600** |
| **UNF MSM** | **$ 14,810** |
| **USF MSM** | **$ 12,942** |
| **UCF Professional MSM** | **$ 11,089** |
| University of Michigan | $ 53,615 |
| MIT (MS Management Studies) | $ 82,000 |
| Cornell (Master of Professional Studies in Management) | $ 29,500 |
| University of Illinois (MSM online) | $ 12,492 |
| Boston University (MS Management Studies) | $ 67,776 |
| Stanford (MSx) | $ 26,620 |
| Yale (Master of Advanced Management) | $ 85,400 |
| Duke (Master of Management Studies) | $ 77,925 |
| Texas A&M (MS Business) | $ 39,500 |
| Georgetown (MSM) | $ 57,960 |
| Pepperdine (MS in Management & Leadership) | $ 61,740 |
| University of Maryland (MS Management Studies) | $ 62,160 |
| Pittsburgh (MSM) | $ 45,800 |
| George Washington University (MSM) | $ 64,845 |

| MS Management | | | |
|---|---|---|---|
| Average | | | $46,028 |
| Median | | | $48,500 |
| Standard Deviation | | | $22,623 |
| UF MSM w/ Concentration AI | | | $38,400 |

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C. **Explain whether the program leads to initial licensing or certification in occupational areas identified as a state critical workforce need. If so, which licenses and certifications will graduates receive upon completion, and explain why implementing the program as self-supporting or market tuition rate is the best strategy to increase the number of graduates in the state.**

Not applicable

## IV. Estimate of Investment

**Use Appendix A – Table 3B to provide projected costs and associated funding sources for Year 1 and Year 5 of program operation. In narrative form, describe all projected costs and funding sources for the proposed program(s). Data for Year 1 and Year 5 should reflect snapshots in time rather than cumulative costs.**

Tuition is proposed at $1173.45 per credit hour for all students. We project that 25 students will enroll at .8125 FTE collectively in Year 1, bringing tuition revenue to $780,000. Faculty will be paid an overload rate of $9,000 plus fringe for their effort. We anticipate $243,828 in faculty compensation. A 100% FTE program manager will be hired at $100,000 plus fringe. Additional student support personnel will be hired to support recruitment (100% FTE @ $65,000 plus fringe) and career readiness activities (50% FTE @ $37,500 plus fringe) this will be essential to program success and can be hired incrementally based on successful enrollment or covered by the college or the office of the president on a temporary basis if appropriate. Total expenses for Year 1 are projected at $1,004,808, leaving the program with a deficit of $224,808. The President's office will provide startup funding to maintain cost recovery status during the first 3 years of the program. Further, overhead charges may be collected in arrears to maintain cost recovery status. It is estimated that increased enrollment in years two and three will enable the program to reach financial sustainability generating $215,160 in operating net revenue. In year five, estimated steady state enrollment of 65 students at an average of .8125 FTE would result in tuition revenue of $2.028 million against $1.474 million in total expenses for an operating net revenue of $553,533. This coupled with carry forward would result in operating net revenues over expenses of $1.465 million for the WCB.

Tuition generated by the UF Jacksonville MSMAI will be spent primarily on expenses related to operating the program. Additional revenue generated will be spent on Warrington College of Business activities that support the strength and quality of the professional graduate program portfolio, which, through the reputation and established value, will contribute to the recruitment of students as well as to their overall success in the MSM program. We relied heavily on our understanding of the professional graduate management program market to launch this initiative and will utilize the expertise of faculty, staff and program administration to establish a sustainable program in Jacksonville. As the program moves from start-up, supported by Gainesville based resources, to self-sustaining staff will be added and faculty assignments will be adjusted to support the anticipated growth. We expect to have a staff of 2.5 FTE that will support the management, recruiting, and career services functions of the Jacksonville program at the end of year five. The first hire will be the program manager (salary: $100,000 + fringe) with the recruiting function to be added based on interest and volume of prospective student activity. The career services function will be added as the volume of students grows and the volume of career readiness activity exceeds the current BCS staff capacity. These staff will be funded from the tuition generated by the Jacksonville MSM program and we estimate these positions with fringe will cost approximately $315,000 annually. Consistent with awareness and enrollment marketing already done to support the professional portfolio we have allocated $250,000 annually for the Jacksonville MSM. Faculty will be shared between Gainesville and Jacksonville, so there is a travel budget of $24,198 annually at steady state in year five. Professional graduate management programs are offered in the evenings and/or on weekends

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and we anticipate that will be the case here. To support that student experience, including light refreshments during classes and larger events such as networking social events, orientation, and end of program celebrations, an additional $36,500 has been budgeted annually. These expenditures will enable the WCB to offer the Jacksonville MSMAI consistent with other programs in the WCB portfolio and given our experience the increased tuition rate is essential to ensuring this level of student experience and envisioned success. See Appendix A – Table 3B for more details.

## V. Required Appendices

**The appendices listed in tables 1 & 2 below are required for all proposed degree programs except where specifically noted. Institutions should check the appropriate box to indicate if a particular appendix is included to ensure all program-specific requirements are met. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.**

## Appendix Table 1. Required Appendices by Degree Level

| Appendix | Appendix Title | Supplemental Instructions | Included Yes/No | Required for Degree Program Level | | |
|---|---|---|---|---|---|---|
| | | | | Bachelors | Masters/ Specialist | Doctoral/ Professional |
| A | Tables 1B & 3B | Complete only tables 1B & 3B of the file | Yes | | X | X |
| D | Letters of Support or MOU from Other Academic Units | Required only for programs offered in collaboration with multiple academic units within the institution | | | X | X |
| H | Attestations for Self-Supporting and Market Tuition Rate Programs | Required only for self-supporting or market tuition rate programs | Yes | | X | X |

## Appendix Table 2. Additional Appendices

| Appendix | Appendix Title | Description |
|---|---|---|
| | | |
| | | |
| | | |

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APPENDIX A
TABLE 3B
CONTINUING EDUCATION, SELF-SUPPORTING
AND MARKET RATE PROGRAM BUDGET

Institutions may edit the table below as applicable to their specific program and circumstances. The general headings (in bold) should serves as a guide, but institutions may edit the information below the headings as needed or desired. Detailed definitions are located at the bottom of the table. The Description or Explanation column is optional and should not replace the narratives required in the new degree program proposal.

| Category | Year 1 | Year 5 | Description or Explanation - If Needed |
|---|---|---|---|
| **Tuition** | | | |
| Program Tuition (Full Cost to the Student) | $30,509.70 | $30,509.70 | 26 credits per year, per student (.8125 FE) |
| Program Tuition (Per Credit Hour) | $1,173.45 | $1,173.45 | Self supporting tuition rate - $448.73 resident tuition + $690.21 non-resident tuition + non-resident SFA $34.51 = $1,173.45 |
| Headcount | 25 | 65 | |
| Total Tuition Revenue | $762,742.50 | $1,983,130.50 | |
| | | | |
| **Faculty Salaries and Benefits** | | | |
| Faculty Salaries | $243,828.00 | $300,096.00 | Faculty overload rate of $9000 per credit plus fringe |
| Program Director/Department Chair | $139,400.00 | $156,895.93 | Estimated cost of local program manager based on similar current staff roles with incremental raises budgeted (includes fringe) |
| Total Faculty Salaries | 383,228 | 456,992 | |
| | | | |
| **Staff and Administrative Support** | | | |
| USPS Staff | $0.00 | $0.00 | |
| A&P Staff | $142,885.00 | $160,818.32 | Estimated cost of local program recruiter and career services based on similar current roles with incremental raises budgeted (.50 FTE) (includes fringe) |
| OPS Staff | $0.00 | $0.00 | |
| Assistantships and Fellowships | $19,695.00 | $24,240.00 | Teaching assistants at $750 per credit hour (includes fringe) |
| Total Staff and Administrative Support Costs | 162,580 | 185,058 | |
| | | | |
| **Programmatic Expenses** | | | |
| Equipment - Purchase and Servicing | $0.00 | $0.00 | |
| Faculty/Staff Travel | $16,500.00 | $24,198.00 | Travel costs for Gainesville faculty teaching overload courses in Jacksonville |
| Weekend Catering and Rrefreshments for Professional Students | $24,000.00 | $85,088.00 | Estimated costs (per student / credit hour) based on similar services in Gainesville offered to professional students. Year 1 rate is $30 with a 3% inflation rate per year. |
| Program Marketing and Recruiting | $250,000.00 | $250,000.00 | Estimated costs based on similar activities to recruit professional students into current WCB programs |
| Orientation / Graduation / Networking Activities | $12,500.00 | $67,531.00 | Estimated costs (per student) based on similar services in Gainesville offered to professional students. Year 1 rate is $500 with a 3% inflation rate per year. |
| Total Programmatic Expenses | 303,000 | 426,817 | |
| | | | |
| **Overhead Costs** | | | |
| See definitions below | $ 152,548.50 | $ 396,626.10 | UF JAX campus overhead (20% of revenue) |
| | | | |
| Total Overhead Costs | $ 152,548.50 | $ 396,626.10 | |
| | | | |
| Total Program Costs | $1,001,356.50 | $1,465,493.35 | |

(238,614)     517,637

| Definitions | |
|---|---|
| **Faculty Salaries and Benefits** | The total amount of faculty salaries and benefits that will be attributed to this program. Because the program is funded through an auxiliary budget source. A separate line was added to reflect the portion of the Program Director/Department Chair's salary and benefits that are funded through this program. Institutions may further edit the expenses as needed to reflect the unique nature of their program. |
| **Staff and Administrative Support Costs** | Includes all non-faculty personnel costs, including benefits, that will be directly and indirectly attributed to this program. Not all categories may be applicable to every program. |
| **Programmatic Expenses** | Includes all non-personnel costs that will be directly and indirectly attributed to this program. Institutions may edit the categories in the template to best reflect the programmatic expenses for each program. |
| **Overhead Costs** | Any institutional overhead costs associated with the program should be reflected in the table. This can include startup costs, program administration fees, or other fees not represented else ware in the table that are attributed to the program from other units within the institution. |

**STATE UNIVERSITY
SYSTEM OF FLORIDA**

## Appendix H – Attestations for Self-Supporting or Market Tuition Rate Programs

Instructions: *Please attest to the items below for the proposed self-supporting or market tuition rate programs.*

Please check one of the options below.

☒ The proposed program will be similar to or a track under an existing E&G program.
☐ The proposed program is not intended to be a track under an existing E&G program or similar to an existing E&G program.

*For a program that will be a track under an existing E&G program or similar to an existing E&G program, the institution attests to the following:*

☒ The institution will provide students with a side-by-side tuition and fee comparison and publicize this information on the institution's public-facing website and any non-public websites or applications that provide information about the program.

☒ The institution will provide students with information about financial assistance and obligations for repayment of loans for these programs.

☒ Admissions, graduation criteria, and academic standards for the proposed self-supporting or market tuition rate program align with the criteria and standards for similar or equivalent existing E&G programs.

☒ Similar or equivalent existing E&G programs will not be closed as a result of the new program unless prior approval is obtained from the Board of Governors.

*For a proposed self-supporting program, the institution attests to the following:*

☒ Tuition and fees charged for the proposed self-supporting program will be sufficient to offset the full instructional cost of serving the student and shall not exceed the existing approved tuition and out-of-state fees for similar-level courses.

*For a proposed market tuition rate program, the institution attests to the following:*

☐ Offering the proposed program at a market tuition rate will not increase the state's fiscal liability or obligation.

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**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
AGENDA
Thursday, December 12, 2024
~2:15 p.m.
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL**

**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 Welcome .................................................................Marsha D. Powers, Chair

2.0  Verification of Quorum ........................................................................ Vice President Liaison

3.0  Review and Approval of Minutes ........................................................Marsha D. Powers, Chair
- June 13, 2024
- August 12, 2024
- October 3, 2024
- November 12, 2024

4.0  Action Items.......................................................................................Marsha D. Powers, Chair
- FSPPM1 Confirmation of FY25 Budget ......................Taylor Jantz, Chief Financial Officer
- FSPPM2 Housing Rate Increases .................................................................. Taylor Jantz
- FSPPM3 Auxiliary Facilities Report .............................................................. Taylor Jantz
- FSPPM4 HiPerGator Capital Renewal.................Elias Eldayrie, Chief Information Officer

5.0  Discussion Items .................................................................................Marsha D. Powers, Chair
- 5.1 CFO Update....................................................................................... Taylor Jantz
- 5.2 UF Health Update ....Steve Motew, President and Chief Executive Officer, UF Health
- 5.3 UFICO Update ............................... William Reeser, Chief Investment Officer, UFICO

6.0  New Business......................................................................................Marsha D. Powers, Chair

7.0  Adjourn ...............................................................................................Marsha D. Powers, Chair

**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS**
**Meeting Minutes**
**June 13, 2024**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 2:43 p.m.**
**Time Adjourned: 4:16 p.m.**

**Committee and Board members present:**
Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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; William Reeser, Chief Investment Officer of UFICO; 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 2:43 p.m.

**2.0    Verification of Quorum**
Chief Financial Officer Taylor Jantz verified a quorum with all members present, except Trustee Cole who had an excused absence.

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### 3.0 Review and Approval of Minutes
**March 7, 2024 and May 13, 2024**

Committee Chair Powers asked for a motion to approve the minutes from the March 7, 2024, Committee Meeting, and the May 13, 2024, Committee Pre-Meeting, which was made by Trustee Brandon and seconded by Trustee O'Keefe. Committee Chair Powers asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### 4.0 Action Items
**FSPPM1 Preliminary Operating Budget FY25**

CFO Jantz stated we are required to annually submit a preliminary operating budget to the Florida Board of Governors (BOG) for approval. The Preliminary Operating Budget FY25 is our projection of how we anticipate the university will look financially for the coming year. As we all know, Governor DeSantis officially signed the budget yesterday. He will report to the Board on the actual detailed budget at an upcoming meeting. Committee Chair Powers noted she reviewed the preliminary budget with CFO Jantz and some areas appeared to have significant increases in expenses. To better understand these increases, she asked for a chance to review the trends in these areas for the past 3 years. She recommended approving the FY25 preliminary budget subject to this review and grant authority to the Board Chair to make any adjustments or amendments, as necessary. CFO Jantz added for the first time in UF history, we will be submitting a $10B+ budget due to growth across the university and UF Health. As well as Board Chair Hosseni's dedication in Tallahassee for making UF a university on the rise.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM1, subject to review of trends in areas of increased expenses for the past 3 years and authority granted to the Board Chair to make any adjustments or amendments as necessary to the preliminary operation budget, for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and second which was made by Trustee O'Keefe. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FSPPM2 Estimated Direct Support Organization Use of University Resources (FY25)**

CFO Jantz stated this annual estimated summary of Direct Support Organization (DSO) Use of University Resources is a standard submission of the BOG. He noted nothing is out of the ordinary for this year, but we must still report this information.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and second which was made by Trustee O'Keefe. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FSPPM3 Adoption of Student Payment Plan Mechanism**

CFO Jantz stated as discussed in the May Committee Pre-Meeting, unlike many of our Florida SUS peer universities, UF does not offer a payment plan mechanism for our students. Currently,

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they either pay all fees up front or they incur late fees. This will add flexibility for our students and will not have any financial impacts to our operating margins. He expressed his gratitude to the Bursar who identified a need for our students and a successful pilot program pathway. To cover the cost of the third-party vendor management, we are requesting the Board approve a $15 service fee per enrollment in installment plans.

Committee Chair Powers asked for any questions or further discussion. She then asked for a motion to approve Action Item FSPPM3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Patel, and second which was made by Trustee O'Keefe. Committee Chair Powers asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 5.0    Discussion Items
### 5.1 CFO Report

CFO Jantz shared the CFO's Office took part in its first ever team retreat. We have about 200+ finance employees across our division. They're working hard, closing the books, making sure that people get paid, keeping the lights on along with SVP Kratzer's team. They are the reason that we're successful in continuing to push boundaries as a finance organization. I can't thank my team enough for the day in and day out work that we do.

Board Chair Hosseini turned the meeting over to the President for an announcement. President Sasse stated the run up to board meetings are often a great opportunity for announcements. Thank you to all 13 members of this board who make so much time to come to campus. The Chairman and I have been thinking through the sequencing of different announcements over the course of the coming quarter. Because Committee Chair Powers has advocated so zealously on behalf of your work and because I believe in people who are a combination of EQ and IQ, and we like to "try before you buy," I would like to request the Chairman's permission to rip "Interim" off CFO Jantz's title. Board Chair Hosseini stated done, approved! Committee Chair Powers commented I think that is very well-deserved. I have had the opportunity to work with Taylor over the last year or so and I can tell you that he is right up there with the best. CFO Jantz expressed his thanks to everyone. It is a pleasure to serve and exciting to get to work with each of you. I'm looking forward to what we have ahead of us.

- **Quarterly Financials Update (Q3 FY24)**

As has been the story throughout the year, we remain fiscally stable and strong. There are a variety of factors, a lot around investment performance. Our UFICO research portfolio continues to grow. Our Board Chair has done a great job with state support, that is evident through our bottom line. Dr. Motew will tell a great story of what we're able to continue to do for UF Health. In Athletics, we've seen increases in ticket sales. While there are efficiencies to be gained, we are a university in momentum.

- **Baby Gator**

At a previous board meeting, Chairman Hosseini tasked us with providing an update on Baby Gator, our childcare service here on the UF campus. We are doing things that the rest of the community just doesn't do. I propose this be a multiple part series of updates. Trustee Zalupski and I will continue to work together to really dig deeper, understand how we can maintain our

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competitive advantage, and make sure our employees are getting the benefits. Director of Baby Gator Stacy Ellis will provide an overview, so the Board has a baseline level of understanding to start with.

Trustee Zalupski agreed and shared they had a great tour yesterday and expressed his thanks to Trustee Zucker. We know Chairman Hosseini would like to see a much more rigorous analysis. We'll be talking to you through this process and will come back to the Board in 90 days with more information on the costs, how much we want to subsidize, and our community competitors. Board Chair Hosseini reemphasized we are demanding excellence from our faculty and our staff. We hold them accountable on one side and on the other side, we must show them we care. I think providing their children with the best care and learning while they're working makes a big difference in their lives. I think that brings even more productive to the university and almost pays for itself. We will review all the information when you bring it back to us. Trustee Zalupski added Trustee Zucker was very kind and gracious in a significant contribution to the current Lake Alice facility, but the other two facilities are dilapidated. Trustee Zucker and I are going to look at previous facility proposals and budgets. We will come back to the Board with that information for further discussion as well. We're excited to come back to you with some detail analysis. Vice President for Human Resources Melissa Curry introduced the Director of Baby Gator Stacey Ellis. She has been with Baby Gator since 2002 and became Director in 2016.

Director of Baby Gator Stacy Ellis began by expressing her gratitude to the Board for the support they've given to our program. Baby Gator is much more than just caring for and educating young children. Currently, Baby Gator has 3 centers: Lake Alice (our largest facility), Newell Drive, and Diamond Village. You can see that our mission is to educate young children and to provide care for the children of faculty, staff, and students. However, a huge part of our mission is to provide service in other capacities to the university. What is different about Baby Gator is that we have a different level of standard. We hire above and beyond the standard requirement for teacher. 92% of our teachers have degrees and credentials specific to early childhood. In the industry, it's about 46%. We are nationally recognized as a model demonstration center. We are accredited by the gold standard of accreditation, the National Association for the Education of Young Children (NAEYC). There are only 4 centers in Alachua County, and we have 3 of the 4 accreditations. We write grants. I wrote a Department of Education federal grant 3.5 years ago that brought in $2M to support low-income student families so that they can have their child come and attend a quality center and then complete their degree and graduate. We host about 14,000 hours of UF student volunteers, interns, and practicum providing experiential learning from our program. Community childcare facilities have a different level of standard than we do. The Department of Children and Families (DCF) ratios for student to teacher are significantly higher than the NAEYC student to teacher ratios are. Our centers follow those smaller NAEYC ratios, which allows us to be able to do the things that we need to do to provide quality care and implement the other services within our program. We have a dual mission to educate young children and to provide these laboratory services. It really is amazing how many campus partners and students we have from across campus. We're working with departments and colleges to help students' complete coursework and to spend time piloting specific data assessment tools that can be used statewide to collect data. We pride ourselves in having research backed, research-based approaches to how we educate young children, and how we educate UF students when they come through our doors. That's another reason why our teachers have degrees and

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credentials in their area because they are working one on one with UF students and faculty who come and use our center for research. Compared to the other SUS institutions, UF and Baby Gator by far and away have the largest early childhood program in the state. We are looked at as the #1 model. Compared to the Top 5 public institutions, we are right up at the top leading the board with the number of spaces that we offer for children and the quantity and quality of our program. Currently, we have 200+ families on our waiting list, most of them are infants and toddlers. Infant and toddler care is hard to find in our community, state, and nation right now. We are working towards making sure that we're hiring and keeping our classrooms full so that we're able to enroll consistently. Finally, the weekly cost of care is broken into tuition rates for Faculty/Staff and Students, with our student families paying a lower tuition rate. Our cost is higher than what we are charging. In the community, the average tuition rate is higher than what we're charging as well. Our cost is a little bit higher because we are hiring degreed teachers, and our operations are higher because we have 3 separate centers.

Trustee O'Keefe asked if Director Ellis could provide an update on the Diamond Village renovations. Director Ellis stated we are in the early stages of design right now, but we're looking at how the budget lines up. The projected costs right now are more than double what we originally thought. She stated Trustee Zalupski, CFO Jantz, and Trustee Zucker are going to help us with that. Trustee Zalupski commented if it costs $5M to renovate a dilapidated building, it probably just needs to be torn down. We will come back to the Board with that information. President Sasse asked if we have data on where the families on our waiting list go to and how many of them move to us if they're offered a slot but they've already enrolled somewhere else. Director Ellis stated we do have a list of other centers in town that our waiting list families go to. When we do offer spaces, generally they will put in their notice and come to us. We have a 30-35% decline rate, usually with the older children because they're well-established in the other community centers. She added the reason it takes anywhere from 2-to-3 years to get offered a spot from our waiting list, depending on the age of your child, is because people come and stay. They will start with us as infants and they'll move all the way through VPK, which is the entry into kindergarten level. We really only actively turnover spaces once a year. Board Chair Hosseini stated we are trying to hire great faculty and one of the recruitment tools VP Curry could use is our exceptional daycare services. If a new faculty member accepts the position and say they are ready to put their children in daycare, we tell them they must wait 2-3 years? Director Ellis confirmed that is correct. Board Chair Hosseini stated that does not help us with faculty recruitment. It can make a huge difference when we can say, I want you to go and look at our daycare center while you're deciding to come here or go to this other university. VP Curry agreed and added we do receive requests from deans that are really wanting us to hold spots for them as part of recruitment. Trustee Zalupski commented because of space, we're thinking maybe you could go into a lottery system. That wouldn't solve the issue, but it would help in the short term. Trustee Zucker noted the 2-to-3 year waiting list shows how important this is for retention and attracting new talent to this university. The one thing about Baby Gator is how critically important the life and the learning is from the moment that baby enters until they leave us. If they don't have a family situation that's good, those children are going to be 30 million words behind by not being in our centers. And you can't catch up when you get to that point in your life. This is an important piece of starting out and providing children a great foundation for living and for their lives. Committee Chair Powers added it is also a tremendous recruitment tool for UF Health and Nursing. If you look at the shortage and what we're paying for salaries, it would be helpful if we

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could do some type of expansion to address some of the issues. Trustee Zalupski noted even though the waiting list is currently 200+, you might have 300-400 more interested. Director Ellis closed by expressing her thanks to the Board, especially to Trustee Zucker for their support of the Lake Alice facility. It is truly amazing and exceeds our expectations.

- **Sources and Uses of New State Funding & Radical Financial Transparency**

Vice President Mark Kaplan brought to the Board at a previous meeting, this different way to look at our explosive growth in state funding since 2017. This update will show how we leverage those funds. Most new state funding (+$250M) has been directly invested into faculty compensation and hiring initiatives since 2017, resulting in a 17% increase to the average faculty's salary. If you look across the higher education landscape, a lot of states are pulling investment in higher education and you're seeing increases in tuition rates. It's not a sustainable model for many of our peers throughout the nation. At UF, thanks to the support of the state and how we've been able to leverage funding, we continue to see large growth in not just our faculty salaries, but also our faculty numbers. In FY2014 and FY2015, we saw a decline in our number of faculty. This Board made a concerted effort to recruit the best and brightest faculty to build something special here at UF that not only has a direct correlation to our ranking, but also our student experience. We had 2,400 faculty in FY2016, we increased to 3,200 faculty in FY2024. This is a direct investment that we can show Tallahassee we are we are putting state funding to work to get the best and brightest in Florida and continue our meteoric rise up the rankings to be an elite institution in the nation. This is one example of a much larger engagement that is currently underway with our university known as Radical Financial Transparency (RFT). We must educate the populace on the importance of higher education, that we are the best investment of dollars in the state of Florida and in the nation. This project will show how we've invested our money, where our faculty salaries have gone, and our research portfolio. We have completed a pilot phase, and our next step will be to solicit input from the Board. As we've already communication to the deans and vice presidents, in fall we will assess the remaining units that have not gone through this process to gather the data. By December, the Board will  have an understanding of how the ins and outs of our funds flow work. Our pilot program included a variety of academic, administrative, auxiliary, and enterprise-wide units. We worked with President Sasse and Vice President Ray Sass on understanding who we are as an academic institution, where we invest our dollars, and how units are leveraging those funds.

President Sasse and I expressed our gratitude to new College of Nursing Dean Shakira Henderson for participating in the pilot project. Dean Henderson shared her positive experience participating in the RFT pilot project and briefly summarized three overarching themes: Building a culture of transparency, Enabling data-driven decision-making, and Supporting strategic planning & improvement. She stated data is the currency of communication. The ability to share information transparently to all our stakeholders continues to improve trust and accountability. As a new dean, participating in the RFT pilot project provided me the opportunity to conduct a timely and thorough assessment. CFO Jantz thanked Dean Henerson for her sharing her experience and added she made a great point that that is so much data and ways of communicating about ourselves.

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- **Housing - Financing Capacity Update**

Our housing capacity will increase this fall thanks to the completion of Honors Village. From freshman to sophomore, there is a de-escalation of students that live on campus. Graduate students living on-campus is an ongoing area of focus that we'll continue to look at. The need for housing is evident and will be a focus moving forward. Compared to off-campus proximity private housing, we are very competitively priced. On average, it costs a student $818 a month to live on-campus versus $1,400 off-campus. As Vice President Heather White has discussed with the Board previously, on-campus living has many benefits for students like increased GPA, connectedness to community, and proximity to coursework.

Trustee Corr asked how many single, double, or more units we have on campus versus how many units there are in off-campus proximity housing. VP White stated most units on campus are single or double. Further discussion ensued regarding capacity and cost with Trustees Corr and O'Keefe, Chairman Hosseini, and VP White. CFO Jantz stated he will provide the data analysis on unit capacities and cost percentage comparisons to the Board.

CFO Jantz continued by stating the budget of our housing entity is an auxiliary. Anything they charge in rents, they expend in personnel, operating expenses, or an annual debt payment. This creates a very lean budget. If there are additional funds, they would be put towards deferred maintenance or other upgrades to our facilities. Because of our current rates, we are not able to significantly address deferred maintenance, which is hindering our housing standards compared to off-campus proximity private housing. Trustee Brandon stated it is a never-ending battle of the need to have the revenue to justify the bond, but how do we get the revenue if we don't have the beds. We are restricted by state statutes. Board Chair Hosseini commented we know the benefits of students living on-campus versus off-campus are day and night. That is very important to us. And we know if students had the option of paying a few hundred more dollars a month to be right on campus, they would. We are going to take this on. Before bringing this to Legislators and the Board of Governors in Tallahassee for a big ask, we need this Board's approval at an upcoming meeting. We must try to increase our capacity to 8,000-10,000 beds. It's much easier to borrow money for housing because it pays, and the profits can offset the cost of the teaching space. Trustee O'Keefe commented the ultimate beneficiary of this would be our students. It helps them financially, improves their quality of life, and increases their performance and engagement with the university. President Sasse agreed and added it also ultimately affects our rankings and output success. The data shows student retention, learning acquisition, and mental health are all higher. The best-in-class model among elite institutions is 100% of freshmen and sophomores living on-campus, with the opportunity for juniors and seniors to live on-campus. With only 8,600 beds for 39,000 undergraduate students, we are miles away from best-in-class elite. This would serve our students, but also redound to the brand benefit of the institution.

CFO Jantz stated this is an equation of finding a balance between increasing rates and increasing capacity to obtain more bond financing. This is where the Board will have to help us understand if we raise rents faster or what are some of our other opportunities. Under the current constraints of regulations from the state coupled with our debt portfolio for housing, we can build 1,000 beds starting construction in 2026. To get to our goal of 10,000 new beds, with our current restraints would take until 2049.

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There are three opportunities to address our fundamental constraints:
1. Significant additional state support
2. Reconsideration of Florida Statute 1010.62 that governs university debt policy
3. Fundamental shift in delivery where, working with the Division of Bond Finance, we explore Public-Private Partnership (P3) options

Our three go-forward options are:
1. Finance, Build, and Own (maximize capacity and create housing construction master plan)
2. P3 (work with BOG/DBF to find a P3 partner to expedite build-out of on-campus housing)
3. Hybrid (continue to finance and build undergraduate housing – study P3 for graduate needs)

Trustee Brandon asked VP White what her perfect model would look like, if we did not have any statutory restrictions. VP White stated the Hybrid option, to best accommodate undergraduate and graduate students.

Senior Vice President Dave Kratzer commented we must remember you are going to need food facilities as part of the structure of the housing units themselves or standalone units, and the transportation infrastructure that surrounds those. All that being said, I think this is doable if we find the right model. VP White agreed with SVP Kratzer's comments and added location and community as key elements of focus. We need to study this and get student input. President Sasse agreed with SVP Kratzer and VP White's comments and added the two most obviously locations on campus are the southwest edge and west center. To Trustee O'Keefe's point earlier, the potential of creating more suite style units instead of single or double capacity. The best example is the University of Utah where they are building a lot of 36 bed super suites. Basically, your room is your bed with a door for private space, 3-4 common areas, and 10 single bathrooms. Student satisfaction with this is 80%/20%. It's a way to increase student satisfaction without incurring extra expense. Lastly, the student I am most concerned with are the ones that cannot afford to live close to campus and spend a lot of time commuting because we do not have an economical option on campus for them. Our retention data shows they are the least well served students and one of the reasons we need to view this as a cause. Trustee Brandon agreed and added when we think about recruiting, we have a serious need for Athletics housing. VP White commented part of the first round of Presidential Strategic Funding was secured for contracting a group that is conducting a housing study for us right now. We will have some solid data to help us in these discussions regarding inventory, capacity room types, proximity to campus, and age and quality of buildings. We have an ISIS list of which buildings we would take offline and in what order. Board Chair Hosseini highly recommended connecting the contracting group with Manfredi who created our Campus Master Plan and VP White agreed. President Sasse added he and AVP Cydney McGlothlin will meet with Manfredi next week.

CFO Jantz emphasized we estimate about $180,000 to build a new bed. He noted at his alma mater Vanderbilt, the cost to build a new bed is $350,000. It's an expensive undertaking and I want to make sure you're all aware, but that does not underscore the importance of what we're doing here. Vice President Dan Dillon commented there is data to support the direct line correlation between alumni affinity and on-campus experience. President Sasse agreed and added that type of data has been driving a lot of housing decisions at UVA over the last 5 years.

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**5.2 UF Health Update**

CFO Jantz stated one of the things Committee Chair Powers and I were intentional about from day one is we are a comprehensive One UF. While we talk a lot about university operations which are very important, the larger part of our budget is UF Health. I have the privilege to introduce who will have his first opportunity to address the Board with a UF Health update.

President and System Chief Executive Officer of UF Health Dr. Steve Motew expressed his gratitude to the Board and President Sasse for entrusting him with the responsibility for the health, well-being, and care of Florida and for helping to move UF and UF Health forward. He added his special gratitude to Senior Vice President Dave Nelson for forging the path ahead and laying the foundation, he has been an unbelievable help in my onboarding. He highlighted 3 items in his update: Performance, Strategic Focus, and Celebrations and Projects.

- **Performance**

Our financial performance aligns with Q3 FY2024. We are continuing to promote a combined roll up to view UF Health as a single unified One UF Health. We are performing better than budget and better year over year. There are a couple of specific components that are unique to FY2024, which are some one-time payments associated with 340B federal drug cost reduction program, some one-time catch-up payments associated with Medicaid, increases in volumes of case complexity in Central Florida and Jacksonville, and increases in case mix here in Gainesville. When we look at it by operating margin percent, we budgeted this year for about a break even and it looks like we are on track right now to end the year at about 1 to 1.3% of operating margin. Which is just the start of a trajectory that we have planned out to meet our capital needs over the next 5-to-7-years. Looking at financial performance, the standout here is St. John's and reflects the Flagler integration. There has been substantial miss on the expectations of operating loss. It's effectively been double. We have rapidly put in place action plans with management change and a focus on some exceedingly difficult, but necessary changes, so we can assure the communities in St. John's and Flagler know they are part of UF Health, and we support them. These plans are in action and should begin to manifest in our budget that we bring forward in FY2025. While we focus on the dollars, our main purpose in focusing on the success of UF Health as a business is so that we can fund providing care and growing the care that we provide to more Floridians. The quality of the care that we provide is of paramount importance. There are many external and internal benchmarks that we must identify quality. For this presentation, I will use Leapfrog, a conglomerate of independent large industry that came together to assess the value of what they were paying for in health care using a grade system, like a report card. Our UF Health report card is showing progress but is not where I want it to be. This will be one opportunity that we can use to show excellence in health care. I do want to highlight that here in Gainesville, we have maintained an A rating, which reflects a rigid focus on outcomes and quality. Although we have some in the C range particularly in Central Florida, they have shown substantial improvements within the last 3-to-6 months in patient experience and safety. One of the limitations of Leapfrog is that it's sometimes 2-to-3 years in our rears and they change the measurements often. I would expect and will plan to bring forward more discreet and relevant measures over the next year as we begin to refine how we measure quality and outcomes.

- **Strategic Focus**

The tactical approach in the near-term is "appropriate systemization to reduce unwarranted variation." We want to assure that we focus on clinical excellence, which we define as the combination of the clinical care delivery tied and matched hand in hand with the academic integrity and success of UF. Clinical excellence does not exist without research, education, training, innovation, and unassailable patient safety. We will be working now to start thinking more like a system, so we could benefit in the expansion of our quality programs and to assure that we have fiscal responsibility where it is appropriate. Such as shared services, supply chain, and other infrastructure that allows us to really be leaner and more facile in achieving our clinical quality goals. We did implement $200M system wide optimization surrounding supply chain and revenue cycle aligned with our clinical documentation. We do a mediocre job of telling people how sick our patients really are and that directly affects our reimbursement.

Board Chair Hosseini noted we will have a deeper dive into UF Health in September when they have a full year of financials. Sometime really soon we want to see all A's across the Leapfrog report card line and Dr. Motew agreed.

- **Celebrations and Projects**

There have been an amazing set of growth plans put in place over the last 3-to-4+ years. Expanding strategically into both our core markets and adjacent areas to provide access, giving the ability of more of our communities to attach their health care to the UF Health System. He shared updates on ground breakings, ribbon cuttings, and openings for UF Health System projects in Gainesville, Ocala, Central Florida, St. John's, and Jacksonville.

Board Chair Hosseini reiterated his comments from earlier, I think we are going to have a bright future for the UF Health System with you.

**5.3 UFICO Update**

UFICO Chief Investment Officer Bill Reeser provided a review of Endowment follow-up items from the previous meeting. The primary CPI+5% benchmark has competing objectives: maintain the corpus "real" value for future beneficiaries and generate maximum spendable income stream for current needs. To quantify CPI+5%, inflation has averaged 3% annually over the previous 100 years and 2% annually over the previous 20 years. In FY2022, we experienced the largest spike in inflation in 40 years. Given the lower inflation environment in the years immediately prior, the longer-term trend line remains intact. Based on the 100-year average for inflation, CPI+5% equates to an 8% nominal return. The CPI+5% objective is not unique to UF. 80% of all endowments manage to a similar benchmark, either a nominal annual return of 7 to 8% range or a specific CPI+ benchmark. 75% of all endowments did not meet a CPI+5% objective over the previous 10-, 15-, 20- and 25-year time periods.

UFICO CIO Reeser continued by providing an update on the Operating Portfolio and strategy enhancements. We are in current discussions with the Treasurer and CFO's Office revisiting the appropriate allocation to liquidity versus growth for UF going forward. For all time periods greater than one year, the operating performance is comfortably ahead of its policy benchmark. For the one year and less time periods, the operating portfolio is behind the policy benchmark

due to the private assets in the growth allocation not yet reflecting the recent run-in public markets.

## 6.0    New Business

Committee Chair Powers congratulated CFO Jantz on having the "Interim" removed from his title. She thanked Board Chair Hosseini for his generous 24/7 dedication working with the legislature to obtain state funding for UF. The entire reason for this radical transparency process is to show Tallahassee we have spent that money appropriately.

## 7.0    Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 4:16 p.m.

# UF | Board of Trustees
## UNIVERSITY of FLORIDA

**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS**
**Monday, August 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 11:42 a.m.**
**Time Adjourned: 11:50 a.m.**

**Committee and Board members present:**
Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 Powers welcomed everyone in attendance and called the meeting to order at 11:42 a.m.

## 2.0     Verification of Quorum
Senior Vice President and Chief Financial Officer Taylor Jantz verified a quorum with all members present, except Trustee Corr, who had an excused absence.

## 3.0     Action Items
**FSPPM1 West Palm Beach Appropriation Reallocation**
SVP and CFO Jantz stated as discussed at the previous board meeting, $100M in state funding was originally appropriated for the West Palm Beach campus. The bill approved by the legislature includes

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language that grants this Board the authority to reallocate the $100M to other university projects in need of funding.

The following 4 infrastructure projects are proposed for the funding reallocation:
- Workday ERP Solution - $60 million
- Research equipment upgrades for The Herbert Wertheim UF Scripps Institute - $18 million
- Campus technical debt - $15 million
- Renovation/lease of space for the South Florida MBA Program - $7 million

Committee Chair Powers asked for a motion to approve Action Item FSPPM1, which was made by Trustee Brandon and seconded by Trustee Patel. Committee Chair Powers asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FSPPM2 FY2025 Raises and Bonuses**
SVP and CFO Jantz stated at our previous board meeting, Board Chair Hosseini tasked him and Committee Chair Powers to review our overhead expenses and find $25M in savings that would be invested in our faculty. The $25M in savings, in combination with generous state investments, allowed us to create the largest merit raise pool in the last 20 years.

The FSPPM Committee is asked to approve the allocation of funding to support the following:
1) A merit-based raise pool of 4% for state funded faculty
2) A merit-based raise pool of 3.75% for staff
3) A bonus pool of a one-time $10,000 payment to faculty members who received an "exceeds expectations" ranking from the Post Tenure Review process in spring 2024

Committee Chair Powers asked for a motion to approve Action Item FSPPM2, which was made by Trustee O'Keefe and seconded by Trustee Patel. Committee Chair Powers asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0    New Business**
There was no new business to come before the committee.

**5.0    Adjourn**
There being no further discussion, Committee Chair Powers adjourned the meeting at 11:50 a.m.

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**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
Thursday, October 3, 2024
Virtual Meeting
University of Florida, Gainesville, FL
Time Convened: 8:07 a.m.
Time Adjourned: 8:10 a.m.**

**Committee and Board members present:**
Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**
Kent Fuchs, Interim President; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 Powers welcomed everyone in attendance and called the meeting to order at 8:07 a.m.

## 2.0     Verification of Quorum
Senior Vice President and Chief Financial Officer Taylor Jantz verified a quorum with all members present, except Trustee Ridley, who had an excused absence.

## 3.0     Action Item
**FSPPM1 FY2024-25 Carryforward Spending Plan**
CFO Jantz stated the annual review and submission of our carryforward spending plan is due to the Board of Governors (BOG) each October. Our overall carryforward spending for FY2024-25 is $339M,

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which is approximately $70M more than the previous fiscal year. We have intended uses for all of these funds, including the following projects:

- $25M - Data Science Building deferred maintenance
- $64M - New World's Reading Initiative in the College of Education
- $109M - Emergency maintenance for buildings

Committee Chair Powers asked for a motion to approve Action Item FSPPM1, which was made by Trustee Brandon and seconded by Board Chair Hosseini. Committee Chair Powers asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0     New Business**
There was no new business to come before the committee.

**5.0     Adjourn**
There being no further discussion, Committee Chair Powers adjourned the meeting at 8:10 a.m.

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# COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS
Pre-Meeting Minutes
Virtual Meeting
Tuesday, November 12, 2024
Time Convened: 10:08 a.m.
Time Adjourned: 10:28 a.m.

**Committee and Board members present:**
Marsha D. Powers (Committee Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, and Anita G. Zucker.

**Others present**:
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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 10:08 a.m.

## 2.0    Roll Call
Chief Financial Officer Taylor Jantz conducted a roll call, and all Committee members were present, except Trustee Zalupski.

## 3.0    Review Draft Agenda for December Meeting
Committee Chair Powers noted the pre-meeting is for discussion only and no action will come to the Committee. The following items were addressed by the Committee:

## 3.1    Review Draft Minutes
- **June 13, 2024, August 12, 2024, and October 3, 2024**

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Committee Chair Powers reminded committee members to review the draft minutes prior to the board meeting in December.

### 3.2 Review Action Items

- **FSPPM1 Confirmation of FY25 Budget**

CFO Jantz reminded the Board that this FY25 budget was approved at the June meeting. We are halfway through this budget season, but we had some further discussion in June to ensure our budget is justified for FY25. In December we will walkthrough how our budget ended up shaping out for this year, detailing some of the actions taken since June, and asking for approval to continue with the remainder of FY25.

Board Chair Hosseini clarified the Board preliminarily approved the FY25 budget in June and left it to himself and the President for final approval. He and Committee Chair Powers asked to bring this back to the full Board for final approval for the remainder of FY25.

- **FSPPM2 Housing Rate Increases**

Committee Chair Powers stated this Committee along with the FCI Committee has been reviewing the long-term housing issues and will have a recommendation to present to the Board at the December meeting. Board Chair Hosseini provided a brief overview for the Board of our goal to replace and rebuild three housing halls (Rawlings, Trusler, Tolbert), to look at the net of 2,500 new units towards our long-term goal of 10,000 new units over the next 25 years, and never exceed 80% of what the market charges.

Trustee Lynne requested additional information on the breakdown between new units for undergraduate versus graduate students. Board Chair Hosseini stated VP Heather White will ensure she is involved with the process and aware of all the plan details.

- **FSPPM3 Auxiliary Facilities Report**

CFO Jantz and Interim Vice President Brandi Renton stated this is an annual report the university is required to submit to the Board of Governors (BOG) detailing how our auxiliaries are operating.

- **FSPPM4 HiPerGator Capital Renewal**

Vice President and Chief Information Officer Elias Eldayrie stated this request is for the replacement and upgrade of HiPerGator. The new machine will be 7 to 10 times faster and will continue to keep UF in the lead of Artificial Intelligence in higher education in the country. Finalized specs and estimated total cost will come to the Committee and Board for approval in December.

Board Chair Hosseini emphasized our need to take AI at UF one step further with a stronger supercomputer to keep us #1 in higher education in the country. VP & CIO Eldayrie did a masterful job negotiating the cost from $55 million down to $24 million. This $24 million is not funded by the state and would need to be included in our FY25 operating budget. We plan to submit a bill to the legislature to request approval to use our reserve to pay for this and next year ask the legislature for funding.

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- **FSPPM5 FY26 Health Fee Increase**

CFO Jantz stated at the request of Local Fee Committee, the Board is requested to approve an annual increase to student health fees by $1.47 starting in FY26. The university has not increased health fees in a number of years. The fee increase is below the 5% threshold imposed by BOG, is on a per credit hour basis, and will alleviate some constraints Student Life has experienced. Trustee Brinkman added the committee views the fee increase as very necessary to keep up with increased demand and utilization of services by students, as well as inflation.

Board Chair Hosseini asked for Trustee Brinkman and the leader of the student committee to be ready to address any questions that may arise from the BOG, legislators, or the Governor's Office and to make it clear this was a request from the students to the Board. Trustee Brinkman agreed.

### 3.3    Review Discussion Items

- **Updates**

Committee Chair Powers noted updates will be provided at the December meeting for the following:

- o   CFO Report
- o   UF Health
- o   UFICO (CFO Jantz noted the December board meeting will be the last for UFICO CIO Bill Resser, as he is retiring)

### 4.0    New Business

There was no new business to come before the committee.

### 5.0    Adjourn

There being no further discussion, Committee Chair Marsha D. Powers adjourned the meeting at 10:28 a.m.

## COMMITTEE ON FINANCE, STRATEGIC PLANNING
## AND PERFORMANCE METRICS
## ACTION ITEM FSPPM1
## December 12, 2024

**SUBJECT:**     Confirmation of FY25 Budget

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### BACKGROUND INFORMATION

The Board of Trustees is requested to approve the University's Operating Budget of Revenues and Expenses for the Fiscal Year ending June 30, 2025. After discussion at the June 13th board meeting, based on trustee feedback, university leadership has worked with the Board of Trustees to confirm and validate that budgeted revenues and expenditures for FY25 are in alignment with university goals, including budgeting for a 4% merit raise for UF Faculty.

### PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the University's Operating 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 BOG for final approval.

### ADDITIONAL COMMITTEE CONSIDERATIONS

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

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Supporting Documentation Included:  UF 2024-2025 Operating Budget – Enterprise Summary

Submitted by:  Taylor Jantz, Senior Vice President and Chief Financial Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair            W. Kent Fuchs, Interim President and Corporate Secretary

# University of Florida
## 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 | 893,836 | 0 | 2,358,000 | 954,342 | 0 | 0 | 4,206,178 |
| Contributions/Donations | | 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 | | 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** |
| **Expenses** | | | | | | | | | |
| 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 Operating Budget | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | University of Florida | Athletic Association | Faculty Practice | UF Foundation | Shands Gainesville | Shands Jacksonville | GatorCare | Other DSOs | Total |
| **Revenues** | | | | | | | | | |
| Tuition and Fees | 484,163 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 484,163 |
| State Appropriations | 1,276,527 | 3,612 | 0 | 0 | 7,050 | 0 | 0 | 21,550 | 1,308,739 |
| Contracts and Grants | 952,217 | 0 | 0 | 0 | 0 | 0 | 0 | 737 | 952,954 |
| Federal and State Financial Aid | 241,617 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 241,617 |
| Patient Service Revenue | 0 | 0 | 1,069,929 | 0 | 3,651,498 | 1,171,363 | 0 | 0 | 5,892,790 |
| Contributions/Donations | 0 | 0 | 2 | 150,000 | 2,867 | 0 | 291,517 | 41,408 | 485,795 |
| Investment Income | 44,100 | 800 | 3,674 | 221,710 | 45,652 | 7,935 | 300 | 16,539 | 340,710 |
| Licensing and Royalties | 0 | 79,971 | 0 | 0 | 0 | 0 | 0 | 56,250 | 136,221 |
| Sales of Goods & Services | 220,222 | 58,291 | 283,517 | 0 | 0 | 0 | 1,749 | 15,933 | 579,712 |
| Other Cash Receipts | 249,503 | 0 | 96,627 | 11,628 | 91,909 | 64,498 | 310 | 13,440 | 527,915 |
| Component Unit Transfers In/(Out) | 1,080,692 | 34,174 | (943,267) | (190,000) | (90,232) | (139,195) | 0 | (95,174) | (343,003) |
| **Total Revenues** | **4,549,041** | **176,848** | **510,483** | **193,338** | **3,708,744** | **1,104,601** | **293,876** | **70,682** | **10,607,613** |
| **Expenses** | | | | | | | | | |
| Salaries & Benefits | 2,991,878 | 78,531 | 160,844 | 26,151 | 1,523,643 | 494,490 | 1,431 | 9,050 | 5,286,017 |
| Other Operating Expenses | 1,230,331 | 114,060 | 336,723 | 28,937 | 2,427,915 | 563,147 | 292,439 | 66,617 | 5,060,168 |
| **Total Expenses** | **4,222,209** | **192,591** | **497,567** | **55,088** | **3,951,558** | **1,057,637** | **293,869** | **75,667** | **10,346,185** |
| **Net Change** | **326,832** | **(15,743)** | **12,916** | **138,250** | **(242,814)** | **46,964** | **7** | **(4,984)** | **261,428** |

**COMMITTEE ON FINANCE, STRATEGIC PLANNING**
**AND PERFORMANCE METRICS**
**ACTION ITEM FSPPM2**
**December 12, 2024**

**SUBJECT:**     FY26-FY30 Housing Rate Increase

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### BACKGROUND INFORMATION

UF's rates are still well behind private construction average rental rates - UF charges 63% of the average cost of private housing within a mile radius of campus. In addition, UF has a need to add net new units and renew existing housing structures across campus. A rate increase will help alleviate future pricing constraints, allow for renovation of exisiting units all while keeping UF well below private housing averages. Any new rate increases will still keep UF's pricing well below the private housing options.

### PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics add a 3.5% on-campus housing rate increase from FY26-FY30 for recommendation to the Board of Trustees for approval on the Consent Agenda.

### ADDITIONAL COMMITTEE CONSIDERATIONS

None.

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Supporting Documentation Included: Housing Pricing and Market Data

Submitted by:  Taylor Jantz, Interim Senior Vice President & Chief Financial Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____     _____
Morteza "Mori" Hosseini, Chair              W. Kent Fuchs, Interim President and Corporate Secretary

**COMMITTEE ON FINANCE, STRATEGIC PLANNING**
**AND PERFORMANCE METRICS**
**ACTION ITEM FSSPM3**
**December 12, 2024**

**SUBJECT:** Auxiliary Facilities Report

## BACKGROUND INFORMATION

Certain outstanding state university system bond issues for auxiliary facilities have covenants which state the Board of Governors shall annually, or at any other time as requested by the State Board of Administration, prepare and adopt a detailed revenue and expense budget for bonded auxiliaries, which shall set forth the amount to be deposited in facility maintenance and repair reserve accounts.

To satisfy bond covenants, the Board of Governors adopted Regulation 9.008, requiring University Boards of Trustees to approve and submit operating budget detail for auxiliary facilities with such bond covenants and to report the anticipated amount to be deposited in an auxiliary maintenance and equipment reserve fund. Such reserve amounts are determined
by the Board of Trustees in accordance with institutional policy and/or policy and/or bond covenant requirements.

The University of Florida's Series 2018A Parking Facility Revenue Bonds contain such covenants, although a funding level for the maintenance and equipment reserve is not specified. The attached revenue and expense budgets incorporate and comply with the university's Parking Operating Fund – Ending Reserve and Operating Cash Policies.

To comply with the Board of Governors' regulation, a detailed fiscal year 2024-25 revenue and expense budget for the Transportation and Parking auxiliary is presented for approval.

## PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning, and Performance Metrics is asked to approve the Transportation and Parking Auxiliary Budget for Fiscal Year 2024-25 for recommendation to the Board of Trustees for its approval on the Consent Agenda.

## ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: FY 2025-26 Auxiliary Facilities Financial Report

Submitted by: Brandi Renton, Interim Vice President for Business Affairs

**Approved by the University of Florida Board of Trustees, December 13, 2024**

_____          _____
Morteza "Mori" Hosseini, Chair                    W. Kent Fuchs, Interim President and Corporate Secretary

**Income and Expenditure Statement**
**Auxiliary Facilities Bonds with Covenant Language**

Due: 2/21/2025

This information is being collected pursuant to Board of Governors Regulation 9.008 - University Auxiliary Facilities with Outstanding Revenue Bonds. Board approval is required at least ninety days prior to the beginning of the new fiscal year for Auxiliary Bonds with covenant language. If the template is changed, the file will be rejected and a new response will be required in the original format.

In an effort to streamline the review and approval of bond covenant requirements, please follow the instructions below:

**Use the INCOME AND EXPENDITURE STATEMENT template provided on TAB 2.** This template includes predefined formulas for automated calculations. Do not alter or overwrite the formulas. Be aware of pasted/rounded numbers and ensure that if any rounding is done, that it is done consistently and numbers tie where appropriate.

<div align="center">

**Instructions:**

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PAGE 1

1   Go to TAB 2. Fill in the university name, bond title, and auxiliary facilities bond series number(s).
2   #1.A., enter revenue amounts in rows 10 and 11 for the prior Actual year.
3   #1.B., enter Replacement Reserve Forward, information in rows 15 through 17.
4   #2., enter Current Year Revenue/Inflows amounts in rows 23 through 25.
5   #3., Formula calculation
6   #4., enter Current Year Expenditures/Outflows, rows 31 through 38.
7   #5., enter Transfers to Replacement Reserves amounts, lines 42 through 44.
8   #6., enter Transfers from Replacement Reserves amounts, lines 48 through 50.
9   #7., #8., and #9. are automated calculations.
10  **Repeat 1 through 9 above for the current Estimated Year.**
11  The ENDING OPERATING CASH (8.) MUST equal the 1.A. subtotal in next fiscal year (automated).
12  The SUMMARY OF ENDING REVENUES (9.) SHOULD equal TOTAL CARRIED FORWARD in next fiscal year, line 20 (automated).
13  **Repeat 1 through 12 above for the next Projected Year.**
14  Enter date(s) this information was approved by your UBOT. UBOT approval dates must be entered for the Actual, Estimated, and Projected years. This information is verified by Board of Governors staff by visiting each UBOT website. If staff is unable to readily determine what has been approved by your UBOT, please provide details by referencing agenda items, page numbers, and amounts from your UBOT meeting documentation.
15  Enter preparer's name and telephone number.

**Note: The Board of Governors cannot approve the budget statement if it has not been approved by your University Board of Trustees (UBOT).** The amounts submitted must match EXACTLY to what has been approved by your UBOT.

PAGE 2

1   #1.  Please explain any overhead assessments in pledged revenues.
2   #2.  Refer to Columns K & L from Page 1 for calculated variance percentages between years. Please explain any variance of 10% or more.
3   #3.  Please explain any amounts entered in #2., row 25 and #4., row 38, from Page 1.
4   #4.  Please add additional comments that you wish to be shared with the Board.

**Using the supplied Income and Expenditures Statement template to present to your UBOT minimizes the need for additional documentation and greatly simplifies the verification process regarding UBOT meeting documentation.**

The Auxiliary Facility Income and Expenditure Statement is separate from your Operating Budget approved by your UBOT and should be presented as such.

**Questions?**
Chrissy Rojas, Budget Analyst at:
chrissy.rojas@flbog.edu
Patty Thurman, Assistant Budget Director at:
patty.thurman@flbog.edu
or Roger Strickland, Director of University Budgets at:
roger.strickland@flbog.edu

## INCOME AND EXPENDITURE STATEMENT

| | | |
|---|---|---|
| **UNIVERSITY :** | University of Florida-Transportation and Parking Services | |
| **BOND TITLE :** | Parking Revenue Bonds Series 2018A | |
| **AUXILIARY FACILITY (IES) :** | University of Forida Transportation and Parking Services | |

| | 2023-24 Actual | 2024-25 Estimated | 2025-26 Projected | % Variance Year 1 to 2 | % Variance Year 2 to 3 |
|---|---|---|---|---|---|
| **1. REVENUE CARRIED FORWARD** | | | | | |
| A. Operating Cash Carried Forward: | | | | | |
| Liquid | 1,270,043 | 1,939,728 | 1,939,426 | | |
| Investments | 0 | 0 | 0 | | |
| Subtotal: | 1,270,043 | 1,939,728 | 1,939,426 | | |
| | | | | | |
| B. Replacement Reserve Forward: | | | | | |
| Debt Service Reserve | 4,815,286 | 4,849,394 | 4,912,144 | | |
| Maintenance & Equipment Reserve | 3,486,511 | 3,609,399 | 4,077,530 | | |
| General Reserve | 17,283,794 | 19,653,713 | 20,676,112 | | |
| Subtotal: | 25,585,591 | 28,112,506 | 29,665,786 | | |
| | | | | | |
| TOTAL CARRIED FORWARD (A +B): | 26,855,634 | 30,052,234 | 31,605,212 | | |
| **2. CURRENT YEAR REVENUE / INFLOWS** | | | | | |
| * Revenue | 15,633,313 | 14,981,000 | 15,141,000 | | |
| Interest Income | 104,556 | 100,000 | 100,000 | | |
| Other Income / Inflows | 193,500 | 0 | 0 | | |
| TOTAL CURRENT YEAR REVENUE: | 15,931,369 | 15,081,000 | 15,241,000 | -5.3% | 1.1% |
| **3. SUMMARY OF AVAILABLE REVENUES (1 +2):** | 42,787,003 | 45,133,234 | 46,846,212 | 5% | 4% |
| | | | | | |
| **4. CURRENT YEAR EXPENDITURES / OUTFLOWS** | | | | | |
| Salaries and Matching | 4,236,489 | 3,900,000 | 4,100,000 | | |
| Other Personal Services | 159,108 | 318,000 | 318,000 | | |
| Operating Expense | 2,669,345 | 2,902,900 | 3,056,300 | | |
| Repairs and Maintenance | 693,969 | 636,300 | 698,930 | | |
| Debt Service | 3,798,067 | 3,789,941 | 3,791,191 | | |
| Repair and Replacement Expense | 0 | 0 | 0 | | |
| Operating Capital Outlay | 0 | 0 | 0 | | |
| Other Outflows & Transfers Out | 1,177,791 | 1,980,881 | 1,697,218 | | |
| TOTAL EXPENDITURES: | 12,734,769 | 13,528,022 | 13,661,639 | 6% | 1% |
| **5. TRANSFERS TO REPLACEMENT RESERVES** | | | | | |
| Debt Service Reserve | 34,108 | 62,750 | 64,188 | | |
| Maintenance & Equipment Reserve | 122,888 | 468,131 | 387,730 | | |
| General Reserve | 2,369,919 | 1,022,399 | 1,056,910 | | |
| Subtotal: | 2,526,915 | 1,553,280 | 1,508,828 | -39% | -3% |
| **6. TRANSFERS FROM REPLACEMENT RESERVES** | | | | | |
| Debt Service Reserve | 0 | 0 | 0 | | |
| Maintenance & Equipment Reserve | 0 | 0 | 0 | | |
| General Reserve | 0 | 0 | 0 | | |
| Subtotal: | 0 | 0 | 0 | #DIV/0! | #DIV/0! |
| | | | | | |
| **7. ENDING REPLACEMENT RESERVES (1B +5 -6)** | | | | | |
| Debt Service Reserve | 4,849,394 | 4,912,144 | 4,976,332 | | |
| Maintenance & Equipment Reserve | 3,609,399 | 4,077,530 | 4,465,260 | | |
| General Reserve | 19,653,713 | 20,676,112 | 21,733,022 | | |
| Interest Earned on Reserve Balances | 0 | 0 | 0 | | |
| Subtotal: | 28,112,506 | 29,665,786 | 31,174,614 | 6% | 5% |
| | | | | | |
| **8. ENDING OPERATING CASH (1A +2 -4 -5)** | 1,939,728 | 1,939,426 | 2,009,959 | 0% | 4% |
| | | | | | |
| **9. SUMMARY OF ENDING REVENUES (7 +8)** | 30,052,234 | 31,605,212 | 33,184,573 | 5% | 5% |

**\* REQUIRED INFORMATION \***

| | | | |
|---|---|---|---|
| Date budget approved by University Board of Trustees : | | | |
| Prepared By : | William MacDonald | Telephone : | 352.392.8042 |
| Email : | | | |

\* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

**UNIVERSITY AXILIARY FACILITIES**
**NARRATIVE SUPPLEMENT TO INCOME AND EXPENDITURE STATEMENT**
**TO BE PROVIDED TO BOARD OF GOVERNORS MEMBERS**

1. Do the pledged revenues reported contain any overhead assessments ? If yes, please explain.

Yes, overhead is charged by the university to Transportation and Parking Services.  Overhead assessments are included in amounts listed as "Operating Expense" and are as follows:  2023-24 ($295,908); 2024-25 ($668,500) and 2025-26 ($700,000).

2. Do pledged revenues or expenditures change year over year 10% or more ? If yes, please explain.

Total Current Year Revenues-Other Income/Inflows have decreased ($193,500) due to an accounting change in which certain expenses are now being covered by a different funding source.  Total Expenditures- TAPS has reduced reliance on third-party contracts for temporary employees, replacing them with 1 OPS employee and student employees, which led to an increase in Other Personal Services ($160,000).

3. Please explain amounts categorized as "other".

Other Income/Inflows- includes transfer to offset the cost of Gator Lift, the disabled student shuttle, ($193,500).  Other Outflows and Transfers Out- includes expenses incurred for the operation of City of Gainesville (RTS) on-campus buses to and from parking facilities, ($775,000) and transfer ($246,000) to Construction Accounting for garage restoration projects.

4. Add lines as needed for additional university comments. This information will be shared with Board of Governors members.

This report does not include noncash items such as depreciation.

**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM4
December 12, 2024**

**SUBJECT:**    HiPerGator Capital Renewal

## BACKGROUND INFORMATION

The current generation of hardware of HiPerGator, UF's supercomputer, was installed in 2020. This includes the component that was donated by Chris Malachowsky, which jumpstarted the successful AI University initiative. HiPerGator is a conduit to maintaining UF's status as a leader in artificial intelligence (AI) education and is integral to reputation, faculty recruitment and retention, education, research and discovery, and the university's rise in national rankings. Lifetime expectancy for HiPerGator is five years.

## PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve spending, estimated to be $24 Million, to refresh HiPerGator as part of the University's Operating 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 BOG for final approval.

## ADDITIONAL COMMITTEE CONSIDERATIONS

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

Supporting Documentation Included:  UF 2024-2025 Operating Budget – Enterprise Summary

Submitted by:  Taylor Jantz, Senior Vice President and Chief Financial Officer

**Approved by the University of Florida Board of Trustees, December 13, 2024**


_____          _____
Morteza "Mori" Hosseini, Chair          W. Kent Fuchs, Interim President and Corporate Secretary

# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

**BOARD MEETING**
**AGENDA**
**Friday, December 13, 2024**
**~11:05 a.m.**
**President's Room 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**

1.0    Call to Order and Welcome .................................................Morteza "Mori" Hosseini, Chair

2.0    Verification of Quorum ................... Mark Kaplan, Vice President and University Secretary

3.0    Recognitions......................................................................................Mori Hosseini, Chair

4.0    Public Comment.........................Ryan Fuller, Interim Vice President and General Counsel

5.0    Action Items (Consent) ...........................................................Mori Hosseini, Chair

**BOT Minutes**
June 13, 2024
July 18, 2024 (virtual)
July 23, 2024 (virtual)
August 12, 2024 (virtual)
October 3, 2024 (virtual)
November 12, 2024 (virtual)

**Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications (AFSSPRSC)**
AFSSPRSC1 Tenure Upon Hire
AFSSPRSC2 New Degree
AFSSPRSC3 Degree Program Changes
AFSSPRSC4 Self-Supporting Program

**Committee on Advancement (ADV)**
ADV1 Optimizing Use of Donor Funds
ADV2 Campaign Planning

**Committee on Audit and Compliance (AC)**
AC1 Performance Based Funding Audit Report
AC2 UF Compliance and Ethics Program FY24 Annual Report

**Committee on Facilities and Capital Investments (FCI)**
FCI1 Construction Projects Budget Amendments
FCI2 UF-689 Hamilton Center Construction Management Team
FCI3 UF-698 Center for Applied Artificial Intelligence Construction Management Team
FCI4 UF-318 Dental Science Building Construction Management Team
FCI5 Campus District Energy Efficiency Contract Authorization Increase
FCI6 Lease of Space

**Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**
FSPPM1 Confirmation of FY25 Budget
FSPPM2 Housing Rate Increases
FSPPM3 Auxiliary Facilities Report
FSPPM4 HiPerGator Capital Renewal

**Committee on Governance, Government Relations and Internal Affairs (GGRIA)**
GGRIA1 Governance Standards Amendments
GGRIA2 UF Health Corporation Restated Bylaws Amendments
GGRIA3 UF Health Corporation Board Appointment
GGRIA4 Presidential Search Firm
GGRIA5 Jacksonville Campus Update
GGRIA6 Non-Commercial Aircraft Policy
GGRIA7 HR Administrative Employee Hiring

6.0     Action Item (Non-Consent)...................................................................Mori Hosseini, Chair

**Committee on Facilities and Capital Investments (FCI)**
FCI7 Naming: Paul M. Lyrene Blueberry Research Building

7.0     President's Report .......................................................... W. Kent Fuchs, Interim President

8.0     New Business ...........................................................................................Mori Hosseini, Chair

9.0     Comments by the Chair of the Board .....................................................Mori Hosseini, Chair

10.0    Adjourn ...................................................................................................Mori Hosseini, Chair

**BOARD MEETING MINUTES**
**June 13, 2024**
**President's Ballroom 215B, Emerson Alumni Hall**
**University of Florida, Gainesville, FL**
**Time Convened: 4:40 p.m.**
**Time Adjourned: 5:12 p.m.**

**Committee and Board members present:**
Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Christopher T. Corr, James W. Heavener, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, 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, 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, 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; Stephen Motew, President and System Chief Executive Officer of UF Health; David Nelson, Senior Vice President for Health Affairs; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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**
Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 4:40 p.m.

**2.0    Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustee Cole who had an excused absence.

**3.0    Recognition**
Board Chair Hosseini recognized Trustee and Faculty Senate Chair Danaya Wright. A resolution honoring her was read into the record at the meeting.

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**4.0    Public Comment**

Vice President and General Counsel Amy Hass informed the Board there were no public comment to come before the Board.

**5.0    Action Items (Consent)**

**BOT Minutes**

Board Chair Hosseini asked if there were any additions or corrections to the minutes. Hearing none, he asked for a motion to approve the meeting minutes from March 8, 2024 and April 29, 2024, which was made by Trustee O'Keefe and seconded by Trustee Brandon. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Board Chair Hosseini stated there are 23 action items on the consent agenda for 5 committees. The action items were taken up by committee.

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

Board Chair Hosseini asked for a motion to approve Action Items AFSSPRSC1, AFSSPRSC2, and AFSSPRSC3, AFSSPRSC4, AFSSPRSC5, AFSSPRSC6, and AFSSPRSC7, which was made by Trustee Zucker and seconded by Trustee Lynne. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Committee on Audit and Compliance (AC)**

Board Chair Hosseini asked for a motion to approve Action Item AC1, which was made by Trustee Powers and seconded by Trustee Brandon. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Committee on Facilities and Capital Investments (FCI)**

Board Chair Hosseini stated Action Item FCI2 would be amended as follows: authority granted by this action to the Board of Trustees Chair and President to make any necessary changes together before finalizing the fixed capital outlay legislative budget request for FY2025.

Board Chair Hosseini asked for a motion to approve Action Items FCI1, FCI2, FCI3, FCI4, FCI5, FCI6, and FCI7, which was made by Trustee Brandon and seconded by Trustee Patel. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**

Board Chair Hosseini stated Action Item FSPPM1 would be amended as follows: authority granted by this action to the Board of Trustees Chair and President to review and budget adjustments or amendments as necessary to the preliminary operating budget FY2025.

Board Chair Hosseini asked for a motion to approve Action Items FSPPM1, FSPPM2, and FSPPM3, which was made by Trustee Ridley and seconded by Trustee Zucker. Board Chair Hosseini asked

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for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

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

Board Chair Hosseini stated Action Item GGRIA6 has been removed from the agenda until the draft articles of incorporation and bylaws are received.

Board Chair Hosseini asked for a motion to approve Action Items GGRIA1, GGRIA2, GGRIA3, GGRIA4, and GGRIA5, which was made by Trustee Patel and seconded by Trustee Brandon. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 6.0     Action Items (Non-Consent)

Board Chair Hosseini stated there are 2 action items on the non-consent agenda for 2 committees. The action items were taken up by committee.

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

Board Chair Hosseini stated Action Item AFSSPRSC8 Degree Program Termination Process has been created from Discussion Item 5.7 on the AFSSPRSC Committee agenda. This action item has been added to the Full Board agenda for approval. The Board received and reviewed a hard copy of the Academic Program Review Process discussed in the AFSSPRSC Committee.

Board Chair Hosseini asked for a motion to approve Action Item AFSSPRSC8, which was made by Trustee Zucker and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## Committee on Facilities and Capital Investments (FCI)

Board Chair Hosseini asked for a motion to approve the naming Action Item FCI8, which was made by Trustee Brandon and seconded by Trustee Powers. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 7.0     President's Report

President Sasse commented this university and the Board have done incredible things. Your accomplishments are things that other institutions can only dream about. A huge part of that is because of Board Chair Hosseini who had yet another amazing victory receiving no vetoes to the budget signed by the Governor yesterday.

He highlighted:
- **P.K. Yonge:** The takeaway is there are no decisions coming for this academic year. However, we do have a focus on the ongoing upgrade opportunities before us.
- **Jacksonville:** Jacksonville is an opportunity for us to experiment with some of what the disruption is bringing to educational program delivery. Jacksonville is a virtue in and of itself,

but it's also an opportunity for us to use it as a doodle pad for things that we might bring back to the mothership in Gainesville.

- **Model of Marketing & One UF:** The agency model of marketing that Vice President Dan Dillon presented is a wonderful illustration of ways we're continuing to build out the one UF initiative. These are not private initiatives, interests, and ambitions. We have a shared desire to tear down silos and walls to create more interdisciplinary research and service to our students.

- **UF Health Corporation:** The UF Health Corporate stand up has been something that we talked about at this meeting 1-year ago as possibly the biggest item on our agenda for the coming year. We focused on all of UF Health building toward a system and the new leadership hires we needed to make in that space. I think there is so much opportunity in our ambition to get to a $10B health delivery organization that has all the adjacencies of great biomedical research 30-to-40-years from now. When you look back on our moment, I think we're going to see there were two revolutions happening in higher education: a big data revolution and a life sciences revolution. We need to be delivering great patient care to also have enough throughput in this model to get all the research benefits out of that. And I think we're capturing a lot of those synergies in the build out of that system. I just want to express my gratitude to Board Chair Hosseini, Trustee Marsha Powers, and to the all the Board members.

- **Athletics:** I'll begin by saying Go Gators Baseball, Softball, and Track & Field! Our Men's Track & Field team won their 3rd straight NCAA Outdoor Championship! I'd like to preview a little of what Athletic Director Scott Stricklin will discuss at the Retreat. The conversation we want to have will be about the future of the athletics model. 84% of our revenue is from football, 12% of our revenue is from men's basketball, and 4% of revenue is from 19 sports collectively. The settlement that we are in the process of is a collective defense agreement of the power five conferences. The NCAA is the sixth defendant. This is publicly disclosed, and we are not violating the confidences of our joint agreement. We are in negotiations across that settlement group to write down a $9B plaintiffs and ask down to $2.77B. The complications of what comes next in a world where we would spend 22% of our revenue, not just streaming and broadcast media rights, but also on gate and partnerships. This creates a whole new era in a world where a lot of us believe in many of the glories of amateurism, I don't I don't think there's any of us who want to resist the idea that those generating lots of the revenue will be compensated. The challenge is many aspects of our college athletics are still amateur. The love of amateurism is pretty special, and the courts are trying to drive us to say there is no such thing as amateur sports anymore. Everything is professional and so we have a lot of complexities to navigate. We will touch on some of the legal and potential financial issues that we'll have to consider in the future.

- **UFICO:** We have a lot of talented people at UFICO. And at the same time, there are some aspects of performance in recent years that are not what we would like it to be. That's not meant as a criticism, it's just an objective comparison to certain peer institutions. It's reflective of the fact that there has been a conservative management philosophy kind of creating the guardrails of what UFICO was managing toward. There are legitimate, reasonable debates people can have about the model we currently have versus an outsourced CIO model. UFICO has been self-consciously conservatively positioned and that needs to be rethought. Also, many of the management implications of that will redound to some personnel conversations. Board Chair Hosseini has asked me to make a few soft recommendations about where we go next.

- **Personnel:** We talked a lot in Chair Brandon's FCI Committee with SVP Dave Kratzer at the podium about the facilities and construction upgrades that we're going through. And the fact that we're 4 years into COVID supply chains shortages, which create a lot of conflicts with projects being delivered on time and on budget. In my 1.25 years here, one of the people that I'm very happy to have brought on board by persuading him out of retirement for a while and join this project was SVP Kratzer. His wife is persuading him that he's going back mostly into retirement in about a month. We are so sad about that, but we're grateful for the service we've gotten from him. And we persuaded him to stay involved in a part-time capacity. Mr. Randy Phillipson will be our new Vice President for Construction and Facilities as of July 22.
- **Post October 7th / Free Speech / Protest:** I want to express my gratitude to this Board for your unwavering embrace of our shared belief in the freedom of speech, assembly, and protest, as well as the purpose of UF not being a backdrop for building a tent encampment or stealing somebody else's graduation. There are time, place, and manner restrictions. People have free speech, and we embrace it. We support it. They have protest rights, and we've supported that for over a month, as there were protests basically every day on the Plaza of the Americas. And yet we also wanted to be sure that our rules were clear, time, place, and manner restrictions, and that graduation was about celebrating the families and the student's accomplishments. Commencement was a great success. It renounced to the benefit and the credit of everybody on the leadership team, our Board, and our police force, who were just unbelievably professional.
- **Performance Metrics / Executive Searches / Post-Tenure Review:** Tomorrow, we are going to talk a more about performance metrics that we're putting in place. We want to distinguish between enterprise-wide metrics that we want the board to have in common, all of them on an annual basis and some of them on a quarterly basis. That's to be distinguished from a bunch of performance metrics that sit inside every vice presidential vertical. I'll also give an update on a few of the most sensitive, executive searches that we have going on. Finally, later this summer the Board will be getting an update from the Provost and I about post tenure review cumulative numbers. From the very beginning, we've said we did not view post tenure review as a burden, but as an opportunity. We wanted to celebrate some of our greatest performers, help folks that needed to be on a performance improvement plan or needed to think about whether a teaching and research hybrid role was really the right role for them. Maybe they had ceased to do research at certain points in their career and we can help migrate those folks back to a full-time teaching load. And we've had a lot of successes. This is the first year of a 5-year process to move through all the currently tenured faculty. I'm sure in that iteration, we're going to get better from year one to year or two to year three. But I think we're going to report to you that this has been a very successful first year of this project.

## 8.0    New Business
There was no new business to come before the Board.

## 9.0    Comments by the Chair of the Board
Board Chair Hosseini shared his congratulations to the recent spring graduates.

## 10.0    Adjourn
There being no further discussion, Board Chair Mori Hosseini adjourned the meeting at 5:12 p.m.

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**BOARD MEETING MINUTES**
**Thursday, July 18, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 6:30 p.m.**
**Time Adjourned: 6:49 p.m.**

**Board members present:**
Morteza "Mori" Hosseini (Board Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present**:
Ben Sasse, President; 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; Amy Hass, Vice President and General Counsel; Taylor Jantz, Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; 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**
Board Chairman Mori Hosseini welcomed everyone in attendance and called the meeting to order at 6:30 p.m.

**2.0     Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustee Heavener who had an excused absence.

**3.0     Action Item**
Board Chairman Hosseini welcomed and thanked everyone for being on the call. He then turned the meeting over to President Sasse. President Sasse stated his wife Melissa has had previous health issues but was recently diagnosed with epilepsy and has been struggling with a new batch of memory issues. He resigned effective July 31, 2024, and requested the Board initiate a search for a new president so he can focus on his wife, family, and rebuilding stable household systems. He stated his love for the university and Gator Nation. He will remain on faculty and looks forward to teaching and serving. He expressed his thanks to Board Chairman Hosseini and the Board.

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Board Chairman Hosseini and Trustees applauded him for putting his family first and extended prayers to him and his family. Additionally, they expressed thanks to the President for his tireless dedication to the university, including how he expertly handled the events after October 7th with the Jewish communities and protecting First Amendment rights. Trustees also thanked Board Chairman Hosseini for his leadership.

Board Chairman Hosseini asked for a motion to accept President Sasse's resignation, which was made by Vice Chair Patel and seconded by Trustee Cole. Vice Chair Patel included as a part of the motion that the Board delegate authority to the Board Chair to provide assignments and responsibilities to Dr. Sasse through his end date. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**4.0     New Business**
There was no new business to come before the Board.

**5.0     Adjourn**
There being no further discussion, Board Chairman Hosseini adjourned the meeting at 6:49 p.m.

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![UF Board of Trustees, University of Florida logo]

**BOARD MEETING MINUTES**
**Tuesday, July 23, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 5:30 p.m.**
**Time Adjourned: 5:41 p.m.**

**Board members present:**
Morteza "Mori" Hosseini (Board Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, James W. Heavener, Sarah D. Lynne, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present**:
Ben Sasse, President; Scott Angle, Provost; Melissa Curry, Vice President for Human Resources; 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, 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Kent Fuchs, President Emeritus; members of the University of Florida community, and the public.

**1.0     Call to Order and Welcome**
Board Chairman Mori Hosseini welcomed everyone in attendance and called the meeting to order at 5:30 p.m.

**2.0     Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustee Corr who had an excused absence.

**3.0     Public Comment**
Vice President and General Counsel Amy Hass informed the Board there was no public comment to come before the Board

**4.0     Action Item**
Board Chairman Hosseini welcomed and thanked everyone for being on the call. The action item for approval before the Board today is the appointment of Kent Fuchs as Interim President beginning

August 1, 2024 and approval of his contract. The Board's approval is subject to the Board of Governors' ratification at their next meeting.

He personally thanked Dr. Fuchs for agreeing to serve at this critical time to ensure a smooth transition as the search for a new president begins. Dr. Fuchs added his thanks for the honor and confidence in him to serve in this role. He stated how important it is that our university does not lose momentum in this transition. He committed to the Board, faculty, staff, students, and alumni that we are going to keep putting fuel in the fire and accelerate our growth, stature, and excellence. He added amid the hard work he plans to lean into the job and enjoy it, and he believes that energy can become contagious for all of us. He thanked President Sasse for his leadership and expressed best wishes to him and his family. President Sasse extended his thanks to Dr. Fuchs and offered his help during the transition.

Board Chairman Hosseini stated at our June board meeting, our Finance Committee approved our fiscal 2024-25 operating budget, subject to review and approval by the Board Chair. He has reviewed the proposed budget with Chief Financial Officer Taylor Jantz and instructed him take the $25 million in savings from overhead operations and direct it to support our esteemed faculty who work so hard to serve our students and do great research. While we will also be very vigilant and rigorous in holding our faculty accountable through our post tenure review process, we also want to make sure hardworking faculty get paid in line with the top universities in the country. In addition to faculty support, he asked Trustees Zalupski and Lynne to work closely with Vice President for Human Resources Melissa Curry to expedite our Baby Gator projects.

Next, he stated this Board has made it clear for years, the safety of our students at UF is our top priority. We will continue to invest to ensure our students are safe. The state of Florida has been very generous in providing dollars to make our campuses safe. He thanked President Sasse for carrying out this priority exceptionally well with respect to the protection of our Jewish students. After October 7th, the President responded immediately to ensure our Jewish students were safe and everyone's First Amendment rights were protected. We continue to welcome students from across the country who do not have the same protections and security. He emphasized UF and the Board will continue to place student safety at the utmost of importance.

Finally, he thanked the Board members for all their work over the last few years to bring the Jacksonville campus to reality. He thanked Trustee Zalupski and others for their hard work raising money for UF, as well as leaders in Tallahassee. We now have a commitment of $300M and are moving full speed ahead to select a site for UF in Jacksonville.

Board Chairman Hosseini asked for any questions. Hearing none, he then asked for a motion to approve, which was made by Trustee Zucker and seconded by Trustee O'Keefe. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 5.0    New Business
There was no new business to come before the Board.

## 6.0    Adjourn
There being no further discussion, Board Chairman Hosseini adjourned the meeting at 5:41 p.m.

**COMMITTEE AND BOARD MEETING MINUTES**
**Monday, August 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 11:01 a.m.**
**Time Adjourned: 12:10 p.m.**

**Board members present:**
Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Patrick O. Zalupski, and Anita G. Zucker.

**Others present**:
Kent Fuchs, Interim President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Kurt Dudas, Vice President for Strategic Initiatives; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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**
Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 11:01 a.m.

He shared the following comments and announcements with the Board:
- Interim President Kent Fuchs: He welcomed back Dr. Fuchs, noting his gratitude for his service.
- Virtual meeting structure: Items on the committee agendas today are time sensitive and could not wait until for our December meeting for approval. Each committee will convene to review and vote on their action items. When the final committee adjourns, the full board will be called to order to vote on all committee action items.
- AFSSPRSC Committee: The AFSSPRSC6 General Education Courses Annual Review action item was pulled from the agenda by Provost Angle. It needs further review to ensure we are 100% compliant with our state laws and Board of Governors regulations before submission. A new action item has been added to approve a new Early Admissions Calendar to enhance our recruiting efforts.

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- Faculty Bonuses: UF conducted a rigorous and thorough post-tenure review during spring 2024. As a result of that review, many of our faculty received a score of "exceeds expectations." To continue our efforts to take care of and recognize our faculty that go above and beyond, we will ask our FSPPM Committee and the Board to approve a $10,000 bonus for each of our faculty members who achieved "exceeds expectations" in their review.
- Merit Raises: At our previous board meeting, FSPPM Committee Chair Marsha Powers and CFO Taylor Jantz were tasked to review our overhead expenses and find $25M in savings that we would then invest in our faculty. The $25M in savings, in combination with generous state investments, allowed us to create the largest merit raise pool in the last 20 years. The FSPPM Committee and the Board will be asked today to approve a merit raise pool of 4% for out of unit faculty and 3.75% for staff.
- UF Board: As we are all aware, UF is going through a period of change. But the vision of this Board has never wavered. We will continue to be part of a culture of excellence. With the support of the state of Florida, we will continue to believe in UF as they do and hold ourselves accountable.
- General Counsel: Vice President and General Counsel Amy Hass has accepted a new position in the University Athletic Association. She will continue her current job duty's part time for the next few months. An Interim General Council and search will be announced soon.

## 2.0     Verification of Quorum

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Corr and Heavener, who had excused absences.

## 3.0     Public Comment

Vice President and General Counsel Amy Hass informed the Board there were no public comments to come before the Board.

## 4.0     Action Items

Board Chair Hosseini stated there are 15 action items on the consent agenda for the following 4 committees that met earlier this morning. The action items were taken up by committee.

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

Board Chair Hosseini noted Action Item AFSSPRSC6 was pulled, and a new Early Admissions Calendar action item was added.

Board Chair Hosseini asked for a motion to approve Action Items AFSSPRSC1, AFSSPRSC2, AFSSPRSC3, AFSSPRSC4, AFSSPRSC5, and the newly added Early Admissions Calendar action item, which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## Committee on Facilities and Capital Investments (FCI)

Board Chair Hosseini noted Action Item FCI1 would be revised to include an addendum for the FCI Committee to grant authority to the Board and Committee Chair to review and approve the budget for the completion of the DCP building addition before the next board meeting.

Board Chair Hosseini asked for a motion to approve Action Items FCI1 (revised), FCI2, FCI3, and FCI4, which was made by Trustee Powers and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**
Board Chair Hosseini asked for a motion to approve Action Items FSPPM1 and FSPPM2, which was made by Trustee Cole and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Committee on Governance, Government Relations and Internal Affairs (GGRIA)**
Board Chair Hosseini asked for a motion to approve Action Items GGRIA1, GGRIA2, and GGRIA3, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### 5.0     New Business
Interim President Fuchs shared his gratitude to the Board for their support of our faculty, staff, and students. He noted there is an excitement on campus from our recent summer commencement ceremonies to the anticipation of the beginning of the fall semester. There is also a sense of urgency regarding the search and appointment of a new president. We want to ensure we are working hard while we are here to make this university an even greater place that we are proud of.

Board Chair Hosseini added Vice President for Marketing Dan Dillon is working hard on our One UF brand to encompass all the different parts of our university together. We are looking forward to seeing his vision, strategy, and execution.

### 6.0     Adjourn
There being no further discussion, Board Chair Hosseini adjourned the meeting at 12:10 p.m.

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# UF | Board of Trustees
## UNIVERSITY *of* FLORIDA

**BOARD MEETING MINUTES**
**Thursday, October 3, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 8:17 a.m.**
**Time Adjourned: 8:44 a.m.**

**Board members present:**
Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, Patrick O. Zalupski, and Anita G. Zucker.

**Others present**:
Kent Fuchs, Interim President; Joe Glover, Interim Provost and Senior Vice President for Academic Affairs; Scott Angle, Senior Vice President for Agriculture and Natural Resources; Melissa Curry, Vice President for Human Resources; Dan Dillon, Vice President for Marketing and Senior Advisor; Elias Eldayrie, Vice President and Chief Information Officer; Ryan Fuller, Interim Vice President and General Counsel; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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
Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 8:17 a.m. He began by sharing a few comments with the Board: (1) He thanked Interim President Kent Fuchs and Interim Provost Joe Glover for their dedication to the university and willingness to step back into their roles as president and provost for a second time, (2) UF has incredible and dedicated employees, and (3) We are not stopping, we are moving forward at a fast and furious pace. The rankings are important, but as the flagship university of the state of Florida, we also need to lead the way in teaching and research excellence. The Governor and Legislators have endlessly supported us, and they depend on us to show others how to create a culture of excellence.

Interim President Fuchs shared a couple of university updates: (1) UF cancelled classes and closed campus on Thursday and Friday due to Hurricane Helene. We suffered significant tree damage and power outages across campus, in Gainesville, and throughout Alachua County. He thanked our Facilities Services, Emergency Operations team, and University Police for their hard work keeping us safe, the power and steam generation going, and cleaning up campus after the storm. Our UF/IFAS Extension in Cedar Key is very vulnerable to hurricanes and was impacted heavily with record storm surge by Helene. Some tough decisions will need to be made and SVP Scott Angle is leading the team for our efforts around Cedar Key,

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and (2) For the first time in a decade, the Levin College of Law's first time bar passage rate was 91%. Now, in addition to the Levin College of Law being the highest ranked law school in the state, it is also #1 in Florida for first time bar passage rates. Strategic hard work and leadership from the faculty, students, and staff of the Levin College of Law is the reason this was possible, with special thanks to Interim Dean Merritt McAlister, Associate Dean Sabrina Lopez, and Director Natasha Carbajal. Another reason this was possible is the Board of Trustees. The Board holds UF to high standards, to keep striving for excellence, to move up in the rankings and stature. Specifically, the Board Chair challenged Interim Dean McAlister to raise the bar passage rates over 90%, and that if they did so, he would personally donate $1 million to the Levin College of Law. Thank you to Board Chair Hosseini for being our leader, for advocating to the State to continue to invest in our university, and for setting the example for all of us to invest personal resources into UF.

## 2.0    Verification of Quorum
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Heavener and Ridley, who had excused absences.

## 3.0    Public Comment
Interim Vice President and General Counsel Ryan Fuller informed the Board there were no public comments to come before the Board.

## 4.0    Action Items
Board Chair Hosseini stated there are 5 action items on the agenda for the following 3 committees that met earlier this morning. The action items were taken up by committee.

### Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)
Board Chair Hosseini asked for a motion to approve Action Item AFSSPRSC1, which was made by Trustee Brandon and seconded by Trustee O'Keefe. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed. The motion was approved, with Trustee Brinkman voting in opposition.

### Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)
Board Chair Hosseini asked for a motion to approve Action Item FSPPM1, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### Committee on Governance, Government Relations and Internal Affairs (GGRIA)
As discussed in the committee, Board Chair Hosseini noted Action Item GGRIA3 was pulled from the agenda.

Board Chair Hosseini asked for a motion to approve Action Items GGRIA1, GGRIA2, and GGRIA4, which was made by Trustee Brandon and seconded by Trustee Powers. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## 5.0    New Business
There was no new business to come before the Board.

## 6.0    Adjourn
There being no further discussion, Board Chair Hosseini adjourned the meeting at 8:44 a.m.

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**BOARD MEETING MINUTES**
**Tuesday, November 12, 2024**
**Virtual Meeting**
**University of Florida, Gainesville, FL**
**Time Convened: 10:59 a.m.**
**Time Adjourned: 11:10 a.m.**

**Board members present:**
Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), David L. Brandon, John E. Brinkman, Richard P. Cole, Christopher T. Corr, Sarah D. Lynne, Daniel T. O'Keefe, Marsha D. Powers, and Anita G. Zucker.

**Others present**:
Kent Fuchs, Interim President; 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; Taylor Jantz, Senior Vice President and 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; Stephen Motew, UF Health President and System Chief Executive Officer; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Brandi Renton, Interim Vice President for Business Affairs; 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**
Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:59 a.m.

**2.0    Verification of Quorum**
Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Heavener, Ridley, and Zalupski.

**3.0    Public Comment**
Interim Vice President and General Counsel Ryan Fuller informed the Board there were no public comments to come before the Board.

**4.0    Action Item (Consent)**
Board Chair Hosseini stated there is one action item on the agenda for the following committee that met earlier this morning.

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

Board Chair Hosseini asked for a motion to approve Action Item GGRIA1 Foreign Influence Annual Report, which was made by Trustee Brandon and seconded by Trustee Cole. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**5.0    New Business**

Board Chair Hosseini, Interim President Fuchs, SVP Nelson, and UF Health President Motew commented on the exciting things coming to the university and emphasized their continued commitment to help the university reach new heights. Board Chair Hosseini shared the Presidential Search Committee has launched and its members have been announced with Board Vice Chair Patel serving as Chair for the search.

**6.0    Adjourn**

There being no further discussion, Board Chair Mori Hosseini adjourned the meeting at 11:10 a.m.