

BOARD AND COMMITTEE MEETINGS SCHEDULE

December 2-3, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Virtual Viewing link on December 2:

<https://mediasite.video.ufl.edu/Mediasite/Play/4a05d83e89e84024b2a86ece8a3956261d>

Thursday, December 2, 2021

- | | |
|---------------------------|--|
| 8:00 a.m. to 8:45 a.m. | Breakfast |
| 8:45 a.m. to 9:00 a.m. | Chairman Meeting Remarks |
| ~9:00 a.m. to 9:20 a.m. | Committee on Advancement
(Zucker (Chair), Cole, Corr, Heavener, Powers, Ridley) |
| ~9:20 a.m. to 9:40 a.m. | Committee on Audit and Compliance
(Powers (Chair), Bloom, Brandon, Brown, Cole, Hosseini, Patel) |
| ~9:40 a.m. to 9:50 a.m. | Break (~10 minutes) |
| ~9:50 a.m. to 10:10 a.m. | Committee on Governance, Government Relations and Internal Affairs
(Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zucker) |
| ~10:10 a.m. to 11:10 a.m. | Committee on Facilities and Capital Investments
(Brandon (Chair), Corr, Hosseini, Kuntz, O'Keefe, Ridley, Zucker) |
| 11:10 a.m. to 12:30 p.m. | Committee on Finance, Strategic Planning and Performance Metrics
(Kuntz (Chair), Bloom, Brandon, Corr, Heavener, O'Keefe, Patel, Powers) |
| 12:30 p.m. to 1:30 p.m. | Lunch |
| 1:30 p.m. to 5:00 p.m. | AFSSPRSC: College Dean Panel with Business, Liberal Arts and Sciences, Engineering, Medicine, Education, Agricultural and Life Sciences, and Law |
| 6:00 p.m. to 8:00 p.m. | Board Dinner at Holloway Touchdown Terrace
121 Gale Lemerand Drive, Gainesville FL 32611 |

BOARD AND COMMITTEE MEETINGS SCHEDULE

December 2-3, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Virtual Viewing link December 3, 2021:

<https://mediasite.video.ufl.edu/Mediasite/Play/09052422336e4e8abe791bd2574f78fd1d>

Friday, December 3, 2021

8:00 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:20 a.m.	Florida High Tech Corridor Council Update Chief Executive Officer CEO Paul Sohl
~9:20 a.m. to 9:35 a.m.	Artificial Intelligence Update Provost Joe Glover
~9:35 a.m. to 10:45 a.m.	<u>Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications</u> (Patel (Chair), Bloom, Brown, Heavener, Hosseini, Kuntz, O'Keefe)
~10:45 a.m. to 11:00 a.m.	Break (~15 minutes)
~11:00 a.m. to 1:00 p.m.	<u>Board of Trustees' Meeting</u> (Full Board)
1:00 p.m.	Lunch



COMMITTEE ON ADVANCEMENT
AGENDA

Thursday, December 2, 2021
9:00 a.m.

President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida

Committee Members:

Anita G. Zucker (Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Marsha D. Powers, Fred S. Ridley

- 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 10, 2021](#)
[October 27, 2021](#)
- 4.0 [Discussion Items](#)..... Anita G. Zucker, Chair
 - 4.1 Go Greater Campaign Update Richard Cole, Trustee
 - 4.2 Alumni Participation Rate/FY 2022 Strategy Rahul Patel, Trustee
 - [4.3](#) Early Childhood Collaboratory Anita G. Zucker, Chair,
and Dan O’Keefe, Trustee
- 5.0 New Business Anita G. Zucker, Chair
- 6.0 Adjourn Anita G. Zucker, Chair



COMMITTEE ON ADVANCEMENT

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 9:13 a.m.

Time Adjourned: 9:47 a.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers and Fred S. Ridley.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Zucker welcomed everyone in attendance and called the Advancement Committee meeting to order at 9:13 a.m. She asked Vice President Mitchell to verify the quorum.

2.0 Verification of Quorum

Vice President Tom Mitchell verified a quorum. Trustee Heavener did not attend.

3.0 Review and Approval of Minutes

Committee Chair Zucker asked for a motion to approve the minutes of the March 18, 2021, committee meeting and the pre-meeting conference calls held on April 28, 2021, and May 19, 2021, which was made by Trustee Cole and a second, which was made by Trustee Powers. The

Committee Chair 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

Committee Chair Zucker called attention to one handout – the Athletics campaign impact brochure – and called on Vice President Mitchell to present an update on the campaign.

4.1 Campaign Goals Status

Vice President Mitchell began by acknowledging Trustee Cole and Trustee Heavener for their outstanding work in introducing us to new key individuals throughout the state whom we have been able to engage and Trustee Patel for his leadership, guidance and direction on namings.

He then called on Vice President Eldayrie who reported that the COVID pandemic taught us a lot about technology and offered us an opportunity to rethink how we deploy technology in a way that improves the customer experience, increases security and creates flexibility. Technology updates will be implemented in Emerson Alumni Hall that will allow flexibility in three different types of environments: face-to-face, hybrid and 100% online. These updates will make it easier to use and manage for a customer experience that's worthy of a top 5 university.

Vice President Mitchell presented two slides showing the status of the campaign goals that were set in 2014. By the end of June, we think the campaign number will probably be \$3.2 billion; the total commitments number will probably be \$540 million plus; and the cash (VSE) number will probably be close to \$470 million. One of the big ideas – the AI initiative – has been enormously successful and has permeated the entire campus. Our skyline continues to be enhanced and changed by the capital projects; we have over 2,100 volunteers who are engaged in the campaign; and our investment returns are extraordinary.

He noted that Trustee Patel started the campaign around the alumni participation rate (APR) years ago, and we've been beating the drum ever since. We need 2,100 donors in order to reach our goal of 19% by the end of June, and we're looking at launching multiple giving days to help us accomplish that, one of which is getting ready to launch.

Vice President Mitchell then shared a video featuring Tim Tebow paying tribute to his father on Father's Day. The inspirational video, made possible through the help of Trustee Heavener, will hopefully motivate our alumni and friends and help us move closer to the 19% APR goal. Following the video, he acknowledged Matt Hodge and his team for all their efforts on the campaign numbers.

President Fuchs reminded everyone that even though we were in the midst of COVID, we still had the best year ever in education, research and scholarship mission, engagement with the community and the world, and engagement with our alumni. An APR of 19% has never happened at UF before, and we've had another record year of cash and new gifts and commitments. He noted that the real thanks goes to everyone who has worked to make this happen, everyone who made those gifts and everyone who engaged with UF.

Vice Chair Kuntz inquired as to who the top leader is in APR. Vice President Mitchell responded there are only three or four institutions in that space. When we reach 20%, we'll be in the top 5.

Chair Hosseini noted that the goal number we want to get to is 20% APR. Trustee Brandon stated that we started out at 12%, and Matt Hodge ensures that the message on how important the APR is to the university is made known to the students at commencement ceremonies. Provost Glover added that the APR is very important to the rankings, and this was a heavy lift. He congratulated the team.

Committee Chair Zucker offered her congratulations to the Advancement team and to everyone for the amazing accomplishments.

4.2 Go Greater Campaign Impact: Athletics

Trustee Ridley noted that it was a special honor to introduce the impact of the Go Greater campaign on Athletics. Following a brief video, he introduced Athletic Director Scott Stricklin.

Athletic Director Stricklin reported that providing “a championship experience with integrity” encapsulates what Athletics wants to accomplish. Whether it's individuals, foundations or corporations, the Go Greater campaign has had a transformational impact and a lot of philanthropy has happened over the last seven years. While points of pride are mostly focused on the athletic competition side, the academic piece is obviously important. UF is the only school with 100 or more Academic All-SEC honorees in the last quarter century.

Some of the athletic facilities that have either been enhanced or built from scratch include the following Hawkins Center at Farrior Hall, Exactech Arena, Katie Seashole Pressly Softball Stadium, Florida Ballpark, and Heavener Football Training Center.

Athletic Director Stricklin closed by saying that the Go Greater campaign has completely changed the skyline of our capital plan for athletics. As we go forward, having a foundation of people who support Gator philanthropy will help move us to top 5. The University Athletic Association is on track for the 12th straight year for finishing in the Top 5 Directors' Cup.

4.3 Mini Campaigns

Committee Chair Zucker reported that even though we've reached our \$3 billion campaign goal, we still have 17 months left to go in the campaign timeline. In order to keep the momentum going, we've launched some mini campaigns.

University Priorities

- Three mini campaigns have launched: Artificial Intelligence (AI) University, Machen Florida Opportunity Scholarship (MFOS) and Diversity, Equity and Inclusion
- Three mini campaigns are in the planning stages: Institute for Florida's Future, Infirmary and Need-Based Financial Aid

College/Unit Priorities

- Five mini campaigns have launched: Neuro Expansion, Harn, Design Construction and Planning Collaboratory, Honors and Music

- Three mini campaigns are in the planning stages: Early Childhood Learning Lab; P.K. Yonge Gym and Institute for Coaching Excellence (pending approvals)

The Early Childhood Learning Lab mini campaign will be officially launched in partnership with Trustee O’Keefe, former Trustee Doré and Vice President Gentry, and we envision three phases in FY2022, FY2023 and FY2024. Our thanks to Senior Vice President Cowen on his commitment to provide some institutional support for Phases 1 and 2. We will seek private support for 50% of Phases 1 and 2 and all of Phase 3.

5.0 New Business

Committee Chair Zucker asked if anyone had any new business to share.

Chair Hosseini shared his appreciation for the amazing work that’s been done and noted that this is the first time that he’s heard from a group that wasn’t stopped by the pandemic but actually went up and hit it out of the park.

He expressed his appreciation for the launch of the important mini campaigns but also noted that we need to discuss the future because years down the road others will be impacted by the decisions we make today. He stated that we will be looking at Advancement and the UF Foundation as part of the One UF initiative and called on Committee Chair Zucker and Vice President Mitchell to begin thinking about the next 5-10 years and come up with a plan to share at the September BOT Retreat so the Board can get a feel for what the future of Advancement and the next campaign will look like and can begin putting it all together.

Committee Chair Zucker responded that work has already begun on the planning. The next 5-10 years will be critically important, and it presents an amazing opportunity. She expressed her thanks to Chair Hosseini for recognizing the great work that has happened in the Advancement department and noted that it is the result of all of us working together.

6.0 Adjourn

There being no further discussion, Committee Chair Zucker adjourned the meeting at 9:47 a.m.

COMMITTEE ON ADVANCEMENT

Pre-Meeting Minutes

Virtual Meeting

October 27, 2021

Time Convened: 3:04 p.m.

Time Adjourned: 3:12 p.m.

Committee and Board members present:

Anita G. Zucker (Committee Chair), David C. Bloom, David L. Brandon, Richard P. Cole, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Rahul Patel, Marsha D. Powers, and Fred S. Ridley

Others present:

Thomas Mitchell, Vice President for Advancement, and members of the University of Florida community.

1.0 Call to Order and Welcome

Committee Chair Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 3:04 p.m.

2.0 Roll Call

Board Staff verified all Committee members present except Trustee Corr who had notified the committee in advance he would be unable to participate.

3.0 Review Agenda for December 2021 Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

Committee Chair Zucker noted that we will review the minutes from the June meeting and the October pre-meeting at the December Board of Trustees meeting.

3.2 Review Discussion Items

Committee Chair Zucker outlined the discussion topics for the December meeting.

- **Go Greater Campaign Update**

Trustee Powers will lead the discussion on the campaign, if her travel plans allow.

- **Alumni Participation Rate/FY 2022 Strategy**

Trustee Patel will take us through the APR and the FY 2022 strategy.

- **Early Childhood Collaboratory**

Committee Chair Zucker and Trustee O’Keefe will provide an update on the exciting progress being made on the collaboratory.

4.0 New Business

Committee Chair Zucker asked if there was any new business.

Vice President Mitchell reported that the Go Greater Campaign victory celebration date has been set for October 14, 2022, which is the Friday night before the Gators play LSU. The event will be held in the O'Connell Center with cocktails at 6:00pm and dinner at 7:00pm, followed by a program. He encouraged anyone wishing to attend to make hotel reservations now, as this will also be the UF Foundation Board Weekend, and it will be very busy with lots of alumni and friends coming back to campus. A Save the Date was sent out to 50 or so donors, and 41 of them have already responded that they're planning to come. A Gratitude and Appreciation Tour will be launched in October right on the heels of the celebration to thank alumni and friends all over the country for their participation in the Go Greater Campaign. The tour will run for six months.

Vice President Mitchell shared the bittersweet news that one of our young development stars, Meg Hendryx, was offered a chief development officer role at Cornell, which she accepted. He suggested that it might be advisable for the Talent Management team to talk about retention strategies as we come to the close of the campaign, as we suspect many of our people will be highly sought after. Committee Chair Zucker remarked that the UF Foundation Board has a Talent Management Committee that works on things like retention.

Vice President Mitchell suggested that the Save the Date for the campaign victory celebration and retention strategies may be new business items to consider for future meetings.

Board Chair Hosseini reminded everyone that there will be a BOG Trustee Summit in November at FAU, which will be attended by lots of trustees from all over the state. Our deal with Scripps will hopefully be coming to a conclusion soon, and there will be a meeting called soon. The agreement will probably be signed subject to BOT approval; however, the Board will be given sufficient time to review. The December BOT agenda will be longer than usual. Our deans will be showing us how their respective colleges plan to improve their rankings.

5.0 Adjourn

There being no further discussion, Committee Chair Zucker expressed her appreciation to everyone for participating and adjourned the meeting at 3:12 p.m.

**ADVANCEMENT
COMMITTEE**

December 2, 2021



Anita Zucker

WELCOME



**GO GREATER
CAMPAIGN
UPDATE**



Richard Cole

GO GREATER



	CAMPAIGN		ENDOWMENT (CASH)	PRIORITY CAPITAL PROJECTS/ INFRASTRUCTURE	ALUMNI PARTICIPATION	RETURN ON INVESTMENT (ROI)
	PROGRESS	ENDOWMENT				
GOALS	\$4.2B+	\$1.25B+	\$375M	\$575M+	20%	\$10+
	<small>ORIGINAL GOAL \$3B</small>	<small>ORIGINAL GOAL \$1B</small>		<small>ORIGINAL GOAL \$275M</small>	<small>ORIGINAL GOAL 19%</small>	<small>ORIGINAL GOAL \$8+</small>
STATUS TO DATE	\$3.8B	\$1.1B	\$357M	\$534M	19%	\$10+
	✓	✓	●	✓	✓	✓

KEN GRIFFIN | CITADEL



COLLEGE OF EDUCATION
Computer Science Education

COE VIDEO

DR. SANDRA FACKLER



UF HEALTH
Fackler Family –
Neuromedicine

HUGH HATHCOCK



ATHLETICS
Facilities

LAUREN AND LEE FIXEL



UF HEALTH
Fixel Institute
Campus



Rahul Patel

ALUMNI PARTICIPATION RATE



PAST UFAA PRESIDENTS



Mark Criser
2020-2022



Katrina Rolle
2019-2020



Brian Burgoon
2018-2019



Karen Unger
2017-2018



Michael Browne
2016-2017



Timothy Cerio
2015-2016



Suzanne Norris
2014-2015

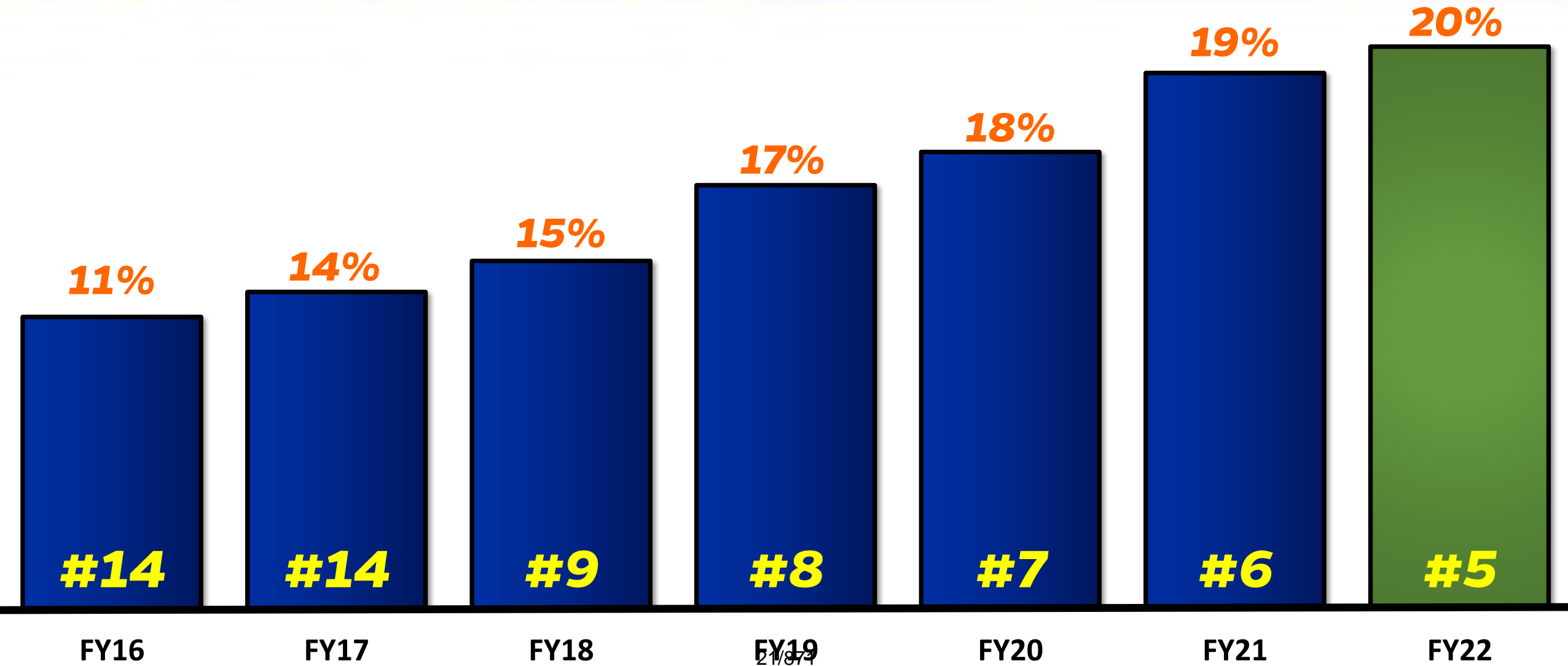


Rahul Patel
2013-2014



Jason Rosenberg
2012-2013

Alumni Participation Rate U.S. News Ranking





Early Childhood Collaboratory



Anita Zucker



Dan O'Keefe



Early Childhood Phases

PHASE 1

Expansion of
Lake Alice Facility

PHASE 2

Renovation of
Diamond Village



25/871



Early Childhood Phases

PHASE 3

Creation of Early Childhood Collaboratory

CONCEPTUAL
For illustrative purposes only

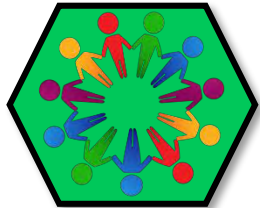


Early Childhood Progress

PROGRESS TO DATE



Established steering council



Identified key stakeholder groups including key prospects and foundation partners



Branding and identity redesign discussions



Secured four initial commitments to the project

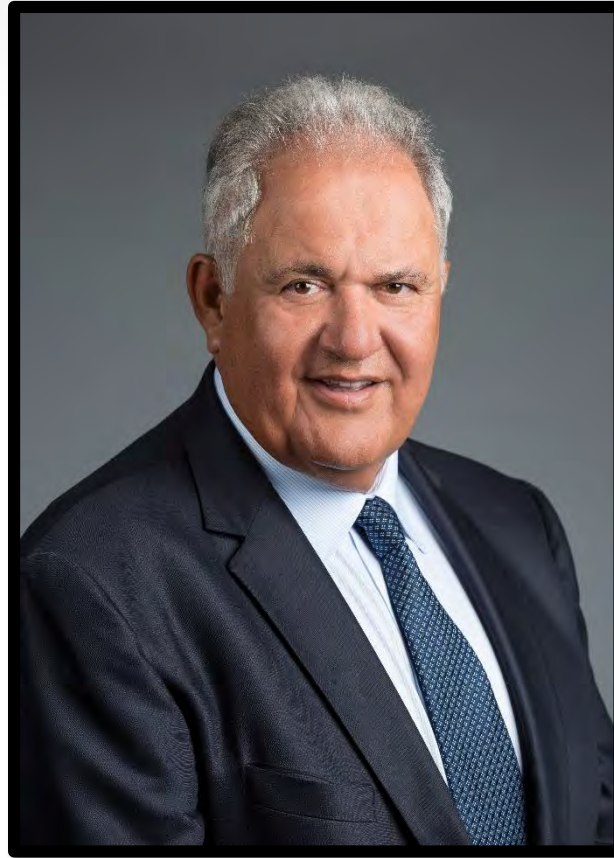
EARLY CHILDHOOD VIDEO

NEW BUSINESS



SPECIAL PRESENTATION

SURPRISE!



Mori Hosseini
31/871



Tom Kuntz

PENDING PHOTO

THANK YOU

THREE-PHASE EXPANSION



NOW

LAKE ALICE,
DIAMOND VILLAGE,
NEWELL DRIVE

3 FACILITIES
serving

306 CHILDREN



PHASE 1 - FY2022

LAKE ALICE
EXPANSION

3 FACILITIES
serving an additional

+60 CHILDREN



PHASE 2 - FY2024

DIAMOND VILLAGE
EXPANSION

3 FACILITIES
serving an additional

+100 CHILDREN



PHASE 3 - FY2024

EARLY CHILDHOOD
COLLABORATIVE:
NEW FACILITY

4 FACILITIES
serving an additional

+300 CHILDREN

IMPLEMENTED IN PHASES

+460 Children

MORE THAN DOUBLE CURRENT
ENROLLMENT CAPACITY



REIMAGINING
EARLY LEARNING



RESPONDING TO THE CALL EARLY LEARNING AT UF

Central to UF's status as a Top 5 university is providing the ideal early-childhood environment to cultivate the Gators of tomorrow. Our acclaimed Baby Gator facilities have **a waiting list double their existing capacity** – and with more top talent arriving on our campus, we must expand and elevate our childhood development options. We envision a phased-development initiative that will better support the UF community, retain best-and-brightest scholars and push our science-driven, practice-proven early-childhood initiatives to new heights!



TODAY'S BABY GATOR AT A GLANCE

- Supports 306 children (ages 6 weeks to 5 years old) of UF faculty, graduate assistants and staff;
- Waiting list of more than 350 families;
- Three locations, staffed by highly trained early-childhood educators:
 - **Lake Alice:** 130 children
 - **Diamond Village:** 63 children
 - **Newell Drive Center:** 113 children
- Locations provide 14,000 hours of internships, student practicums & volunteer hours annually;
- Space constraints have capped program growth in early-childhood education and development;
- Capacity-wise, Baby Gator lags behind childcare offerings of other Top 5 universities.



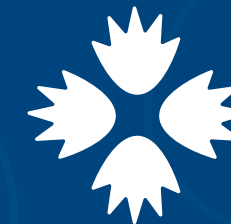
baby gators



little gators



growing gators



future gators

BENEFITS OF REIMAGINING

- Expands its footprint to better meet UF community's on-campus childcare needs (potentially growing to support underserved families across the region);
- Elevates UF's science-driven, practice-proven early-childhood studies and education offerings;
 - Creates a national focal point for transdisciplinary research and additional options for UF students to conduct vital practicums and internships;
 - Builds off UF's preeminence and national reputations of the Anita Zucker Center for Excellence in Early Childhood Studies and the Lastinger Center;
- Bolsters UF's on-campus childcare offerings compared to other top public universities, making UF an even more appealing option for recruiting and retaining leading faculty, students and staff;
- Exponentially increases the university's reach and impact in early childhood studies.





**COMMITTEE ON AUDIT AND COMPLIANCE
AGENDA**

Thursday, December 2, 2021

~9:20 a.m.

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

Marsha D. Powers (Chair), David Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole (Acting Chair), Morteza “Mori” Hosseini, Rahul Patel

- 1.0 Call to Order and WelcomeRichard P. Cole, Acting Chair
- 2.0 Verification of a Quorum..... Vice President Liaison
- 3.0 Review and Approval of MinutesRichard P. Cole, Acting Chair
[June 10, 2021](#)
[October 14, 2021](#)
[November 10, 2021](#)
- 4.0 Action ItemsRichard P. Cole, Acting Chair
[AC1](#) University of Florida Performance Based Funding and Preeminent Status
Metrics – Data Integrity (Audit Report) and Annual Data Integrity Certification
[AC2](#) [Institutional Compliance Annual Report](#)
- 5.0 Discussion ItemRichard P. Cole, Acting Chair
 - 5.1 BOG’s Request – Update on Review of Financial Internal Controls at University Support OrganizationsOlga Weider, Assistant Vice President and University Controller and Dhanesh Raniga, Chief Audit Executive
- 6.0 New BusinessRichard P. Cole, Acting Chair
- 7.0 Adjourn.....Richard P. Cole, Acting Chair



COMMITTEE ON AUDIT AND COMPLIANCE

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 10:06 a.m.

Time Adjourned: 10:25 a.m.

Committee and Board members present:

Marsha D. Powers (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Dhanesh Raniga, Chief Audit Executive; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer, and members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Powers welcomed everyone in attendance and called the meeting to order at 10:06 a.m.

2.0 Verification of Quorum

Chief Compliance, Ethics, and Privacy Officer DuBois verified a quorum.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the March 18, 2021 committee meeting and the May 17, 2021 pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Patel. The Committee Chair 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 Action Items

4.1 AC1: External Review of Compliance and Ethics Program

Committee Chair Powers presented highlights of the external assessment of the Compliance and Ethics Program, which was conducted by external consulting firm, Baker Tilly. The assessment is a requirement of the Board of Governors (BOG). Committee Chair Powers noted UF requested that, in addition to assessing the current state, Baker Tilly offer areas for improvement to move the compliance program forward. Committee Chair Powers noted that Baker Tilly rated the program as “Generally Conforms” based on the BOG suggested rating scale, meaning that it complied with BOG regulation 4.003.

Committee Chair Powers reviewed the highlights of the Baker Tilly report, including multiple programmatic strengths such as the Chief Compliance Officer’s expertise, the presence of strong foundational elements in place, and the great support from leadership, including the Board of Trustees. Committee Chair Powers also noted that opportunities for improvement include (1) formalizing the governance and organizational structure and looking at increased visibility for the program, (2) enhancing the strategic oversight, (3) ensuring appropriate resourcing, and (4) updating the program plan to align with the current state. Committee Chair Powers further mentioned that after some internal discussion, it was decided that the Enterprise Risk Management (ERM) function would now fall under the Compliance function.

Terra DuBois, Chief Compliance, Ethics, and Privacy Officer added that she is working on taking the program to the next level in collaboration with the now 52 Compliance Partners on campus. She noted that 12 areas were recently identified for the program to start focusing on and that she would establish an executive compliance committee to increase visibility of the program.

The Committee Chair asked for a motion to approve Action Item AC1, which was made by Trustee Patel and a second, which was made by Board Chair Hosseini for recommendation to the Board of Trustees for approval on the Consent Agenda. The Committee Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.2 AC2: Office of Internal Audit Work Plan July 1, 2021 – June 30, 2022

Chief Audit Executive Dhanesh Raniga presented the proposed Internal Audit work plan for the 2021-22 fiscal year. He informed the Committee that the annual work plan is required to meet BOG regulations and the Internal Audit Charter. He provided an overview of the process for developing the work plan, which included input from the senior University executives the Committee members, higher education sector risk factors, and the University’s strategic plans. An assessment was performed to identify areas of risk that would tie into the strategic and operational plans and included management’s concerns. Mr. Raniga noted that the approach to

developing the workplan was to have a holistic view of risk. An Assurance Map was also developed to document the University's significant activities, key business processes, related auditable topics, and assessing risk coverage. A risk rating was assigned to the auditable areas, and the Assurance Map will be periodically updated as the University's risk profile changes. Mr. Raniga highlighted areas of audit focus for the 2021-22 work plan and the rationale for selecting certain topics for internal audit assessment. Committee Chair Powers mentioned her appreciation for the work plan that Chief Audit Executive Raniga put together and for taking governance and high-risk areas into account.

The Committee Chair asked for a motion to approve Action Item AC2, which was made by Trustee Cole and a second, which was made by Board Chair Hosseini for recommendation to the Board of Trustees for approval on the Consent Agenda. The Committee Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

6.0 New Business

There was no new business to discuss before the Committee.

7.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 10:25 a.m.

DRAFT



COMMITTEE ON AUDIT AND COMPLIANCE

Pre-Meeting Minutes

Virtual Meeting

October 14, 2021

University of Florida, Gainesville, FL

Time Convened: 2:00 p.m.

Time Adjourned: 2:27 p.m.

Committee and Board members present:

Marsha D. Powers (Chair), David C. Bloom, Cooper L. Brown, Richard P. Cole, Thomas G. Kuntz (Board Vice Chair), Rahul Patel, Daniel T. O’Keefe and Fred S. Ridley.

Others present:

Amy Hass, Vice President and General Counsel; Charlie Lane, Senior Vice President and Chief Operating Officer; Mark Kaplan, Vice President for Government and Community Relations; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; Joe Cannella, Audit Director; Olga Weider, Assistant Vice President and University Controller; Kate Moore, Assistant Director, Office of Clery Act Compliance; other members of the University of Florida community and public.

1.0 Call to Order and Welcome

Committee Chair Powers welcomed everyone in attendance and called the meeting to order at 2:00 p.m.

2.0 Roll Call

Chief Compliance, Ethics and Privacy Officer Terra DuBois conducted a roll call of Committee members present and verified a quorum. Meeting apologies were noted for committee members David L. Brandon and Morteza “Mori” Hosseini.

3.0 Review Agenda for October 14, 2021 Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- **June 10, 2021 Meeting**

3.2 Review Discussion Items

- **BOG’s Request – Review of Financial Internal Controls at University Support**

Chief Audit Executive Dhanesh Raniga and Assistant Vice President and University Controller Olga Weider explained the upcoming BOG-initiated review of financial controls of the University’s 27 financial support organizations (DSOs) by Crowe, and advised that they will be the key contacts to assist Crowe in facilitating the review. Mr. Raniga and Ms.

Weider have initiated a project management structure to include logistical and administrative matters and will regularly exchange data with Crowe through a secure portal. A report by Crowe is expected in late Spring. Chair Powers raised the question if UF Health would be reviewed last. Mr. Raniga and Ms. Weider will follow up with an answer after their initial meeting with Crowe, which is scheduled for October 21, 2021.

- **Internal Audit Activity**

Chief Audit Executive Dhanesh Raniga gave an overview of the current status of the 2021-22 work plan, which was approved at the June 2021 meeting. Three confidential audit reports have been distributed since June 2021: Research Shield Computing Environment, Business Continuity and Disaster Recovery Planning, and IT Security-Selected Colleges. The following projects are in progress: College/Unit-Level Assessments – Select Colleges, Minor Construction, Performance-Based Funding and Preeminence – Data Integrity, UAA Assurance Map, and External Review of University Direct Support Organizations. In the planning stages are Lab Safety Compliance Program. IT Project Management and Major Construction which will require contracting with outside subject matter experts.

Mr. Raniga also discussed that there had been staff turnover within the Office of Internal Audit (OIA). Job descriptions are being updated and a market assessment will be undertaken, after which he plans to initiate the hiring process. The current staffing level and involvement with the DSO review may cause delays in completing the approved work plan. However, it is planned that the approved work plan will be completed either through use of subject matter resources or upon hire of internal audit staff. Mr. Raniga will provide status updates, as appropriate, to the Committee.

- **Overview – 2021 Annual Security and Fire Safety Reports**

Chief Compliance, Ethics, and Privacy Officer Terra DuBois introduced Katherine Moore, Assistant Director of the Office of Clery Act Compliance. Ms. Moore provided the committee a high-level overview of the Annual Security and Fire Safety Reports. Trustee Cole asked about safety on campus, especially as compared to last year. Dr. Lane reported having met with University Police Chief Linda Stump and discussed that the Annual Reports did not indicate a specific pattern in terms of crime on this campus. Dr. Lane stated that he and Chief Stump, among others, are continuing to address additional campus safety measures such as increased lighting and surveillance cameras. Trustee Cole asked how all the safety efforts were communicated to parents and students. Dr. Lane and Tera DuBois will follow up with UF Communications to explore additional outreach efforts.

Committee Chair Powers concluded the discussion by stressing that it was important for the Committee to be aware of the Annual Security and Fire Safety Reports findings and which areas may need addressing. She also reminded all participants that there would be another pre-meeting on November 10, where the compliance annual report will be reviewed along with the new Florida foreign influence statute.

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 2:27 p.m.

DRAFT



COMMITTEE ON AUDIT AND COMPLIANCE

Pre-Meeting Minutes

Virtual Meeting

November 10, 2021

University of Florida, Gainesville, FL

Time Convened: 2:02 p.m.

Time Adjourned: 2:38 p.m.

Committee and Board members present:

Marsha D. Powers (Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Morteza "Mori" Hosseini, Rahul Patel, and Anita G. Zucker.

Others present:

Charlie Lane, Senior Vice President and Chief Operating Officer; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; David Norton, Vice President for Research; Mark Kaplan, Vice President for Government and Community Relations; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Dhanesh Raniga, Chief Audit Executive; Joe Cannella, Audit Director; Cassandra Farley, Director of Research Integrity, Security and Compliance; Olga Weider, Assistant Vice President and University Controller; Cassandra Farley, Director of Research, Integrity, Security and Compliance; and other members of the University of Florida community and public.

1.0 Call to Order and Welcome

Committee Chair Powers welcomed everyone in attendance and called the meeting to order at 2:02 p.m.

2.0 Roll Call

Chief Compliance Officer (CCO) Terra DuBois conducted a roll call of Committee members present and verified a quorum.

3.0 Review Agenda for December meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- **October 14, 2021 Meeting**

3.2 Review Discussion Items

- **Internal Audit Activity**

Chief Audit Executive Dhanesh Raniga gave an overview of the status of the 2021-22 work plan. Two audit reports have been distributed since the October 2021 meeting: College of Public Health and Health Professions and Performance Based Funding and

Preeminence Metrics. In addition, one assurance report was completed. Mr. Raniga provided a high level overview of the results of the two completed internal audits. The following projects are in progress: Minor Construction, the UAA Assurance Map, and an External Review of University Direct Support Organizations. Audits in the planning stages are the Lab Safety Compliance Program, IT Project Management and Major Construction projects which will require involvement of outside subject matter experts.

Audit Director Joe Cannella reported the follow-up status of comments from previously issued internal and other audits. He explained the purpose and objectives for the follow-up processes.

Mr. Raniga gave an update on staff turnover within the Office of Internal Audit (OIA). Job descriptions are being updated and HR will conduct a market assessment so that internal positions can be reviewed, and the hiring process initiated. In the meantime, subject matter experts/resources will be used to address high risk projects and work towards completing the approved work plan. Mr. Raniga will provide status updates, as appropriate, to the Committee.

- **International Engagements Update**

CCO Terra DuBois, and Research Integrity, Security, and Compliance Director, Cassandra Farley, provided an update on the new state legislation, HB7017, that came out in June and discussed what UF is doing to address the requirements. CCO Terra DuBois gave an overview of the state legislation with the four sections applicable to the University of Florida. She further discussed the two sections under her responsibility.

With regard to section 1010.25, Foreign Gifts Reporting, CCO Terra DuBois informed the committee that the university must submit a report of all qualifying foreign gifts and contracts to the Board of Governors (BOG) bi-annually. She pointed out that, at present, there is no BOG requirement that university boards of trustees review or approve the bi-annual reports. Chair Powers stressed that because the new law carries heavy civil penalties in instances of noncompliance, it would be important to have Board review and possibly approval of each report. Board Chair Hosseini indicated that approval by the Audit and Compliance Committee would be sufficient. Chair Powers agreed and added that the Audit and Compliance Committee would share the reports with the full board after their review, as an informational item only. Additionally, Chair Powers noted that the BOG had not yet put a process in place for the university to submit copies of all qualified foreign agreements, as required under section 1010.25 which are due January 31, 2022.

Research Integrity, Security, and Compliance Director, Cassandra Farley, described UF's Foreign Influence and Disclosures Task Force, which is chaired by the Vice President for Research, David Norton. The task force has been meeting on a weekly basis (with sub-groups meeting more often), assessing risk and identifying solutions to minimize the burden to campus and maximize compliance with the new laws. She also went over the sections of the legislation under her responsibility.

Senior Vice President and Chief Operating Officer, Charlie Lane, wanted to confirm that, in terms of the audit requirement in section 1010.25, the BOG is responsible for auditing. CCO Terra DuBois explained that the BOG is responsible for audits, but that the BOG delegated it to the University Office of Internal Audit, at least for the initial audits. Trustee Cole asked whether the screening requirements of section 1010.35 applied to all state university system (SUS) institutions. CCO Terra DuBois confirmed that section 1010.35 applies to all SUS institutions with research program budgets of more than \$10 million.

4.0 New Business

Chair Powers thanked Trustee Cole for agreeing to serve as Acting Chair, in her absence, at the December AC meeting.

5.0 Adjourn

There being no further discussion, Committee Chair Powers adjourned the meeting at 2:38p.m.

DRAFT



**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC1
December 2, 2021**

SUBJECT: University of Florida Performance Based Funding and Preeminence Metrics – Data Integrity (Audit Report) and Annual Data Integrity Certification

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 audit to verify that the data submitted complies with the data definitions established by the Board of Governors (BOG). The results of the annual audit are required to be submitted to the BOG Office of Inspector General as part of the university's annual certification process.

On June 11, 2021, the Chairman of the BOG instructed each university president 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.

The BOG chair further instructed each university BOT to direct its chief audit executive to perform an audit of the university's processes that ensure the completeness, accuracy, and timeliness of data submissions as required by Florida Statutes. He further requested that these audits include testing of data that supports performance funding metrics, as well as preeminence or emerging preeminence metrics for those universities so designated, 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 November 10, 2021 issued audit report No. 22-775-13, 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. The Committee is asked to recommend these items to the BOT 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 Metrics – Data Integrity](#) (Audit Report No. 22-775-13) and Data Integrity Certification Form

Submitted by: Dhanesh Raniga, Chief Audit Executive

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

November 10, 2021

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, 2020, to September 30, 2021, and was undertaken to comply with the Florida Statute 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, 2021. The background, objectives and scope of the internal audit, conclusion and overall report rating are included on pages one to four 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 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: dh

cc: President Fuchs
Provost and Senior Vice President for Academic Affairs
Senior Vice President and Chief Operating Officer
Senior Vice President and Chief Financial Officer
Assistant Provost, Institutional Planning and Research
Auditor General

UNIVERSITY OF FLORIDA

OFFICE OF INTERNAL AUDIT

PERFORMANCE BASED FUNDING AND PREEMINENCE METRICS –
DATA INTEGRITY

Report Issue Date:	November 10, 2021
Report Number:	UF-22-775-13

UNIVERSITY OF FLORIDA

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

As of September 30, 2021

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INTERNAL AUDIT PERSONNEL

Audit conducted by: Lily Ly, Audit Manager
Audit supervised by: Joe Cannella III, Audit Director

PERFORMANCE BASED FUNDING AND PREMINENCE METRICS – DATA INTEGRITY

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) (C) 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. One metric is institution-specific and chosen by each university's Board of Trustees (BOT) while the other metrics are common to all institutions. For the 2021-2022 fiscal year, the University of Florida (University) was allocated approximately \$106m in PBF-related funding (allocation of State Investment (\$50m) and allocation of Institutional Investment (\$56m)).

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. The University has achieved preeminence designation since the inception of the program in 2013. The state has not allocated any preeminent 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 university. 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 assistant provost for Institutional Planning and Research (IPR) as the DA for the University 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 2021 Accountability Plan and the data submissions used to support the metrics.

Objectives and Scope

Florida Statute 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 Florida Statute 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 September 30, 2021.
- 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 August 2, 2021 through October 21, 2021, and covered the submissions from October 1, 2020, through September 30, 2021. During the course of 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 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 eighth 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.

The University implemented a program to modernize its student information system which resulted in retiring its mainframe computer in October 2019. This project, which was named COMPASS (Campus-wide Modernization Program to Advance Student services), included a number of new systems and enhancements. A new student information system, PeopleSoft's Campus Solutions (CS), was implemented in Fall 2018, while a new admissions system, SLATE, was implemented during the 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 new 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 departments and the required IT controls
- Independent testing and validation of the data submission to source records
- Timeliness of submissions
- An analysis of resubmissions, if any

In addition to our detailed review of procedures at IPR and UFIT, a summary of the applicable submissions and data owners is presented with each metric as outlined 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 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, they are logged. Updated Structured Query Language for each change is attached to the log for future reference.

Overall Conclusion

We noted that the submissions during the current period were timely and there were no resubmissions required. 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 assurance that the data submitted for PBF and preeminent 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.

AUDIT 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.

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.

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 of Employed (\$25,000+) <i>One year after graduation</i>	SIFD	Registrar	75.2%	10	3.4%	6	10
2	Median Wages of Bachelor's Graduates Employed Full-Time <i>One year after graduation</i>	SIFD	Registrar	\$48,500	10	8.0%	10	10
3	Cost to the Student <i>Net Tuition & Fees per 120 Credit Hours</i>	SIF HTD SFA	Undergraduate Affairs, Student Financial Affairs, Registrar, Bursar	(\$3,750)	10	271.0%	10	10
4	Four Year Graduation Rate <i>Full-time FTIC</i>	SIF SIFD RET	Registrar	70.7%	10	-0.2%	0	10
5	Academic Progress Rate <i>2nd Year Retention with GPA 2.0</i>	SIF RET	Registrar	96.3%	10	0.8%	1	10
6	Bachelor's Degree Awarded in Areas of Strategic Emphasis	SIFD	Registrar	58.8%	10	-0.4%	0	10
7	University Access Rate <i>Percent of Undergraduate with a Pell-Grant</i>	SIF SFA	Registrar, Student Financial Affairs	25.8%	5	-1.4%	0	5
8	Graduate Degrees Awarded in Areas of Strategic Emphasis	SIFD	Registrar	67.5%	10	-1.9%	0	10
9a	Two-Year Graduation Rate for FCS Associate in Arts Transfer Student	SIF SIFD RET	Registrar	38.5%	2	-4.0%	0	2
9b	Six-Year Graduation Rate for Students who are Awarded a Pell Grant in their First Year	SIF SIFD RET SFA	Registrar, Student Financial Affairs	85.2%	5	-0.5%	0	5
10	BOT Choice: Six Year Graduation Rate	SIF SIFD RET	Registrar	88.8%	5	0.4%	0	5
Final Score Total⁴								87

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 2021, all scores are based on Excellence Points

Preeminence Metrics

Metric	Description	Source	Data Owner	2021
1a	Average High School GPA <i>an average weighted grade point average of <u>4.0 or higher</u> for incoming freshman in Fall semester</i>	SUDS*	Admissions	4.5
1b	Average SAT Score <i>an average SAT score <u>1200 or higher</u> for incoming freshman in Fall semester. Note: Beginning in Fall 2020, the metric also includes ACT scores that have been translated into the SAT scale.</i>	SUDS*	Admissions	1382
2	Public University National Ranking <i>A top-50 ranking on <u>at least two</u> well-known and highly respected national public university rankings</i>	Various**	N/A	10
3	Freshman Retention Rate <i><u>90 percent or higher</u> for full-time, first-time-in-college students</i>	SUDS*	Registrar	97%
4	Four-Year Graduation Rate <i><u>60 percent or higher</u> for full-time, first-time-in-college students</i>	SUDS*	Registrar	71%
5	National Academy Membership <i><u>Six or more</u> faculty members at the state university who are members of a national academy</i>	Academy Directory**	N/A	28
6	Total Annual Research Expenditures (\$M) <i>Total annual research expenditures, including federal research expenditures, <u>of \$200 million or more</u></i>	National Science Foundation**	Research and Cost Analysis	\$890
7	Total Annual R&D Expenditures in Non-Health Sciences <i>Total annual research expenditures in diversified nonmedical sciences <u>of \$150 million or more</u></i>	National Science Foundation**	Research and Cost Analysis	\$562
8	National Ranking in Research Expenditures <i>A top-100 university national ranking for research expenditures in <u>five or more</u> science, technology, engineering, or mathematics fields of study</i>	National Science Foundation**	Research and Cost Analysis	8
9	Utility Patents Awarded <i><u>One hundred or more</u> total patents awarded by the United States Patent and Trademark Office for the most recent 3-year period</i>	US Patent Office**	Technology Licensing	377
10	Doctoral Degrees Awarded <i><u>Four hundred or more</u> doctoral degrees awarded annually</i>	SUDS*	Registrar	1,495
11	Number of Post-Doctoral Appointees <i><u>Two hundred or more</u> postdoctoral appointees annually</i>	National Science Foundation**	Human Resources	671
12	Endowment Size (\$M) <i>An endowment of <u>\$500 million or more</u></i>	NACUBO**	UF Foundation	\$1,847

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

** BOG obtains data from external agencies



Data Integrity Certification

March 2022

University Name: _____

INSTRUCTIONS: Please respond “Yes” or “No” for each representation below. Explain any “No” responses to ensure clarity of the representation you are making to the Board of Governors. Modify representations to reflect any noted **material or significant** audit findings.

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
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.	<input type="checkbox"/>	<input type="checkbox"/>	
2. These internal controls and monitoring activities include, but are not limited to, reliable processes, controls, and procedures designed to ensure that data required in reports filed with my Board of Trustees and the Board of Governors are recorded, processed, summarized, and reported in a manner which ensures its accuracy and completeness.	<input type="checkbox"/>	<input type="checkbox"/>	
3. 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.	<input type="checkbox"/>	<input type="checkbox"/>	
4. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.	<input type="checkbox"/>	<input type="checkbox"/>	
5. In accordance with Board of Governors Regulation 3.007, I have appointed a Data Administrator to certify and manage the submission of data to the Board of Governors Office.	<input type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
6. 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 Data Committee. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office.	<input type="checkbox"/>	<input type="checkbox"/>	
7. When critical errors have been identified, through the processes identified in item #6, a written explanation of the critical errors was included with the file submission.	<input type="checkbox"/>	<input type="checkbox"/>	
8. 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.	<input type="checkbox"/>	<input type="checkbox"/>	
9. In accordance with Board of Governors Regulation 3.007, my Data Administrator electronically certifies data submissions in the State University Data System by acknowledging the following statement, "Ready to submit: Pressing Submit for Approval represents electronic certification of this data per Board of Governors Regulation 3.007."	<input type="checkbox"/>	<input type="checkbox"/>	
10. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.	<input type="checkbox"/>	<input type="checkbox"/>	
11. 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.	<input type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
12. 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.	<input type="checkbox"/>	<input type="checkbox"/>	
13. 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.	<input type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification Representations, Signatures
<p>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.</p> <p>Certification: _____ Date _____ <div style="text-align: center;">President</div></p>
<p>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.</p> <p>Certification: _____ Date _____ <div style="text-align: center;">Board of Trustees Chair</div></p>



**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC2
December 2, 2021**

SUBJECT: Institutional Compliance Program Annual Report

BACKGROUND INFORMATION

The Board of Governors Regulation 4.003 requires the chief compliance 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 Institutional Compliance Program Annual Report prior to submission to the Board of Governors.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the 2020-2021 Institutional Compliance Program 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.

Supporting Documentation Included: See attached [2020-2021 Institutional Compliance Program Annual Report](#).

Submitted by: Terra DuBois, Chief Compliance, Ethics, and Privacy Officer

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

Institutional Compliance Program Annual Report

Terra DuBois, Chief Compliance, Ethics, and Privacy Officer

UF Board of Trustees
Committee on Audit and Compliance
December 2021

Report Organization

- Format changed from last year – now centered around 12 focus areas of the institutional compliance program



Selected Highlights

- Completed external program assessment; reviewer determined program met all BOG requirements for effective compliance programs
- Significant effort toward developing vision for future of compliance program, most notably established budget and staffing needs in collaboration with CFO's and Provost's offices
- Outreach Efforts:
 - Trained over 30,000 staff and students in general compliance awareness
 - Research Compliance hosted second annual *RCR Summer Series* with over 300 participants attending all 20 sessions; series is becoming a best practice with national recognition
 - Other important training included Title IX/ADA/Equity, Clery Act, Privacy, Youth Compliance, Financial Stewardship, and Information Security

Action Item AC2

- The Board of Governors Regulation 4.003 requires the chief compliance 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 Institutional Compliance Program Annual Report prior to submission to the Board of Governors.

UF | Compliance & Ethics UNIVERSITY *of* FLORIDA

Institutional Compliance Program

Annual Report

July 1, 2020 – June 30, 2021



I. PROGRAM PURPOSE AND SCOPE

In recognition of the University of Florida's (University or UF) commitment to ethical conduct and compliance, the Board of Trustees implemented an enterprise-wide Compliance and Ethics Program (Program). The Program is designed to promote a culture of ethical conduct, maximize compliance with applicable laws, regulations, and policies, and effectively prevent or detect non-compliance. The Program design and implementation is consistent with the Florida Board of Governors' (BOG) Regulation 4.003, the Florida Code of Ethics for Public Officers and Employees, Chapter 8 of the Federal Sentencing Guidelines, and the U.S. Department of Justice's Corporate Compliance Program Guidance.

The University Chief Compliance, Ethics, and Privacy Officer (CCO) manages the UF Compliance and Ethics (UFCE) office and is responsible for the Program. In addition to the CCO and Program staff, recognized Compliance Partners across the enterprise perform operational compliance functions within their respective offices.¹ As of the date of this annual report, the Program includes fifty-two Compliance Partners who coordinate and communicate with the CCO on matters related to the Program.

In addition to the Compliance Partners who represent their specific departments, the Program is oriented around twelve Compliance Focus Areas whose responsibilities are central to maximizing compliance and promoting a culture of integrity across the university enterprise.

UF Compliance Program Focus Areas



¹ See attachments UFCE Organizational Chart and Compliance Partners.

II. ANNUAL REPORT ORGANIZATION

This annual report highlights enterprise-wide compliance and risk mitigation efforts from July 1, 2020, to June 30, 2021, organized by the twelve Compliance Focus Areas. The report begins with a high-level summary of UFCE's oversight and coordination of Program activities (Compliance and Ethics Focus Area), followed by a description of compliance efforts in the other focus areas. The items identified in this annual report are not exhaustive and do not capture all compliance-related activities across the university enterprise. This report does, however, present a thorough summary of how the university—through UFCE and the Compliance Partners—meet the regulatory requirements of an effective compliance program. Complete individual Compliance Partner reports, which serve as a source of information for this annual report, are available from UFCE upon request.

III. SUMMARY OF COMPLIANCE ACTIVITIES

A. UF Compliance and Ethics

- The CCO provided regular communication to the Board of Trustees (BOT), President, and Vice President and General Counsel to ensure leadership could maintain knowledge of and exercise oversight for the Program. In addition to regular Program updates, the CCO briefed the BOT on the 2019-2020 Annual Report, the University's Clery Act compliance program, and the findings from an external review of the Compliance Program.
- In compliance with the Board of Governors (BOG) Regulation 4.003, UFCE hired an external consultant to review the effectiveness of the Program and provide opportunities for continued improvement. The consultant determined that the Program met the BOG Regulation 4.003 requirements for effective institutional compliance programs. The consultant also noted opportunities to evolve the compliance governance and organizational structure, enhance strategic compliance oversight and monitoring, promote expectations for ethical behavior, and assess resourcing, all to position UFCE to evolve its support for UF into the future.
- UFCE revised the Compliance and Ethics Charter, which included minor revisions to reflect a change in the office name and CCO reporting structure and adding a "Professional Standards" to require that the CCO and staff adhere to Florida laws governing ethical conduct, the framework for effective compliance programs in the Federal Sentencing Guidelines, and the industry standard code of professional ethics. Additionally, in collaboration with the Office of Internal Audit, UFCE revised the BOT Committee on Audit and Compliance Charter.
- The CCO continued to co-lead with the General Counsel's office UF's efforts to centralize policy development and approval efforts. The CCO participated in the review and development of several policies such as Research Integrity, Campus Events and Gatherings in response to COVID-19, and the International Visitors.
- UFCE on-boarded several new Compliance Partners and worked with them to develop a compliance matrix of the risks in their area of scope and to assess opportunities to collaborate.
- The CCO supported university efforts within government relations, including drafting comments for state and federal legislation and BOG regulations.

- UFCE completed numerous activities that shared and promoted compliance-related information. For example, UFCE distributed four issues of the Compliance Gazette on topics such as social media, ethical decision making, youth compliance, and gifts. In addition, UFCE regularly circulated program updates and other compliance news via Compliance Partners and the UFCE website.
- In collaboration with the Office of Internal Audit and UF Health, UFCE selected a new compliance hotline vendor and implemented the new system. UFCE continued to support the compliance hotline by triaging incoming reports and coordinating with key offices to ensure timely responses.
- UFCE revised and implemented the biennial compliance training. A total of 30,845 employees took the compliance and ethics training this reporting period. UFCE staff also led compliance training for new College of Medicine employees.
- During this reporting period, UFCE continued to provide leadership for the Department of Education's foreign gifts and contracts reporting process and the new state mandate for similar reporting. In addition, the CCO participated in the UF Research Foreign Influence and Disclosure Task Force to help navigate the new and changing regulations around international relationships.
- The CCO continued to participate in the ERM Work Group, along with the Office of Internal Audit, the Office of the Chief Operating Officer, and the Office of General Counsel to discuss enterprise-wide risks and focus monitoring efforts, as appropriate.
- In collaboration with the Division of Student Affairs and the Office of Clery Act Compliance, UFCE reviewed the Drug Free Schools and Communities Act Biennial Report.
- The CCO is a member of the Internal Review Committee (IRC), along with the Chief Audit Executive, Chief Operating Officer, General Counsel, and Vice President for Human Resources. The IRC met regularly to review and address hotline reports and other potential issues. The group assessed risk levels, resolution, and necessary reporting to University leadership and the Board of Trustees.
- UFCE received and responded to a variety of inquiries on topics such as social media use, endorsing vendor products, identity theft, vendor relations, training, background checks, and volunteers. The office collaborated with Compliance Partners and other key individuals for resolution, as appropriate.
- Through participation in the Internal Review Committee and close engagement with the Compliance Partners, the CCO provided oversight for the University's various investigatory and enforcement activities and monitored activities for consistency across the enterprise.

B. ATHLETIC COMPLIANCE

- The University Athletic Association, Inc. (UAA) Audit Committee (governed by the UAA bylaws) met on a quarterly basis and reported actions to the UAA Board.
- The UAA business office maintained and distributed to UAA staff a payment manual and travel policy. This is completed on an annual basis. These documents provided guidance for utilization of

UAA funds for purchases of goods and services as well as permissible business travel. These policies reflected University of Florida, NCAA and GASB accounting guidelines.

- In reference to training and education, the UAA staff received their annual training and review of business office policies and applicable employees were sent to the Campus Security Authority training from UF.
- UAA completed the annual financial and internal controls audit performed under GASB standards, along with an annual NCAA agreed upon procedures audit. The NCAA report requires all revenues and expenses on behalf of an institution's intercollegiate athletics program, including those by outside entities, to be reported annually by an independent accountant from outside the institution.
- Under direction of the Audit Committee with and through outside tax counsel, UAA filed IRS Form 990 and 990T tax returns. This is done on an annual basis.
- UAA retains a Pension attorney to provide guidance to UAA's Money Purchase Pension Plan. UAA filed an audit of the Plan and Form 5500. This is also done annually.

C. CLERY ACT COMPLIANCE

- In partnership with the CCO, the Assistant Director of the Office for Clery Compliance shared an overview of the University's Clery Act Compliance program with the UF Board of Trustees at the March 2021 meeting. This was an excellent opportunity to share some of the finer points and specifics regarding UF's Clery Act program with the Board of Trustees and to increase their awareness of the program and associated risks of noncompliance.
- The University's institutional Clery Act Compliance policy was approved in June of 2021. It is housed on the University Policy Hub under [Compliance policies](#). While implementing an institutional Clery Act policy is not a regulatory requirement, it is a standard best practice among highly regarded Clery Act compliance programs, specifically those among the 'Top 5 of Public Institutions'. Utilizing an institutional Clery Act policy allows the institution to set in place several of the foundational aspects of institutional compliance programs, including administrative capability, high-level institutional support and buy-in, and systems of checks and balances. It is important, with such a large scope under the Clery Act compliance program, that the University of Florida clearly sets expectations related to the compliance program across the institution.
- The Office of Clery Act Compliance drafted a summary document in April of 2021 regarding the most notable findings from the Husch Blackwell internal reporting regarding the Louisiana State University (LSU) areas of noncompliance related to Title IX and Clery Act compliance. In this summary document, the office highlighted the main items of note and made recommendations to ensure these issues are compliant at UF. This document was shared with the Office of Clery Act Compliance's reporting structure through the Police Department as well as key compliance partners.
- The annual Campus Security Authority (CSA) training was rolled out and assigned as mandatory training for UF CSAs in the spring 2021 semester. In August of 2021, the fall training will be assigned and attendance will be monitored.
- The Office of Clery Act Compliance reviewed the University Athletic Association's 'Obligations and

Important Policies' document and recommended changes to the document language.

- In June of 2021, the Office of Clery Act Compliance provided training for the University of Florida Police Department regarding the issuance of Emergency Notifications and Timely Warnings. A decision matrix was also rolled out to the UFPD so that the Clery legal standard for issuance for these messages will be adhered to moving forward. The Clery office continued to have monthly meetings with the Office for Gender Equity and Accessibility and Student Conduct and Conflict Resolution so that current cases and how partner offices are handling them may be discussed.

D. CONFLICTS OF INTEREST

- The Assistant Vice President (AVP) of Conflicts of Interest (COI) participated in the weekly Foreign Influence/Disclosure Task Force and will continue to participate this upcoming year.
- The COI Program updated, established, and promoted various resources to guide UF employees in complying with the institution's conflicts of interest policy and processes. This included:
 - *Updated Level 1 Review Checklist:* This checklist provides a list of what all Level 1 Reviewers in UFOLIO are expected to consider when conducting supervisory review of disclosures.
 - *Updated UFOLIO Review Level Examples:* This document illustrates how the COI Program generally applies different levels of scrutiny to different types of disclosures.
 - *Updated UFOLIO Quick-Start Guide:* This resource provides short and simple instructions for submitting disclosures into UFOLIO.
 - *Created FAQ Resource:* This resource explains frequently asked questions and answers related to disclosure requirements.
 - *Created Reportable Outside Activities and Interests Disclosure Guide:* This chart describes the categories of activities/interests required to be disclosed, with illustrative examples and exceptions noted.
 - *Created Inside Activity Decision Tree:* This resource guides employees through the steps to determine if something is an 'inside activity' or an 'outside activity', to aid in concluding whether the activity must be disclosed.
- The COI Program conducted the following relevant efforts during this reporting period:
 - Published a COI Program Inaugural Report for UF Leadership and the Florida Legislature
 - Published various COI-related industry updates on the COI Program website
 - Conducted a Level 1 Reviewer Survey, soliciting and receiving feedback from the supervisor level reviewers in the UFOLIO system
 - Shared various ad-hoc reports with departments and colleges
 - Met with key Dean's Offices to discuss UFOLIO experiences and college-level COI policies
 - Responded to various COI and disclosure inquiries from employees and leadership
- In reference to training and education, several initiatives took place:
 - A new training module to aid supervisors in conducting Level 1 reviews in the UFOLIO system was created.
 - The *Connection* newsletter was published with educational items and resources.
 - Various educational resources were created and updated.
 - Ad-hoc education for individuals and departments was provided.

- COI Program provided COI content to UF Research Integrity for use in Research Financial Conflicts of Interest (FCOI) training.
- The COI Program successfully completed UF-wide rollouts for the highest-risk populations, bringing each of these populations into the UFOLIO system to disclose:
 - Faculty, adjuncts, and postdoctoral associates above 0.25 FTE (last reporting period)
 - Top 3 Levels of TEAMS Employees (February 2021)
 - College of Medicine TEAMS Physicians – Regional Network (March 2021)
 - All Key Personnel in the UFIRST system (June 2021)
 - Effective Sept. 1, 2021, Lower Management TEAMS employees will be rolled in.
- The COI Program reviewed and appropriately resolved a high volume of disclosures submitted by employees.
- The COI Program began planning for COI Enhancements to UF supplier/vendor processes.
- As part of the UFOLIO disclosure review process, potential COI issues were appropriately resolved through specialized reviews, mitigation, or disapproval of the disclosed activity/interest when deemed warranted.
- As an ongoing and continuous effort, the COI Program continued to make a significant number of system enhancements to the new UFOLIO system to further refine the disclosure and review process. These enhancements were often made in response to helpful and constructive feedback received from faculty.
- The COI Program actively followed up with college and unit leaders to promote engagement and compliance with UF’s disclosure requirements. This is an ongoing effort, and the COI Program is in the process of enhancing efforts for enforcement and pursuing formal disciplinary action.
- The COI Program continued to receive very positive feedback overall from employees and leadership regarding experiences with the UFOLIO disclosure system. Many hands across the institution were involved in building and implementing UFOLIO, and its success is an inspiring demonstration of accomplishment through university-wide teamwork. The COI Program appreciates all who were involved (and continue to be involved) in this process, with a special recognition to the IT development team for all their hard work.

E. ENVIRONMENTAL HEALTH & SAFETY

During this reporting period, the Environmental Health and Safety (EH&S) annual report focused on Research Services in Environmental Health and Safety.

- Research Services continued to oversee health and safety compliance for research spaces for approximately 1,500 Principal Investigators (PIs) across 9 colleges (Agricultural and Life Sciences, Dentistry, Engineering, Health & Human Performance, Liberal Arts and Sciences, Medicine, Pharmacy, Public Health & Health Professions, and Veterinary Medicine). EH&S Research Services oversaw, collaborated with, or participated in various compliance committees including the Institutional Biosafety Committee, Institutional Animal Care and Use Committee, Institutional Review Board, Human Use of Radioisotopes and Radiation Committee, Radiation Control

Committee, and Laser Safety Committee. Meeting frequency was dependent on the committee and ranged from every 2 weeks to quarterly.

- No policies were modified this fiscal year. EH&S's policies are included here: <http://www.ehs.ufl.edu/resources/policies/>. The University of Florida submitted a Tier II report to the state of Florida on February 15, 2021. The purpose of this form was to provide State, local officials, and the public with specific information on potential hazards. This included the locations, as well as the amount, of hazardous chemicals present at the University of Florida during the previous calendar year.
- EH&S continued to issue a bi-monthly Research Safety Newsletter this reporting period to provide EH&S Research Services updates, safety-related announcements, and clarification on compliance expectations. The newsletter was distributed to all 13,000 users registered in Gator TRACS (Tool for Risk Assessment, Compliance, and Safety) database for managing research safety at UF. Department Chairs received an email from the Associate Director for Research Services at the beginning of each academic term providing safety related announcements and updates.
- EH&S Research Services developed the following training courses over the past year:
 - Liquid Nitrogen Safety
 - Waste Anesthetic Gas
 - Managing DEA Controlled Substances
- Training classes regularly taken by EH&S staff include:
 - Shipping & transport of infectious substances (every 2 years) for biosafety staff
 - Resource Conservation and Recovery Act (RCRA) training (every 3 years) for hazardous materials management staff.
 - HIPPA and Privacy General Awareness, every year
 - Preventing Harassment, every 2 years
 - Other trainings for EH&S staff are received at conferences or as self-study and are for professional development, not a regulatory requirement.
- Auditing and monitoring efforts were conducted on a variety of topics including safety survey inspection, equipment inspection and monitoring, hazardous waste pickups, and project and protocol reviews.
- Issues found during inspections were addressed in the inspection report which is sent directly to the PI and Lab Manager. All lab staff have access to inspection reports for their research spaces through the web-based Gator TRACS platform. Corrective actions were noted with expected deadlines. Reminder emails are automatically generated if a corrective action has not been certified as completed by the due date. In extreme cases, EH&S Research Services can appeal to UF Research for the temporary suspension of research funds until an issue has been addressed. No actions of that nature were taken during the reporting period.
- "Good behavior" is periodically recognized in the bimonthly safety newsletter, which is distributed to all researchers.

F. FINANCIAL STEWARDSHIP

- In reference to oversight committee meetings, the Controller attended all Board of Trustee Audit and Compliance Committee meetings and Internal Audit Exit Conferences, as needed. The Controller is also a member of the Foreign Influence/Disclosure Task Force and attended the task force weekly meetings. In addition, the Controller and Assistant Controllers attended Entrance and Exit Conferences with the State Auditor General for Operational, Federal, and Financial Audits, as needed. The Assistant Controller is a member of the Together We Drive UF Research Task Force and attended the taskforce bi-weekly meetings.
- The Finance and Accounting Division made policy updates to the entire [Finance & Accounting website](#) on a quarterly basis to provide accurate and reliable information on directives and procedures to ensure compliance. The division also revised the [Internal Controls Checklist](#) used by the campus community to support an effective internal control system, including providing an electronic completion option and methods to distribute to others within the unit.
- In reference to open communications with other departments, the Finance and Accounting Division participated in multiple efforts, including:
 - Collaborated with UFIT to provide links to supporting documentation on the Transaction Detail report, part of the delivered Monthly Financial Reports used for reconciliation, to make reconciliation and review easier for departments.
 - Sent various Administrative Memos. In May 2021, one was sent on Year End Information for 2020 Fiscal Year End Closing communicating the importance of accurately recording and reconciling expenses before the fiscal year end closing. In June of 2021, the annual Fraud Awareness Reminder Administrative Memo communicated the importance of employees acting as responsible stewards of the University and communicating fraud concerns.
 - Developed new resources for [fiscal year end closing](#), including videos from the Chief Financial Officer (CFO) Division offices, to explain the “why” behind year end and provide helpful information. These resources also included downloadable Outlook calendars with all deadlines, or specific deadlines and information for individual functions, to aid departments in compliance with these deadlines.
 - Created an [automatic sign-up form](#) for all Finance & Accounting listservs on the website to enable users to easily sign-up for communications from the core offices about compliance and other key topics.
 - Created a page on the Controller’s website called “[Stay in Touch](#)” that includes a compiled list of all Finance & Accounting listservs, their purpose, and how to sign up to make staying informed on key topics easy for customers.
- In reference to training and education, the following activities took place:
 - The Controller’s Office and General Accounting & Financial Reporting partnered with UFIT, UF Research, and UFHR Training & Organizational Development to develop and pilot the new training course CFO100: Critical Thinking through Data Analysis. The course was designed to help staff think critically through data analysis, including the compliance questions to think about when reviewing data. The course was piloted at the GBAS Spring Institute to almost 200 employees.
 - General Accounting & Financial Reporting presented at the Connect at UF (CxUF) Conference about *Financial Transactions to Financial Reporting* to help the campus community understand how the accuracy of their individual transactions flowed through to official financial statements

- Payroll Services presented at CxUF about *We Work Hard for the Money: Understanding Payroll at UF* to provide information on key parts of the bi-weekly payroll process, including the importance of complying with relevant federal regulations.
 - Cost Analysis presented at CxUF about *Effort Entanglements: the “How’s” and “Why’s” of Clearing Errors and Certifying Records* to take a focused look at some of the most common errors encountered in the effort reporting system and the importance of accuracy for the various inputs that feed into the effort.
 - The Finance and Accounting Division continued, and expanded virtually, the monthly [Fiscal Onboarding](#) program, with sessions on Financial Basics, Travel, Disbursements, PCard, General Accounting, Pre-Award, Contracts & Grants, Payroll, and Banking & Merchant Services. The sessions were held on alternate months, and new fiscal staff were sent targeted invitations to attend the sessions. Existing employees were also welcome, although they are not specifically emailed invites.
 - The office implemented Finance Fridays monthly speaker series for CFO Division employees to learn about other areas across the University of Florida that impact our operations. First speakers were from the Chief Compliance Office to share information about compliance.
 - The CFO Division staff participated in the USF Diversity, Equity, and Inclusion Certificate program.
- The Internal Controls & Quality Assurance department completed a review of the College of Veterinary Medicine (all departments). The review and recommendations, developed in collaboration with UF Research and the University Controller, were provided to the Dean, Senior Vice President of UF Health and Vice President of IFAS.
 - Potential compliance issues related to travel, such as missing travel authorizations for foreign travel, are in the process of being addressed with the implementation of a new travel management system.

G. HEALTHCARE COMPLIANCE

- In April 2021, UF Health hired a new Chief Compliance and Privacy Officer (UF Health CCO) for the UF Health entities, including the UF-affiliated hospital entities and the UF Health Science Center colleges. The UF Health CCO has a secondary reporting to the UF CCO to ensure UF oversight of compliance-related activities within UF Health entities. The following summaries represent activities taking place within the sub-units reporting directly to the UF Health CCO.

1. The UF Health Hospitals Compliance Services Activities

- UF Health Hospitals Compliance Services (including the UF Health Hospital regions of UF Health Shands, UF Health Central Florida, and UF Health Jacksonville) led, and/or significantly participated in, or made reports to various compliance-related committees, including, but not limited to the following (for this reporting period):
 - The Audit and Compliance Committee of the Board(s) of Directors
 - The Executive Compliance Steering Committee(s)
 - The Hospital Compliance Committee(s)
 - The Sub-Committee(s) for Business Operations Groups (e.g., Health Information Management, Patient Financial Services, Case Management)
 - The Sub-Committee(s) for Clinical Ancillary Groups (e.g., Radiology, Pharmacy, Oncology)

- The Lab Compliance Committee
 - The Office of Clinical Research (OCR) and Research Compliance Meeting
 - Dozens of other meetings/committees by staff and leadership on various matters (routine participation)
- UF Health Compliance Services reviewed, developed, made, or recommended revisions, and implemented various compliance-related policies, including, but not limited to the following (for this reporting period):
- UFHJ Administrative Policy Review and Development (e.g., CMS Managed Care Audits for FWA; Fraud; Billing Compliance Policies and Procedures; Transportation; Conflicts of Interest/Disclosures; Record retention and destruction/records management)
 - UFHS Core Policy Review and Development / Drafting (e.g., CMS Managed Care Audits for FWA; Fraud; Rebill/Overpayment policy and procedure development and review; Billing Compliance Policies and Procedures; Transportation; Conflicts of Interest/Disclosures; Record retention and destruction/records management)
 - Internal Compliance, Privacy, Research Department Policy and Procedure review, revision, development, and implementation (e.g., exclusion processes)
 - Code of Conduct review
 - Development and implementation of various procedures/checklists for compliance with Local and National Coverage Determination Requirements (e.g., Bariatric Surgical Management, Blepharoplasty, Botulinum Toxin Injections, Cardiac Rehabilitation)
 - UFHJ Administrative Policy Committee participation
 - UFHS Core Policy Committee participation
 - UFHCF Clinical Practice & Core Policy Committee participation
- UF Health Compliance Services actively communicated compliance, privacy, and research topics including general program communications and regulatory and industry updates to our workforce. A few key areas are noted below (for this reporting period):
- UF Health Compliance Services communicated compliance and privacy topics, including regulatory updates and industry enforcement to workforce through several alerts, articles, questionnaires, publications, and website postings.
 - The team continuously monitored regulatory updates and industry enforcement activity. With the COVID-19 pandemic, a significant amount (several hundred) of guidance, changes, and waivers were released from local, state, and federal authorities, and other professional organizations, accrediting bodies, and licensing agencies. A summary and detailed document was created to help track and communicate these changes to UF Health. The team continuously reviewed and made edits to the document to track changes and provide the most up-to-date information to help UF and UF Health stay informed and in compliance. This resource was shared with UF Health Shands and UF Health Jacksonville via the intranet/Bridge Website. It was also posted to the UF Health Central Florida website and to UF's Compliance and Ethics COVID-19 webpage. Information necessary for certain departments and staff were shared individually as applicable and appropriate. All items were listed by date in descending date order. Note: The websites were further divided by topic and date for ease in searching.
 - The team shared webinars, publications, and other resources with various departments (purchased and put on by Compliance Services) for awareness, communication, continued education, guidance, and professional development.
 - The team completed the Annual Compliance Awareness Survey and Compliance Activities. With COVID, this was done virtually.

- The team completed an Education Awareness Gap Assessment for Radiation Oncology.
 - The team tracked, triaged, investigated (74) and resolved (64) calls made to the Confidential Hotline. This included monitoring of investigations and outcomes via Hotline Summary Reporting.
 - The UF Health CCO participated in UF's Internal Review Committee (IRC) for discussing and assessing risk levels and necessary reporting up to University leadership and the Board of Trustees (refer to UF's charter/policy), including UF Health matters.
- UF Health Compliance Services actively developed, implemented, and communicated training and education to UF Health workforce, physicians, and leaders/Board Members. A few key areas are noted below (for this reporting period):
- General Compliance and Privacy Training topics via myTraining and HealthStream modules
 - General Compliance Training required from CMS/Payers (annual)
 - Various modules of Compliance Education to/for various departments on Compliance and Medicare Rules
 - Americans with Disabilities Act Training module for HealthStream
 - Compliance and Privacy development/dissemination of training and education in various formats to departments/areas as needed (including but not limited to: medical necessity, documentation, coding, billing, privacy, research, and regulatory requirements)
 - Webinars, publications, and other resources shared with various departments (purchased and put on by Compliance Services) for awareness, communication, continued education, guidance, and professional development
 - Compliance Awareness Education and Effectiveness Risk Assessment for Radiation Oncology.
 - New Manager Orientation
 - New Employee Orientation
 - New Provider Orientation
 - Compliance & Privacy Training Nurse Refresher Program
 - Training to the Hospital Boards of Directors on various topics of risk in the industry
 - External training and professional development on behalf of UF Health by Compliance (e.g., CCO local, state, national presentations) on compliance and privacy healthcare matters.
- UF Health Compliance Services planned and completed significant auditing and monitoring efforts as part of its annual work plan. In addition, they completed unplanned audits in response to allegations and/or issues. These are noted below (for this reporting period – work plan audits only):
- Regulatory Compliance Audits, Reviews, Risk Assessments, and Mini-Risk Assessments:
Business Development (Stark Non-Monetary Compensation Exception Expenditures); Department of Health notifications; CMS/Payor Compliance with Downstream Requirements for fraud, waste, and abuse (internal and external); Deficit Reduction Act of 2005 Attestation; Laboratory; Mini/Risk Assessments based on Industry enforcement activity; Provider Based Departments, Electronic Informed Consent Pilot, Exclusions; Licensure for Facilities and Employees; Pharmacy/Controlled Substances Diversion Prevention.
 - Coding, Billing, Documentation, Medical Necessity Audits, Reviews, Risk Assessments:
Drugs & Biologicals; Drug Waste Audits; ESRD Rules; LCD/NCD Monitoring and Requirements; Federal and State Observation Notices; PEPPER; Respiratory; Radiation Oncology; Rehabilitation.

- Privacy Audits, Reviews, Risk Assessments:
HIPAA Privacy Compliance Surveys; Authorization for Marketing/Patient Stories; Epic Medical Record Release Audits; EpicCare Link Audits; EpicCare Quality Reviews; Access Audits; Release of PHI (medical records); Vizient Chief Privacy Officer Report; Privacy Compliance Summary Documents, Use of Telehealth Risk Assessment; Epic Access for Return to Work and Community Based Testing program.
- Research Compliance Audits, Reviews, Risk Assessments, and Mini Risk Assessments:
Research Billing Compliance Workflow Assessment; Research Billing Compliance Auditing and Monitoring.
- UF Health Compliance Services responded to and addressed any known or potential issues related to Compliance and/or Privacy. Certain activities were included on the Work Plan as planned review areas, others were addressed as issues arose or reports were made. A few key areas are noted below (for this reporting period):
 - Responded and tracked all issues/inquiries/investigations in accordance with policy
 - Investigated/audited all concerns reported to Compliance and Privacy
 - Designation and monitoring of Action Plans/Corrective Action Plans within Departments/Facilities and areas to follow-up and resolve known issues or audit outcomes requiring action (e.g., education, policy adjustment, rebill, HR disciplinary action)
 - Rebill projects completed to comply with the Overpayments/60-day rule included Government refunds equaling \$19,882.07, and total refunds (all payers) of \$33,479.80
 - Tested processes related to Excluded Individuals/Entities for compliance by departments to follow-up on exclusion past settlement
 - Breach events and Privacy disclosures (30) impacting 137,818 patients
- UF Health Compliance Services enforced or recommended enforcement of standards related to Compliance and/or Privacy. Certain activity was included on the Work Plan as a planned review area, other was done as issues arise or reports are made. A few key areas are noted below (for this reporting period):
 - Annual Breach reporting to HHS OCR for all breach events of less than 500 individuals, as required by HIPAA. Breach reporting requirements followed for all (individual and regulatory requirements for breaches over 500 and under 500 individuals)
 - CMS Open Payments Review and Dispute Resolution
 - Conflicts of Interest: Significant review and discussion with staff, Board members, and leaders on conflicts of interest in the industry – based on recent events. Resulted in significant revision to the annual Conflict of Interest (COI) questionnaire for key staff, board members, officers, directors based on industry events (rolled out in FY21 to 1,147 individuals). Dissemination, review and response/analysis to the Conflicts of Interest Annual Review Questionnaire/disclosure for hospital entities
 - Excluded Individual/Entity Screening Requirement (43,528 individuals screened and 4,713 entities screened)
 - Completion of Contractual Reviews as assigned or requested for Compliance review

2. The UF Health Gainesville (UFHG) College of Medicine (COM), Office of Physician Billing Compliance Activities

- The UFHG COM Office of Physician Billing Compliance conducted exit conferences with Compliance

Representatives/Chairs in each clinical department to review the results of the routine annual audits and address corrective action as applicable.

- The UFHG COM Office of Physician Billing Compliance actively engaged with COM leadership via regular meetings with Associate Dean and CEO for UFHP and other senior leaders as needed.
- Important policies and standards of conduct include:
 - UFHG COM Compliance Plan
 - UFHG COM Billing Compliance Plans
 - UFHG COM Code of Conduct
 - UFHG COM Physician Billing Compliance Mission, Vision, & Values
 - Encounter Form Review policy (UFHP 9.13)
 - Compliance Concern Reporting & Non-Retaliation policy (C.01)
 - Compliance Training and Education policy (C.02)
- The UFHG COM Office of Physician Billing Compliance responded to numerous inquiries regarding topics including billing compliance, regulatory questions, policy guidance and business practices.
- The UFHG COM Office of Physician Billing Compliance training modules were assigned upon hire and annually to COM billing faculty, extenders, house staff (residents/fellows), medical and advanced practice provider (APP) students and other key staff. These modules included content on the code of conduct; clinical documentation guidance; fraud, waste, and abuse; interaction with industry vendors and conflicts of interest; and Medicare General Compliance training.
- UFHG COM Physician Billing Compliance trained faculty and staff on billing compliance via various in-person meetings, including post-audit education sessions for individuals who did not pass audits.
- UFHG COM Physician Billing Compliance website was regularly updated with current information.
- The following auditing and monitoring activities took place:
 - Routine billing compliance audits of 1,206 providers were completed in all clinical departments. (This is done on an annual basis.)
 - New provider billing compliance prospective reviews as of 30 - 90 days of new hire for 107 providers were completed.
 - Follow up audits for 199 individuals were completed for those who did not pass routine or new provider billing audits.
 - Special billing reviews requested from various sources totaled (20 requests, 275 cases, 53 Providers) were completed (RAC, MAC, AHCA, Hotline reports, UF administration, etc.).
 - Monthly exclusion screening conducted of UFHG COM personnel and vendors total screened 126,341 for FY21; 0 confirmed matches).
- Routine department billing reviews were conducted and identified issues including the items listed below. Follow up reviews were completed or are planned to be completed to address these issues and to improve proper notes in Epic on an ongoing basis.
 - Predefined information on macros
 - Late signatures
 - Copy/paste issues

- Hotline reports received and addressed totaled 2
- Two minor deficiencies were identified in a department during routine audit in 2019: (i) modules specifically designed for the specialty were not used, and (ii) smart tools were not properly used. Post-education follow-up test were delayed due to COVID-19, thus conducted in September 2020. However, the results of the test showed recurrence of the same issue mentioned above, without much improvement. The Office of Physician Billing Compliance will continue to work with the department leadership to resolve this critical issue and is scheduled to test again this year.
- Individual/Entity Screening Requirement (monthly screenings of total individuals and entities completed)
- Once again, with the support from leadership, the mandatory compliance training completion rate maintained a high level this year and 367 more individuals were trained in FY21 than in FY20. (5,910 in FY20, and 6,277 in FY21).

3. The UF College of Medicine (UF COM) – Jacksonville Physician Billing Compliance Department Activities

- The UF COM Jacksonville Physician Billing Compliance Department completed several initiatives:
 - Led quarterly UF College of Medicine – Jacksonville Compliance Committee meetings
 - Held Charge Capture and Compliance Controls meetings monthly
 - Held Global Compliance Issues Committee meetings monthly
 - Held Clinic Update Committee meetings monthly
 - Regularly participated in monthly Telehealth Task Force meetings
 - Attended monthly UFJPI Board Meetings
 - Participated on the 2021 E/M Guidelines Change Task Force (i.e., Director and Lead Compliance Analyst)
 - Held monthly departmental meetings with other Compliance team leadership to share information within our respective departments
- The following policies were revised: Billing Compliance and Corporate Responsibility Hotline, Billing Compliance Investigation Guidelines, Code of Conduct, Compliance Review Action Plans, and Federal and State False Claim Laws.
- In reference to responding to inquiries, the average time to respond to internal customer inquiries was 1.5 days. Only six Hotline calls were received. All were investigated and resolved
- The following training activities were conducted:
 - Medicare Regulation Change - Supervision of Diagnostic Tests
 - Compliance Tip – Cognitive Assessment & Care Plan Services
 - Compliance Update - AMA Evaluation and Management Clarifications
 - 2021 E/M Office/Other Outpatient Visit Training for all Providers and relevant billing/coding staff
 - CPT 2021 Corrections & Errata
 - Updated Advanced Practice Professional Billing Chart
 - Numerous COVID-19 regulatory and billing changes

- Medicare Coverage Database information & checklists
 - New Provider Online Compliance Orientation
 - New UFJPI Manager Compliance Orientation
 - New UFJPI Employee Compliance Orientation
 - New Medical Department Compliance Leader Orientation
 - Annual Fraud, Waste & Abuse Training
 - Module A Training – includes Evaluation & Management documentation guidelines & general documentation guidelines for all providers and relevant billing/coding staff
 - Module C Training – includes teaching physician documentation guidelines, nonphysician practitioner billing guidelines, and general compliance training information (e.g., Code of Conduct, website, Hotline, False Claims Laws & whistleblower protections, Stark and Anti-Kickback Laws, etc.) for all providers and relevant billing/coding staff
 - Various post-audit individual provider and coder education sessions
- A variety of auditing and monitoring was performed:
 - Baseline reviews on new providers
 - Focused Reviews
 - Overall Compliance Rate Routine Reviews
 - Routine Risk-Based Cycle Reviews
 - Routine Teaching Physician Documentation Reviews
 - Routine Incident-to Billing Reviews
 - Routine Split/Shared Billing between Physicians and Advanced Practice Professionals Reviews
 - Routine Additional Reviews
 - RAC, OIG Work Plan Issue, and Other Probe Reviews
 - Sanction/exclusion checks were performed monthly by external vendor on UFJPI employees, UF COM Jacksonville faculty and residents, and UFJPI vendors. No issues were identified.
 - UFJPI Human Resources Department continued performing sanctions/exclusions checks on job candidates before hiring.
 - UFJPI Accounts Payable Department performed sanctions/exclusions checks on all new vendors.
 - In the areas of addressing inquiries, improvement plans are requested with every routine review and risk review performed if issues identified. The department spent a considerable amount of time performing educational reviews and tracking trends on the new 2021 E/M Office/Other Outpatient Visit Codes and telehealth services in light of the many flexibilities and changes made because of the COVID-19 Public Health Emergency (PHE).
 - In the area of enforcement of standards and awards, a “Compliance Advocate of the Year” award was given to Dr. Judella E. Haddad-Lacle in recognition and appreciation of an individual’s commitment to ethical business practices and continued support of compliance efforts. Dr. Haddad-Lacle, from the Community Health and Family Medicine Department, has been a fierce advocate for our patients by providing them with the best quality care available. She has been tireless in her efforts to educate and assist other physicians become more successful in their coding and documentation, which in turn affects our quality data. Dr. Haddad-Lacle has brought together teams from clinical and operational areas of the organization to form a value-based care task force to collaborate and work towards quality improvement.

- The entire COVID-19 Public Health Emergency response was a terrific success. There were and continue to be frequent changes in the regulations and billing requirements. The department did a terrific job keeping up with these changes and sharing them with leadership and providers. The Physician Billing Compliance Department was able to continue operating successfully from a mainly remote work environment.

H. PRIVACY AND DATA SECURITY

1. UF Privacy Office Activities

- The CCO reported to the UF Board of Trustees through the Committee on Audit and Compliance and participated in the Information Security Advisory Council, which reviews and develops information technology policy for the institution.
- The UF Privacy Manager in Jacksonville attended the quarterly UF Jacksonville Physicians, Inc. (UFJPI) Corporate Compliance Committee meetings. UF Privacy staff participated in weekly meetings with information security staff to assess risk and privacy concerns within information technology projects.
- UF Privacy drafted and submitted the Annual Breach of Unsecured Protected Health Information (PHI) Report to the Office of Civil Rights (OCR).
- UF Privacy Office provided the following training:
 - HIPAA & Privacy: General Awareness (PRV800)
 - HIPAA for Fundraisers
 - FERPA Basics (PRV802) & FERPA for Faculty (PRV803)
 - Protecting Social Security Numbers & Identity Theft Prevention (PRV804)
 - UFJPI New Employee and New Manager training (supplement to PRV800)
 - student orientation training (supplement to PRV800) for HSC Colleges or Programs
 - Privacy in Today's World of Higher Education (PRO331).
- In the area of Auditing and Monitoring, UF Privacy participated in weekly meetings and provided ongoing Privacy reviews for UF IT Risk Management Assessments. The team also prepared UF Security and Privacy Liability Insurance Bordereau Reports (semi-annual) and reviewed and approved all University requests to collect or use Social Security Numbers (F.S. 119.071).
- During this reporting period, UF continued to promote standards of conduct and encourage all members of its workforce and the workforce of its affiliated entities to honor the privacy rights of patients, clients, students, employees, and volunteers. The UF Privacy Office reviewed, investigated, and resolved all privacy-related incident reports submitted to the office.

2. Information Security Office Activities

- UF Information Technology Governance continued to include the Information Security Advisory Committee (ISAC) that assists with advising on policies, standards, and priorities in support of the University's mission and business goals.

- Pursuant to UF Electronic Information Technology Accessibility (EITA) policy, UF Information Technology (UFIT) provided resources to facilitate EITCA compliance at <https://accessibility.ufl.edu/> which is a website with tools and resources to enable accessible environments.
- In February of 2021, UFIT participated in a Gramm-Leach-Bliley Act (GLBA) audit by the Florida Auditor General.
- In early 2021, UFIT participated in the BOG Select Committee Survey Questions for SUS Research and Compliance Officers Survey.
- The VP & CIO's communications and messaging focus in FY21 was on information security awareness. This focus was carried out in numerous, single-topic campus-wide communications covering Zoom, secure teaching and learning, phishing and multi-factor authentication, and the impacts of a ransomware attack.
- UFIT Published 21 IT News articles on information security and EITA related topics, hosted 4 virtual events (Tech Fair, Phishing Tournament, and UF's Cyber Security Framework workshops), produced 8 videos, and made 166 social media posts.
- UFIT has implemented annual Information Security Awareness training, which is mandatory for all faculty and staff. A total of 21,265 faculty and staff have completed training as of June 2021.
- UFIT has developed annual phishing awareness training for students. A total of 15,183 students have completed training as of June 2021.
- UFIT Conducted simulated email-phishing against UF users to train users to identify and respond to malicious activity that includes just-in-time training to assist those who do not identify simulated phishing messages correctly.
- Key examples of auditing and monitoring activities during this reporting period are listed below:

HIPAA:

- UFIT conducted risk assessments of 180 new and modified information systems that store, process, or transmit Protected Health Information or De-Identified Protected Health Information.
- UFIT conducted vulnerability scans of all networked computers and devices, alerting system owners and tracking remediation.
- UFIT implemented two-factor authentication to further secure accounts and prepare for Electronic Prescribing of Controlled Substances (EPCS).

Digital Millennium Copyright Act (DMCA):

- UFIT continued to be registered with the U.S. Copyright Office as an agent to receive notification of claims of copyright infringement and included copyright infringement in the UF Copyright Policy and the UF Acceptable Use Policy (AUP).
- UFIT processed 47 DMCA complaints of users on the UF network infringing on copyrights.

Electronic Information Technology Accessibility (EITCA)

- The Siteimprove tool was used for automated monitoring of over 400 university websites for EIT Accessibility issues.
- The Blackboard Ally tool was used for automated monitoring of over 20,000 online courses for EIT Accessibility issues, and automated creation of accessible content.
- The UFIT Integrated Risk Management (IRM) team referred 30 projects to the EITCA Officer.
- The Captioning Team ensured that over 242,000 minutes (or more than 4,000 hours) of video contained in UF courses had been captioned.
- Information security risk assessment findings were tracked, and remediation plans created with completion tracked to address those findings.
- Monthly metrics were provided to senior leadership to track findings and remediations.
- UFIT created a Phishing tournament for reporting suspicious emails with 10 Amazon gift cards given as rewards.

I. RECORDS MANAGEMENT

- The UF Records Management Liaison Officer (RMLO) is a member of the Data Management Curation Working Group, which is based in Smathers Libraries. The working group met once a month this reporting period.
- As required by Florida Law, the RMLO submitted the annual Compliance Statement to the Department of State, Division of Library and Information Services.
- The Records Management website was kept up to date as the State provided new guidelines and laws about records management. For faculty specifically, the RMLO created a [libguide](#) and provided materials for New Faculty Orientation.
- The Introduction to Records Management training module was updated. A new training module is being developed specifically for electronic records and will be available soon. While not always formalized in a dedicated training, the RMLO spends a lot of time working with staff and faculty on an individual basis reviewing records management guidelines.

J. RESEARCH COMPLIANCE

- UF Research established a Foreign Influence and Disclosure Task Force, chaired by the Vice President for Research. The task force met weekly and is charged with reviewing and implementing state (HB7017) and federal requirements related to undue foreign influence. Six working groups reported into the task force: *Personnel Screening*, *Visitor Screening*, *Travel Review*, *Foreign Gifts*, *Cultural Agreements*, and *Data and System Solutions*.
- A newly appointed Director of Research, Integrity, Security & Compliance (RISC) was hired with a formalized secondary reporting line to the CCO. The position oversees all integrity and compliance programs for UF Research and is charged with ensuring adherence to all state and federal research compliance requirements. The UF RISC Director is also charged with facilitating the *Foreign Influence and Disclosure Task Force* and its working groups and well as leading compliance implementation efforts conceived of, and approved by, the taskforce.
- For the second year, UF RISC hosted the *Research Integrity Summer Seminar Series*. This year's series

had over 300 participants who participated in 20 seminars covering a variety of research integrity topics including the ethics of AI, reproducibility, research misconduct and others. UF Research presented to a regional group on the success of the Summer Seminar Series and they have been invited to present at the Association of Research Integrity Officers' national conference in 2022.

- UF Research continued to host the Responsible Conduct of Research website which includes a variety of RCR training resources. The website also provided a "Case of the Month" that faculty and staff can use in lab meetings, classes, etc. to facilitate discussions on ethical decision making as it related to the responsible conduct of research.
- The most common issues that arose were related to undisclosed outside activities. Additionally, UF Research managed its continued caseload related to research misconduct, IRB protocol noncompliance, IACUC protocol noncompliance, Export Control violations, and research integrity deviations. Each allegation in these areas was reviewed in accordance with the respective policies that govern inquiry and investigation of potential non-compliance.
- To address emerging requirements related to FL House Bill on Foreign Influence (HB7017) and new federal regulations related to research security and undue foreign influence, UF Research also increased its RCOI compliance staff. New staff authorized in FY21 included an RCOI Assistant Director and an RCOI Compliance Specialist II.

K. IX/ADA/EQUITY

1. The Office for Accessibility and Gender Equity

- The Office for Accessibility and Gender Equity participated in the following committees and task forces: the State University System Title IX Compliance Work Group (monthly), Southeastern Conference Title IX Compliance Work Group (monthly), University Title IX Committee (quarterly), University Athletic Association Title IX Committee (monthly), University Persons with Disability Committee (quarterly), University ADA Deputy Coordinators Committee (quarterly), President's Sexual Assault Prevention Taskforce (monthly), Gender Equity Student Advisory Board (meets monthly during Fall and Spring Semester, about seven times per year).
- Existing policies that continue to be maintained with support from the Office for Accessibility and Gender Equity are the University Title IX Policy and the University Sexual Harassment Policy. Over the past year, the office has been working with campus partners to develop the umbrella University Gender Equity Policy (In Draft) to address all gender-based harassment, discrimination, and violence.
- The office continued to develop and expand resources for sharing on both the ADA and Title IX Websites to educate the University community on various compliance, ethics, and prevention topics. They have since launched a social media strategy and are now on Facebook and Instagram.
- The office brought a new App to campus, the uSafeUS app and used the notification function to provide important information on the Title IX coordinators and messaging regarding prevention and education. The office also held a Salesforce communication series for all students matriculating into the University. These communications provided contact information for the Title IX coordinator and information on how to access the mandatory prevention course and the USafeUS app.

- A new proactive prevention model was featured in UF News, UF At Work, and the weekly student email from the Vice president of Student Affairs. This new preventative model was a coordinated campaign with their office, UF's Strategic marketing and communications, HR, and the division of student affairs.
- In July of 2020, the Office for Accessibility and Gender Equity co-hosted and co-planned a month-long event with the Disability Resource Center to commemorate the 30th anniversary of the Americans with Disabilities Act and educate the campus community. This month-long event included hosting and coordinating events and promoting materials from partners on our website (such as the Nexus Podcast and the Disability Allyship Program) and co-hosting a Virtual Commemorative Event at which President Fuchs was a speaker and the Assistant Vice President for Accessibility and Gender Equity was a panelist.
- The office provided an accommodations webinar to HR liaisons and UF staff, an ADA training for the IFAS extension faculty course, training for ADA protections and accommodations for job seekers for SOCIAL Gators at DRC, and presented on ADA and prevention efforts to the SVP/COO strategic planning team.
- The office provided training and resources to 197 housing staff of RAs, graduate community coordinators, and area coordinators to help them engage in healthy relationship education with their students. They also provided student Greek Life Title IX presentations to the Theta Sigma Chapter of Alpha Phi Alpha Fraternity, the Inter-Fraternity Council, Pi Delta Psi Fraternity, and twice to Sister Ambassadors.
- The office's training and education extensive activities also included the following:
 - Co-facilitated a class on violence prevention on campus to Dr. Coy's "Violence Against Women" class and "Sexual Ethics" class
 - Hosted an Instagram takeover of the LGBTQ+ Affairs Instagram account with the SAB members to share information about the office's resources and reporting options
 - Provided Title IX update to the faculty senate
 - Provided student Title IX and prevention presentation to the Inter-Fraternity Council
 - Presented a Title IX presentation for the First Year Florida Peer Leaders, provided a Title IX reporting presentation to the OAGE SAB Members
 - Provided Title IX training to students in the Law School
 - Provided a presentation on Title IX and Gender Equity process and response to the Florida Alternative Breaks Course leaders
 - Provided a presentation on the Title IX and Gender Equity Policy, process, and reporting to the Young Leaders Conference

Collectively, these trainings reached 1,062 people, not including those who saw the Instagram takeover or those in Dr. Coy's "Violence Against Women" class.
- In addition to these presentations and trainings, the office provided online courses for employees and students. The employee courses, GET 803 and GET 807 were taken 10,969 times. The student courses for graduate and undergraduate students on alcohol education and sexual assault prevention were taken 32,464 times. Collectively, the courses provided were taken 43,433 times during the 2020-21 fiscal year.

- In the area of auditing and monitoring, a weekly case disposition review of all cases was conducted with their entire investigation team. The office invited an outside reviewer to participate. Weekly, the Assistant Vice President for Accessibility and Gender Equity reviewed all faculty investigations with the Faculty Issues Committee and reviewed ongoing issues that provide a threat to the Community Behavioral Consultation Team. Biweekly, the office reviewed all employee Gender Equity issues with the Vice President for HR and Senior Vice President Chief Operating Officer.
- The office recognized a need in residence halls for greater healthy relationship competency skills based on the number of and nature of reports from those areas. Following this recognition, the office engaged in workshops with a student group, One Love UF, to create training for staff and students. The office provided training and resources to 197 housing staff of RA's, graduate community coordinators, and area coordinators to help engage in healthy relationship education with their students.

2. Human Resources Activities

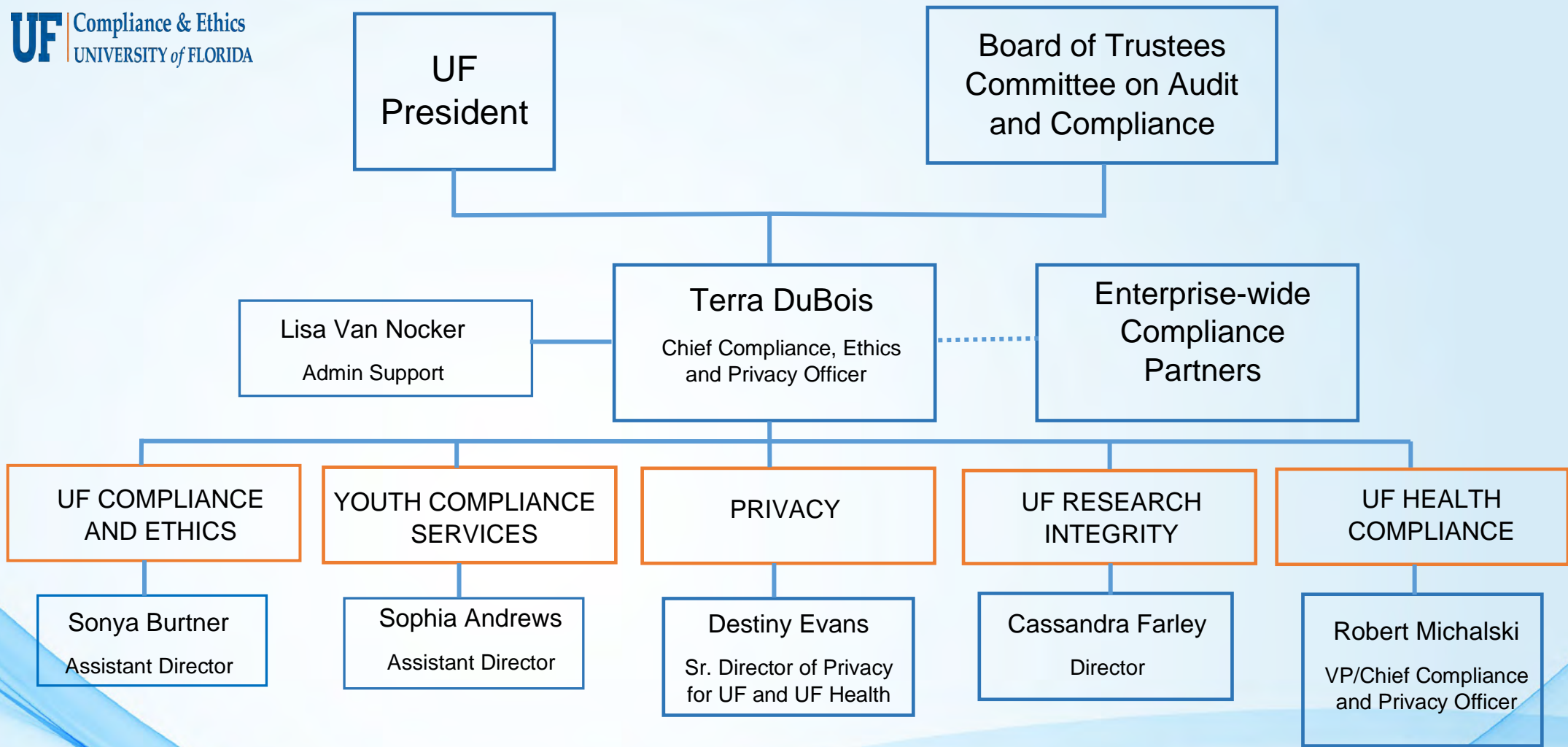
- The Campus Diversity Liaisons met monthly to advance inclusion, diversity, equity and access and provide input to the UF Affirmative Action and Equal Employment Opportunity Officer.
- UF Affirmative Action/Equal Employment Opportunity Officer had bi-weekly meetings with Ryan Fuller, Deputy General Counsel to discuss ongoing issues.
- UF retained the law firm of Stearns Weaver Miller Weissler Alhadeff & Sitterson to review the University's Affirmative Action Program and assist with audits as they arose.
- Training topics included:
 - Maintaining a Safe and Respectful Campus
 - Managing Biases
 - Gators Together Certification program (a diversity and inclusion program is designed to increase performance and engagement by creating an inclusive environment for our diverse talents)
 - Stronger Together: Promoting Racial Justice Through Awareness and Action (a series of educational offerings to help better understand and address racism and bias and help promote racial justice at the individual, institutional, and systemic levels)
 - Inclusive Hiring department visits by Talent Acquisition and Onboarding
 - Faculty Search Committee Tutorial

L. YOUTH PROTECTION

- Youth Compliance Services (YCS) staff participated in the Higher Education Protection Network (HEPNet), an international association linking together those that seek to advance the interactions of higher education institutions with children and youth. HEPNet serves as a coordinated voice promoting good practices for protecting vulnerable populations and providing programming and resources appropriate to their needs. YCS staff assessed best practices and initiatives for the YCS program.
- YCS reviewed the YCS Policy against regulatory requirements and best practices. The policy will be revised and finalized in FY 22 under the direction of the new Assistant Director for Youth Compliance.

- YCS reviewed and revised the standard parental consent form.
- The CCO held ad hoc meetings to share information on the UF Compliance and Ethics Program campus wide, including discussions on youth compliance (e.g., Student Affairs on 3/21/21).
- Youth Protection Training continued to be a requirement for all employees involved in youth activities. As result, a total of 3,559 employees took the training this fiscal year.
- A training vendor was assessed for opportunities to offer better quality training on youth compliance; however, after careful review the vendor was not selected. The current training will continue to be re-evaluated in FY 22.
- Many youth activities were canceled due to the pandemic this fiscal year. Events started opening up again in the spring and summer. A total of thirty (30) activities were registered. The YCS staff monitored the registration site, advised, assisted, provided education, and approved these events as all requirements are met.
- YCS responded to a variety of inquiries on youth compliance related topics, in consultation with other UF offices, as appropriate.

ATTACHMENTS

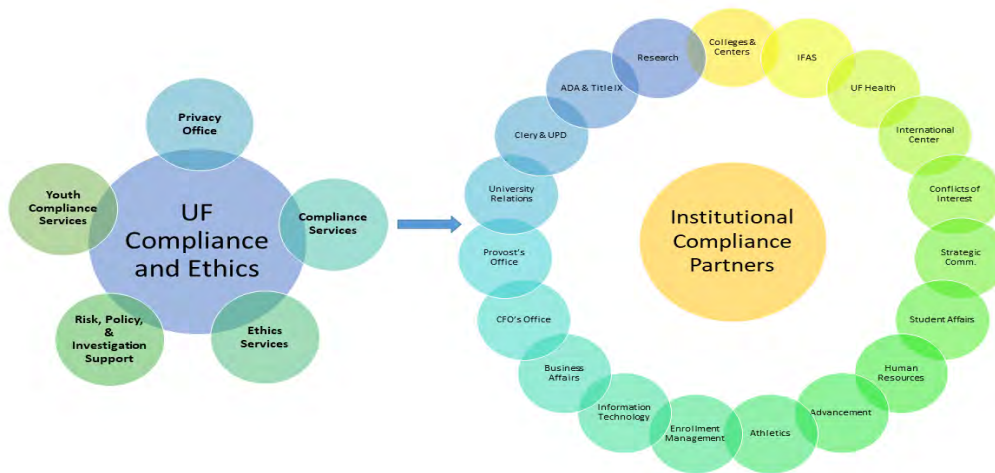


**ACCOUNTABLE
COURAGEOUS
TRUSTWORTHY**

EXCELLENCE WITH INTEGRITY
UNIVERSITY OF FLORIDA

UF COMPLIANCE AND ETHICS

COMPLIANCE PROGRAM SCOPE



ENTERPRISE-WIDE COMPLIANCE PARTNERS

#	Department/Division	Compliance Partner
1	Academic Affairs	Chris Hass, PhD Associate Provost
2	Academic Affairs	Cathy J. Lebo, PhD Assistant Provost and Director of Institutional Planning and Research
3	Accessibility and Gender Equity	Russell Froman, JD, EdD AVP for Accessibility and Gender Equity
4	Advancement/Foundation	Susan G. Goffman, JD Executive Director
5	Athletics	Lynda Tealer Athletics Director
6	Business Affairs	Craig R. Hill AVP for Business Affairs
7	Business Services	Hana Prudilova McNeal Associate Director
8	Center for Latin American Studies	Carlos De La Torre Director
9	College of Business - Warrington	Gary McGill Senior Associate Dean
10	College of Business - Warrington	Selcuk Erenguc Senior Associate Dean
11	College of Dentistry	Jean M. Sweitzer, MHA, MS Executive Director of Finance
12	College of Design, Construction, and Planning	Margaret Portillo, PhD Professor and Chair
13	College of Education and P.K. Yonge	Tom Dana, PhD Senior Associate Dean

UF COMPLIANCE AND ETHICS

#	Department/Division	Compliance Partner
14	College of Engineering - Herbert Wertheim	Virginia "Ginger" Gibson, CPA Executive Director, Finance
15	College of Health and Human Performance	Elisabeth Barton, PhD Acting Associate Dean for Faculty & Staff Affairs
16	College of Journalism and Communications	Jeffrey J. Pole Director of Finance
17	College of Law - Levin	Paul Rollins Assistant Dean for Strategic Initiatives & Admissions
18	College of Liberal Arts and Sciences	Margaret U. Fields, PhD Associate Dean
19	College of Medicine (Gainesville Campus)	Meilan Zheng, CPC Director of Physician Billing Compliance
20	College of Medicine (Jax Campus)	Maryann Palmeter, CPC, CPCO, CPMA, CENTC, CHC Director of Physician Billing Compliance
21	College of Nursing	Debra Lyon, RN, Ph.D., FNP-BC, FAAN Executive Associate Dean
22	College of Pharmacy	Kelly Sharp, MBA, CPA, CMA Executive Director for Finance and Administration
23	College of Public Health and Health Professions	Zachary (Zac) M. Bielling, MHA Assistant Dean for Administrative Operations
24	College of the Arts	Jennifer Setlow Associate Dean for Academic and Student Affairs
25	College of Veterinary Medicine	Dana Zimmer, DVM, DACVIM Interim Dean
26	Conflict of Interest Program	Brian J. Power, JD Director
27	Emergency Management	Kenneth Allen, FPEM Director
28	Enrollment Management	Aigi Adesogan AVP for Enrollment Management
29	Enrollment Management	Steve Pritz AVP for Enrollment Management & University Registrar
30	Environmental, Health, and Safety (EH&S)	Dennis Fleetwood EH&S Interim Director
31	Facilities Services	Jordan Benton Project Manager for Facilities Services
32	Finance and Accounting	Olga Weider AVP and University Controller
33	Finance and Accounting	Emily Moran, Assistant Controller
34	Florida Museum of Natural History	Beverly Sensbach Senior Associate Director, Museum Operations

UF COMPLIANCE AND ETHICS

#	Department/Division	Compliance Partner
35	Government and Community Relations	Susan S. Crowley Assistant Vice President for Community Relations
36	Graduate School	R. Paul Duncan, PhD Senior Associate Dean
37	Human Resources (UFHR)	Jodi D. Gentry Vice President, Human Resources
38	IFAS	Jeanna Mastrodicasa, JD, PhD AVP for UF/IFAS
39	Information Technology (UFIT)	Rob Adams Chief Information Security Officer
40	International Center (UFIC)	Susanne Hill, PhD Executive Director & Director, Study Abroad Services
41	Planning, Design, and Construction	Eugene E. Herring Capital Programs and Finance Director
42	Privacy	TBD
43	Procurement Services	Lisa Deal AVP and Chief Procurement Officer
44	Real Estate	Trevor Schneider Director
45	Records Management	Sara Kiszka Records Management Liaison Officer (RMLO)
46	Research	Cassandra Farley Director, UF Research Integrity, Security & Compliance (
47	Research (Jax Campus)	Tina M. Bottini Senior Assistant Dean for the Office of Research Affairs
48	Strategic Communications and Marketing	Shelley Henderson Executive Assistant
49	Student Affairs	Loren T. Israel, JD Director of Risk Management Services
50	UF Health Compliance Services	Robert (Bob) Michalski VP and Chief Compliance and Privacy Officer
51	UFPD/Clery Compliance	Deputy Chief Darren J. Baxley Associate Director of Operations
52	UFPD/Clery Compliance	Major Brad Barber, MA Assistant Director for UFPD
53	UFPD/Clery Compliance	Kate Moore, MEd, CCCO Assistant Director for the Office of Clery Act Compliance
54	Whitney Laboratory for Marine Bioscience	Mark Q. Martindale, PhD Professor and Director



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

**Thursday, December 2, 2021
~9:50 a.m.**

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

Morteza “Mori” Hosseini (Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Rahul Patel, Fred S. Ridley, Anita G. Zucker

- 1.0 Call to Order and WelcomeMorteza “Mori” Hosseini, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 Review and Approval of Minutes.....Mori Hosseini, Chair
[June 10, 2021](#)
[November 1, 2021](#)
- 4.0 Action ItemsMori Hosseini, Chair
[GGRIA1](#) Direct Support Organization Appointments...Vice President and General Counsel Amy Hass
[GGRIA2](#) UF Regulations.....Amy Hass
[GGRIA3](#) Board Self-EvaluationMori Hosseini, Chair
[GGRIA4](#) UF Health Project..... Ed Jimenez, CEO UF Health Shands
- 5.0 Discussion ItemMori Hosseini, Chair
5.1 Government Update Mark Kaplan, Vice President and University Secretary
- 6.0 New BusinessMori Hosseini, Chair
- 7.0 AdjournMori Hosseini, Chair



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

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 10:25 a.m.

Time Adjourned: 11:01 a.m.

Committee and Board members present:

Morteza "Mori" Hosseini (Board and Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board and Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 10:25 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum. Trustee Heavener did not attend.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the committee minutes of March 19, 2021 and May 3, 2021 pre-meeting, which was made by Trustee Zucker, and a second, which was made by Trustee Patel. The Committee Chair 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 reviewed the following proposed Direct Support Organization board appointments noting that their bios are included with the materials and all have been reviewed including their service on other DSOs and UF affiliated boards: UF Leadership and Education Foundation, Inc.: Michael Basore and Brittany H. Lee; and UF Investment Corporation (UFICO): Doug J. Free, Lindsay Lee and Alex C. Smith. Hass noted the addition of Lindsay Lee to the UFICO list, which was added to the list since the pre-meeting. Chair Hosseini asked Lindsay Lee to be removed and taken up at the next meeting to give the committee time to review.

Committee 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 a second, which was made by Trustee O'Keefe. Committee 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 Collective Bargaining Amendment

VP Hass reviewed the amendment to the 2021-2024 Collective Bargaining Agreement (CBA) with the United Faculty of Florida. Highlights from the new CBA include paid parental leave and a revamped outside activities and conflicts of interest article. The United Faculty of Florida is working towards a ratification vote by its members and anticipates completion of that vote by the end of June 2021.

Committee 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 Zucker, and a second, which was made by Trustee Brandon. Committee 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 Presidential Assessment FY2021

Committee and Board Chair Hosseini indicated the President's Performance Assessment for the fiscal year 2021 was reviewed under our process prior to this meeting with the Board Chair and the Vice Chair. He will review with the Chair of the Board of Governors. All trustees have received a copy of the President's Performance Assessment to review in advance of this meeting. As a brief summary, the President had 9 goals that the Governance Committee and Board approved last June. For the Fiscal year 2021, the President substantially met 8 of the 9 goals, thus achieving 100% performance.

Committee Chair Hosseini indicated that President Fuchs is a humble man, and it is an honor to work with him as a partner. President Fuchs indicated it's a privilege to be part of the team working together with faculty, staff, students, Board of Trustees, and the state to advance UF.

Trustee Patel praised President Fuchs continued emphasis on developing a culture of excellence. He added that President Fuchs has assembled an exemplary team, which doesn't happen by accident. His team was able to keep everything moving forward through the pandemic. He provided them with resources and infrastructure to do their job. Trustee Patel appreciates leadership's partnership with the Board of Trustees, being open with the Board and allowing direct access to the Board. Trustee Patel also praised the relationship between Chair Hosseini and President Fuchs. Committee Chair Hosseini agreed and pointed out examples by cabinet members.

Committee 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 Brandon, and a second, which was made by Trustee Zucker. Committee 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 Presidential Goals FY2022

Committee and Board Chair Hosseini indicated the Presidential Goals for fiscal year 2022 was reviewed under our process prior to this meeting with the Board Chair and the Vice Chair, and soon with the Chair of the Board of Governors. All trustees have received a copy of the Presidential Goals for fiscal year 2022 to review in advance of this meeting. As a brief summary, the President has 9 overarching goals for the fiscal year 2022 that the Governance Committee and Board will be asked to approve. The President must substantially meet 8 of the 9 goals to achieve 100% performance.

Committee 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 a second, which was made by Trustee Zucker. Committee 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 UF Regulation

VP Hass indicated that this is an action item to amend regulation 3.0375 updating the repeat course surcharge from \$193.86 to \$192.47, a decrease of \$1.39, as set by the BOG, and adjusts the academic year references to 2021-22.

Committee 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 a second, which was made by Trustee Zucker. Committee 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.

5.0 Discussion Items

5.1 Legislative Update

Vice President for Government and Community Relations and University Secretary Mark Kaplan provided a legislative update indicating the extraordinary budget results during the recent legislative session. He thanked all involved for their support. VP Kaplan thanked Chair Hosseini for his relentless efforts indicating that he is a treasure for his support of Florida's State University System and the University of Florida. VP Kaplan also stated that planning for next session has already begun. Interim session committee weeks will start in 100 days and the focus will be on Legislative Budget Requests and Public Education Capital Outlay project priorities. On the federal level, VP Kaplan gave an update on budget process and the role of research and development as an economic driver.

Committee Chair Hosseini thanked all involved in this year's legislative session as well, highlighting the work by VP Hass and VP Norton. He also indicated he's grateful for State leadership, Speaker Chris Sprowls and Senate President Wilton Simpson for their support of UF. He is also grateful for Sprowls' bill supporting early learning and literacy, which will be coordinated through UF's Lastinger Center for Learning.

6.0 New Business

Trustee Patel reviewed the effectiveness of the Governance Standards indicating they are in the process of reviewing all protocols. As a preliminary report of the 2020 DSO action items taken and feedback provided, there appears not to be an excessive amount of oversight. They are considering tweaks to some threshold amounts with both increases and decreases as necessary. They are also considering creating a database to audit functions that can quickly show approvals obtained. Committee Chair Hosseini indicated his desire to have email approvals included in the file for audit purposes and suggested creating a template form to be completed.

7.0 Adjourn

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 11:04 a.m.



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

Pre-Meeting Minutes

Virtual Meeting

November 1, 2021

University of Florida, Gainesville, FL

Time Convened: 10:00 a.m.

Time Adjourned: 10:14 a.m.

Committee and Board members present:

Morteza “Mori” Hosseini (Board and Committee Chair), David C. Bloom, David L. Brandon, Richard P. Cole, James W. Heavener, Rahul Patel, and Anita G. Zucker.

Others present:

Kent Fuchs, President; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee and Board Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:00 a.m.

2.0 Roll Call

Vice President and University Secretary Mark Kaplan conducted a roll call of all Committee and Board members present except Christopher T. Corr and Fred S. Ridley both had a conflict.

3.0 Review Draft Agenda for December Meeting

3.1 Review Action Items

• GGRIA1 Direct Support Organization Appointments

Vice President and General Counsel Amy Hass presented the proposed DSO board appointments with seven entities seeking approval including Cattle Enhancement Board (6), Florida 4-H Club Foundation (4), UF Development Corporation (1), UF Historic St. Augustine (1), UF Foundation (9), UF Leadership & Education Foundation (1) and Shands Teaching Hospital and Clinics, Inc. (1). VP Hass noted all bios are included with the materials and all have been reviewed including their service on other DSOs and UF affiliated boards. Committee and Board Chair Hosseini noted that Trustee Zucker has two appointments for approval. He has asked that she abstain from voting on this specific action item.

- **GGRIA2 Regulations**

Vice President and General Counsel Amy Hass summarized the six regulations before the committee. 1.300 is a proposed regulation amendment that updates the language to meet the current legislative and BOG requirement direct support organizations and health services support organizations. 1.400 is a new regulation consolidates and codifies existing University policy and procedures for the administration of the matching funds received in the Major Gifts Challenge Grant Program. 2.019 is a proposed regulation amendment clarifies the University's governance of alcoholic beverages on campus and moves the relevant operational guidelines and procedures to a UF policy, which can be found on the UF policy page at <https://policy.ufl.edu>. 2.020 is from the Office of Business Affairs who proposes to repeal Regulation 2.020 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>. 3.0031 is from the University of Florida Human Resources proposes to repeal Regulation 3.0031 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>. And finally, 4.040 is a proposed regulation amendment further aligns this regulation with current federal law. This regulation amendment accounts for the operational needs of the University, clarifies the language for student readers, and includes other substantive changes.

- **GGRIA3 Board Self-Evaluation**

Committee and Board Chair Hosseini spoke about GGRIA3. He indicated the Board does a self-evaluation every other year. It is important to be done and also ensures we are in compliance with SACS accreditation. All Trustees will receive an evaluation to complete in advance of the December meeting.

3.2 Review Discussion Item

- **Government Update**

Vice President for Government and Community Relations and University Secretary Mark Kaplan provided a government update indicating the legislature is in interim committee meetings and there will be a special session in mid-November. VP Kaplan also reminded everyone that the legislative session will start in January. VP Kaplan also provided a federal update. He shared the current funding proposed shows an increase in Pell funding which is great for our students. Committee and Board Chair Hosseini added he was recently in Washington and education is going to play a major role across many fronts.

4.0 New Business

There was no new business to come before the committee. Committee and Board Chair Hosseini reminded all of the Board of Governor's Trustee Summit at Florida Atlantic University this week. This is an important opportunity to learn from other university trustees.

5.0 Adjourn

There being no further discussion, Committee and Board Chair Hosseini adjourned the meeting at 10:14 a.m.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS
ACTION ITEM GGRIA1
December 2, 2021**

SUBJECT: Direct Support Organization-Board Appointments

BACKGROUND INFORMATION

Pursuant to University of Florida Governance Enhancements adopted by the University of Florida Board of Trustees on December 7, 2018, all appointments of Directors to University Direct Support Organizations must be approved by the University of Florida Board of Trustees.

The Direct Support Organizations listed below have requested the following individuals be approved to their board:

Cattle Enhancement Board (6):

Clint Richardson
Dr. John Yelvington
Dr. Roger West
Ken Griner
Woody Larson
David Genho

Florida 4-H Club Foundation (4):

B. Nax Joye
Robert Scott Mixon
Jack Burgess
Danita Thomas Heagy

UF Development Corporation (1):

Svein Dyrkolbotn

UF Historic St. Augustine, Inc. (1):

Doug Wiles

UF Foundation (9):

Josta Costa III
Chris Malachowsky
David Nelms
Ann O'Brien
Christy Powell
Jon Pritchett
Jane Jie Sun
Karen Unger
Anita Zucker

**UF Leadership & Education Foundation
(1):**

Andra Johnson

**Shands Teaching Hospitals and Clinics,
Inc. (1):**

Anita Zucker

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations, and Internal Affairs is asked to approve the individuals listed above and in the board materials for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached [biographies](#) for UF Development Corporation Board of Directors, UF Foundation Board, UF Leadership and Education Foundation, and University Athletic Association.

Submitted by: W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



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

**DIRECT SUPPORT ORGANIZATION
WITH BOARD APPOINTMENTS
EXPIRING ON OR BEFORE 12/31/21
FOR UF BOARD OF TRUSTEES APPROVAL**

Cattle Enhancement Board – 6

Florida 4-H Club Foundation – 4

UF Development Corp - 1

UF Historic St. Augustine - 1

UF Foundation – 9

UF Leadership & Education Foundation – 1

Shands Teaching Hospital and Clinics, Inc. - 1

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

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

To: The University of Florida Board of Trustees

From: J. Scott Angle, Vice President for Agriculture and Natural Resources */jsa*

Date: October 13, 2021

Re: Nominations for the Cattle Enhancement Board, a direct support organization to the University of Florida

Please find below the recommendations made by the Cattle Enhancement Board (CEB), for its members and officers. Their funding for cattle research and promotion has been coming from the Florida legislature, and has not been funded in some years. However, the CEB did receive funds in 2021. All of these candidates have been vetted by the Cattle Enhancement Board and the Florida Cattlemen's Association staff. I am unaware of any of these board members serving on any other direct support organization board at the University of Florida.



1. Appoint Mr. Clint Richardson, to replace DSO board member Erik Jacobsen. This appointment would be effective January 1, 2022 and his term would end on December 31, 2023. Mr. Richardson is the general manager of Deseret Cattle and Citrus with the Deseret Ranches of Florida, based in St. Cloud. Deseret Ranch consists of approximately 300,000 acres of land with 42,000 head of cattle.



2. Appoint Dr. John Yelvington, to replace DSO board member Dr. Liz Steele. This appointment would be effective January 1, 2022 and his term would end on December 31, 2023. Dr. Yelvington is a DVM with Ridge Large Animal Veterinary Services in Lake Placid, Florida, and is a 1981 graduate of the University of Florida College of Veterinary Medicine.



3. Reappoint Dr. Roger West to a term to conclude December 31, 2023, effective immediately upon vote of the Board of Trustees. Dr. West is a past president of the Florida Cattlemen's Association and is a retired faculty member from the University of Florida's department of Animal Sciences. He lives in Gainesville. He has participated in the Cattle Enhancement Board since its inception.



4. Reappoint Mr. Ken Griner to another term effective January 1, 2022 to December 31, 2024. Mr. Griner is the president of and manages the cattle operations for Usher Land and Timber, which is based in Chiefland. He is a past president of the Florida Cattlemen's Association. Mr. Griner has participated in the Cattle Enhancement Board since its inception.



5. Reappoint Mr. Woody Larson to another term effective January 1, 2022 to December 31, 2024. Mr. Larson is with Dixie Ranch, a division of Family Tree Enterprises based in Okeechobee, Florida. He is a past president of the Florida Cattlemen's Association. The Louis E. "Red" Larson Dairy Sciences Building at the University of Florida is named in honor of his father. Mr. Larson has participated in the Cattle Enhancement Board since its inception.



6. Reappoint David Genho to another term, effective January 1, 2022 to December 31, 2024. Mr. Genho is an advisor with Saunders Ralston Dantzler Real Estate, based in Sebring, Florida. He has previously served in managerial roles in two of Florida's most iconic ranch operations: Deseret Cattle and Citrus, and Alico. Mr. Genho has participated in the Cattle Enhancement Board since its inception.

Institute of Food and Agricultural Sciences (IFAS)
Office of the Vice President
Agriculture and Natural Resources

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

To: The University of Florida Board of Trustees

From: Scott Angle, Vice President for Agriculture and Natural Resources

Date: Updated October 6, 2021

Re: Consideration of Elected Appointments to the Florida 4-H Club Foundation, Inc. a Direct Support Organization of the University of Florida

I have received recommendations to approve the following for election as directors to the board (open seats on board):

Appointment to the Board as Elected Director for Term 1 Jan 2022 to Jan 2025:

(1) B. Nax Joye of Orlando, Fla

Nax was born and raised in Lake City, Fla. He is a graduate of the UF Warrington College of Business (BSBA 2012) and UF Levin College of Law (JD 2018). Mr. Joye is an associate with Moye O'Brien Pickert Dillon & Masterson, LLP. his practice focuses on construction and commercial litigation. He has over a decade of experience in the contracting business, with primary concentration on large commercial roofing systems, as well as a strong background in residential and commercial real estate sales and development. While not a member of 4-H as a youth, Nax believes in the 4-H mission and the importance of civic engagement by young people. His enthusiasm for connecting and building relationships, and background in the financial industry would be an asset to the Florida 4-H Foundation. Nax and his wife Melissa reside in Orlando, Fla.



(2) Robert Scott Mixon of Perry, Fla

Scott serves as the Public Affairs Manager for Georgia-Pacific LLC's Foley, Memphis and Lumberton Cellulose Mills. Scott has more than 30 years of experience in relationship management, communications and public affairs and marketing. Scott works with public and private leadership and the community. Scott has a professional background in finance and business. He earned his Bachelor of Science from the University of Central Florida in business administration, after completing his Associate's at North Florida College in Madison, Fla.



(3) Danita Thomas Heagy, D.C. of St. Augustine, Fla

A proud 4-H alumna, Danita grew up in St. Johns County and was an active member of 4-H participating in local, state and national leadership programs. She and her family have been annual supporters of St. Johns Co. 4-H in memory of her father, and she previously served on the St. Johns Co. 4-H Assoc. Board. The family recently created a memorial endowment at UF supporting St. Johns Co. 4-H'ers. Dr. Heagy is recently retired from active practice of chiropractic care, and is just finished her term as a board member of the Florida Board of Chiropractic Medicine.



(4) Jack Burges of Fort Myers, Fla

Jack is President of First Capital Realty in Fort Myers, Fla where he focuses on commercial real estate. As a student he participated in the FFA program and appreciates the mission of 4-H in developing youth for agricultural careers and beyond. Jack served in the US Army, deployed to Vietnam with the 101st Airborne. He was instrumental in establishing the Norman Cox Scholarship with the Florida 4-H Foundation and is actively working to increase the endowment now held at the UF Foundation to sustain the annual youth scholarship. Jack is an active member of the Fort Myers Rotary Club.



UF DEVELOPMENT CORPORATION

TERM: 01/01/22 to 12/31/26

NEW APPOINTMENT

REPLACING: CHRIS CORR

OTHER DSO BOARDS: NONE



Svein Dyrkolbotn is the principal owner of Viking Companies, LLC, and a State of Florida licensed General Contractor. Building on over 25 years of construction and development experience, Viking is primarily focused on acquisition, development and construction of multifamily housing and mixed-use development in Southeast United States.

Svein, a native of Norway, was a member of the Norwegian National Basketball Team before moving to Gainesville, Florida, as a student athlete. He spent his senior year in high school at Oak Hall, and continued as a scholarship athlete at the University of Florida, where he earned a degree civil engineering. He credits his experience at UF, both as student and a basketball player on the 1993-1994 Final Four team, with preparing him to overcome the everyday challenges in the construction and real estate development business.

Svein's ability to deal with complicated real estate projects is exemplified by development of the larges mixed use project in North Central Florida, Celebration Pointe. Celebration Pointe is approximately 60% completed and will include over 2.2 million square feet of Office, Hotel, Residential, and Retail space, when fully constructed. Celebration Pointe includes a privately funded new multi lane overpass across I-75, and is the regions first transit oriented development.

Svein is active in the local community and many charitable organizations, is a board member at Oak Hall School, and serves as an advisory board member with the University of Florida Warrington College of Business Master of Real Estate Program.

Svein and his wife, Heather, live in Gainesville with their three daughters, Annabeth, Isabella, and Olivia.

University of Florida Historic St. Augustine, Inc. (UFHSA)
A direct support organization to UF as provided, Chapter 267.1736 Laws of Florida

Recommendations for Appointment to UF Historic St. Augustine, Inc. Board of Directors



Doug Wiles

Type of term: Presidential reappointment – 2nd term
Term – 1/1/22 – 12/31/2025, 4 years
Does not serve on another DSO or any UF affiliate board

Doug Wiles is the President, Owner of Herbie Wiles Insurance, Inc., a leader of an independent insurance agency with 30 employees providing insurance and risk management services to nearly 7,000 businesses and families in Northeast Florida. He is also consultant with General Dynamics Information Technology, as the subject matter expert on local and state politics/political leaders. He provides guidance/counsel to senior military leaders responsible for responding to emergencies and natural disasters. He earned his bachelor's degree in Journalism from UF. He was a Member of the Florida House of Representatives from 1996-2004. He was Elected/re-elected four times to represent parts of four counties and more than 130,000 residents in Northeast Florida. He served as Minority Leader 2002-2004. Key Committee assignments include the Community Affairs Committee; Economic Development Appropriations Committee; Education K-12 Committee; and the Insurance Committee. Doug also served as a Lieutenant Colonel in the Florida Army National Guard from 1979-2000. Previously he served as a Lieutenant in the US Army from 1974-1979.



Josta Costa III

Fourshore Capital – Founder and Principal

Executive Board Elected Director (filling vacancy)

New Appointment, 1st Term, 2 years

3/1/2022 – 2/28/2024

Other DSO: None known

Jose Costa III has spent the last 25 years as an owner of the world's largest ornamental plant supplier, Costa Farms, as a founder of a hard equity lending business, and as a multi-strategy real-estate investor.

Founded in 1961 by Jose Costa, Jr., Costa Farms is a global business stretching over 4,000 acres with over 5,000 employees. Annually, Costa Farms generates \$500M in revenue selling 150M+ ornamental plants. After a period of rapid expansion starting in 2012, the company was named "Grower of the Year" by the International Association of Horticultural Producers (IAHP), and in 2017, Markel Corporation acquired an 81% interest in the company for an estimated \$255M. Full details of the sale were not disclosed, but the management team stayed on, including Jose's brother-in-law and sister, who remained CEO and Executive Vice President, respectively. Jose continues to serve as Director of Costa Farms and Director of the Costa Farms Scholarship Foundation.

After the sale, Jose formed Fourshore Capital in 2017 as a platform for investments. The company's real estate lending arm provides financing to developers for land acquisition with loans ranging from \$1M-\$50M, while the private equity arm invests in firms across industries looking to expand or transition.

The Costa family also owned Modern Health Concepts, a separate business with a license to produce medical marijuana. In 2017, PalliaTech Florida acquired 75% of Modern Health Concepts for \$28M, and acquired the remaining 25% in 2020 for just under \$2M. Curaleaf acquired PalliaTech Florida later in 2020.

Jose earned a B.S.A. in Food and Resource Economics from the University of Florida. He has supported CHOMP Cancer within the College of Medicine and Costa Farms has been a generous supporter of IFAS and Engineering, including Environmental Horticulture and the Industrial and Systems Engineering Excellence Fund.



Chris Malachowsky

NVIDIA – Co-Founder & Fellow

Executive Board Elected Director

Reappointment, 2nd Term, 2 years

3/1/2022 – 2/28/2024

Chris Malachowsky co-founded the global technology company, NVIDIA, in 1993 and has more than 30 years of experience in the industry. Now retired from day-to-day operations, he serves as a member of the executive staff and a senior technology executive for the company. Based in Santa Clara, CA, the company has pioneered visual computing—the art and science of computer graphics. NVIDIA has dominated in the area of high-performance graphics processors (GPUs), which act as the brain of computers, robots and self-driving cars that can perceive and understand the world, as well as aid in the translation and application of big data and data science. NVIDIA’s field has expanded to encompass video games, movie production, product design, medical diagnosis, scientific research and, most recently, modern artificial intelligence (AI).

Malachowsky has been instrumental in managing, defining and driving the company’s core technologies as it has grown from a startup to the global leader in visual and parallel computing. As an executive at NVIDIA, he has led numerous functions, including IT, operations and all facets of the company’s product engineering. Most recently, he was responsible for NVIDIA’s world-class research organization, which is chartered with developing the strategic technologies that will help drive the company’s future growth and success.

Prior to NVIDIA, Malachowsky held engineering and technical leadership positions at HP and Sun Microsystems. A recognized authority on integrated-circuit design and methodology, he has authored close to 40 patents. Malachowsky earned a Bachelor of Science in Electrical Engineering with high honors from the University of Florida and a Master of Science in Computer Science from Santa Clara University. Both schools have honored him with Distinguished Alumnus awards, and he is a 2019 inductee into the Florida Inventors Hall of Fame.

Malachowsky currently serves on the boards of the Computer History Museum and Hiller Aviation Museum in Silicon Valley and previously served on the Los Angeles County Museum of Art’s Art & Technology Lab board. Beyond his technical accomplishments, Malachowsky received an Emmy for a film he helped produce that won Best Documentary in 2009.

Malachowsky earned a bachelor’s degree in electrical and computer engineering from the University of Florida and a master’s degree in computer science from Santa Clara University.

At UF, Malachowsky has been generous in his service, leadership and philanthropy. He serves on the UF Foundation Executive Board, the Herbert Wertheim College of Engineering Dean’s Advisory Board and Engineering West Coast Advisory Board. In addition, he made a substantial gift to support the Data Science & Information Technology building fund.



David Nelms

Discover Card Services – Retired CEO

Executive Board Elected Director

Reappointment, 2nd term, 2 years

3/1/2022 – 2/28/2024

David Nelms retired as president and CEO at Discover in 2018, ending a 20-year career at the company. He became CEO in 2004 and was elected board chair in 2009. He was responsible for all Discover® branded financial services, the Discover Networks and Diners Club International (global payments network). Under his leadership, Discover became one of the largest issuers of general-purpose credit cards in the U.S. with more than 50 million card members and \$50 billion in consumer loans. Nelms led the launch of affiliate Morgan Stanley's credit card business in the U.K., including the acquisition of Goldfish, which now has more than 2 million customers. Prior to Discover, he worked at MBNA America Bank as a vice chair. Previously he was a senior product manager for Progressive Insurance and a management consultant with Bain & Company.

Nelms received numerous awards during his career, including the Council for Economic Education Visionary award, Discover's Corporate Citizen of the Year, the U.S.-China Foundation for International Exchange Marco Polo award and was named to the Top 10 S&P 500 Wealth Creators list by *Chief Executive* magazine.

He has served on several boards including the CDW Corporation, a leading multi-brand technology solutions provider, the Federal Reserve Bank of Chicago (audit committee chair), Executives Club of Chicago, the Financial Services Roundtable and Junior Achievement of Chicago.

Nelms is a fourth generation Gator and a fifth generation member of the Goodbreads, a Florida pioneer family. He earned a BS in Mechanical Engineering from the University of Florida and an MBA from Harvard. In 1925, Nelms' great aunt, Lassie Goodbread Black (d.1996), was the first woman admitted to UF during a regular session when she enrolled in the College of Agriculture.

Nelms and his wife, Daryl, have an equestrian center on their 280-acre farm in Lake Lure, North Carolina with a community focus on education centered on nature, sustainable farming, and horses. The couple was heavily involved with the Juvenile Diabetes Research Foundation (JDRF), where David was a member of the International Board. In 2012, he was named *Father of the Year* by the American Diabetes Association as one of five fathers recognized for fundraising leadership in a campaign that raised \$5M.

At UF, he has participated in the Engineering Leaders in Residence program, serves on the UF Foundation Executive Board and is a lifetime member of the Alumni Association. David and his family provided a leadership gift to establish the Warren B. Nelms Institute for the Connected World in the Wertheim College of Engineering in honor of his father, which they continue to support.



Ann O'Brien

Bank of America (BOA) – Retired banking executive

Executive Board Elected Director

Reappointment, 3rd Term, 2 years

3/1/2022 – 2/28/2024

Ann O'Brien's career at Bank of America spanned nearly 30 years before her retirement in 2010. Ann first joined BOA in 1988, when she founded and served as managing director of the bank's Mezzanine Investments Group, responsible for originating, closing, managing and exiting junior capital investments.

In 1998, she became managing director of Bank of America Equity Partners and oversaw a \$10 billion global private equity portfolio. She served as managing director of BOA Equity Risk Management for two years before she was named executive of Bank of America Global Securities Solutions (GSS) in 2008. GSS is a division at BOA providing trust, agency and administration services to U.S. and European institutional investors on over \$1 trillion of fixed income, securitization and alternative investment assets.

Prior to Bank of America, Ann was Vice President at Continental Bank's Miami office from 1981 until 1988. At Continental Bank, Ann developed and managed relationships with Florida-based corporations.

Ann is an honorary director at Friends of Florence. Ann was previously a board member of several nonprofit organizations, including the Goodman Theater (Chicago), the Art Institute of Chicago. She has also previously served on the boards of several privately held businesses.

Ann received a B.S. in Finance from the University of Florida. At UF, she has been a generous supporter of the Warrington College of Business where she has named the Ann O'Brien MBA Scholars Endowment Fund and the Ann O'Brien Finance Professional Development Fund. She is a member of the UF Foundation Executive and National Boards, the Audit Committee (chair) and the Philanthropy & Donor Relations Advisory Committee. Ann has been active in previous campaigns, serving as a member of the UF Foundation's Chicago Regional Council.



Christy Powell

Powell Family Foundation – Director

Executive Board Elected Director

Reappointment, 2-year Term

3/1/2022 – 2/28/2024

Christy Powell is a director of the Powell Family Foundation, which supports areas of education, health, social/human services, arts, religion, sports and recreation. Christy is also an equestrian and participates in competitions in the hunter and jumping divisions. She has placed in competitions with her 18-year old Royal Dutch Warmblood gelding, Savion.

Christy received an Associates in Arts degree from Stephens College in 1968 and a B.S. in Zoology from the University of Florida in 1971. She and her husband, Earl, have been very involved with their alma mater as active volunteers and generous donors, primarily to UF Health, Athletics, the Harn Museum of Art, and Student Affairs.

The Powells have named the Earl and Christy Powell University House, where UF Presidents have entertained since 1953, and Earl and Christy Powell Hall, which houses UF Foundation offices. They have also named the Earl and Christy Powell University Chair in Gene Therapy and Genetics Research and the Powell Gene Therapy Fund in medicine. The Powells have another named endowment in Athletics as well as a scholarship, the Andrew Parker Memorial Scholarship, in honor of their grandson who died in a car accident. Christy and Earl were recipients of the Academy of Golden Gators Lifetime Volunteers award in 2017 to honor their service.

Christy serves on the UF Foundation Executive Board, UF Foundation National Board and UF Foundation Board Nominating Advisory Committee. She was previously a member of the Harn National Council. She is also a former trustee of Stephens College.



Jon Pritchett

Nextran Corporation & Pritchett Trucking – President & CEO

Executive Board Vice Chair

Reappointment, 1-year Extension

3/1/2022 – 2/28/2023

OTHER DSO Boards: Gator Boosters

Jon Pritchett is president of Pritchett Trucking, founded by his late father, Marvin, who started the business in 1970 when he bought a local timber producer and inherited three trucks. Today, the company's network spans 48 states and Canada and employs well over 400 people.

Pritchett is also president and CEO of Nextran Corporation, the parent company of a network of commercial truck dealerships and 16 full-service truck centers located along major truck routes throughout Florida, Georgia, and Alabama. The company sells and services medium to heavy-duty trucks in state-of-the-art facilities. Nextran Truck Centers in Miami is a leader in the export of new commercial trucks from the United States, with more than 15 years of truck sales throughout Latin America and the Caribbean.

In 2017, the Nextran Foundation was launched with a mission to impact wellness for children and families and to support local communities through charitable giving and volunteer efforts. UF Health Shands Children's Hospital, Children's Miracle Network, March of Dimes, and Tyler's Hope for a Dystonia Cure are among the nearly 20 organizations approved for matching donations from the Nextran Foundation.

Pritchett has served the UF Foundation Board in various leadership roles since 2013; most recently appointed as vice chair of the Executive Board. A Bull Gator for more than two decades, Jon and his wife, Kelly, are also directors on the Gator Boosters Board of Directors.

Pritchett has been a generous supporter of UF. In 2013, he committed funds to UF Health's Children's Hospital Building Fund, and has supported the Machen Florida Opportunity Scholars Endowment and Athletics capital improvements.



Jane Jie Sun

Trip.com Group Limited – CEO and Directors
Executive Board Elected Director (filling vacancy)
New Appointment, 1st Term, 2 years
3/1/2022 – 2/28/2024
Other DSO: None known

Jane Sun has been CEO of Trip.com Group (TCOM), formerly Ctrip.com International, since November of 2016. She previously served the company in the roles of co-president, COO and CFO and is well-respected for her expertise in operating and managing online travel businesses, financial operations, mergers and acquisitions, and investor relationships.

Founded in 1999 in Shanghai, China, TCOM is a leading provider of travel services, including accommodation reservations, transportation ticketing, packaged tours and corporate travel management. TCOM's market cap has grown 30-fold since its NASDAQ listing in 2003. The company posted net revenue gains of 39% in 2017 to \$4.1 billion and is currently valued at \$20 billion. TCOM also owns a stake in Home Inns & Hotels Management, a China-based economy hotel chain, and plans to pursue acquisitions that strengthen its presence in Hong Kong, Macao, and Taiwan.

Previously, Jane worked as an auditor at KPMG in Silicon Valley, CA. Prior to joining TCOM in 2005, she also worked as the head of the SEC and External Reporting Division at Applied Materials, an American semiconductor company.

Jane is the recipient of numerous professional accolades. She has been named one of *Fortune's* Top 50 Most Powerful Women in Business for four consecutive years, *Forbes' Emergent 25: Asia's Latest Star Businesswomen* and one of *Forbes' Most Influential and Outstanding Businesswomen in China*. *FastCompany* named her one of the Most Creative People in Business, she won the *Institutional Investor* awards for the Best CEO and the Best CFO as well as *CFO World's Best CFO Award*. She was awarded an Asia Society *Asia Game Changer* award and has since joined their board. At UF, Jane has received the Academy of Golden Gators *International Philanthropist* award and is a four-time *Gator100* awardee.

Jane received her B.S. in Accounting from UF in 1992 and obtained her LLM degree from Peking University Law School. She and her husband, John Wu, have established named scholarships in law and business at the University of Florida, Yale University and National University of Singapore.



Karen Unger

Political Strategist and Consultant (self-employed)

Executive Board Elected Director

New Appointment, 2-year Term

3/1/2022 – 2/28/2024

Other DSO: Gator Boosters

Karen Unger is a seasoned political hand and has managed several high-profile political campaigns in Florida. Most recently, serving as head of voter engagement during Governor Jeb Bush's presidential campaign in 2015, keeping in touch with Bush's 650-member alumni network of former staffers.

Unger worked as Rudy Giuliani's senior adviser for Florida during his 2008 presidential race, served as the campaign manager of Governor Jeb Bush's reelection campaign in 2002 and was Field Director for Broward and Palm Beach Counties during Governor Bush's campaign in 1998. She held several key positions in Governor Bush's Administration, including Deputy Chief of Staff, Director of External Affairs and Director of Appointments.

Previously, Unger served as campaign manager for Congressman E. Clay Shaw re-election campaign in 1996 and Representative Shaw's Finance Director for his 1994 campaign.

Unger earned a B.A. in English from the University of Florida. She currently serves on the UF Foundation Executive Board, UF Foundation National Board, UF Foundation Finance Advisory Committee and the Gator Boosters Board of Directors. She previously served as president of the UF Alumni Association Board of Directors.

Unger is a passionate Gator and generous supporter of UF. She and her husband have committed funds to support Athletics capital improvements, the Department of Pediatric Neurology at UF Health and to create the Jason and Karen Unger Family Scholarship Endowment.



Anita Zucker

The InterTech Group, Inc. – Chair & CEO

Executive Board Chair

Reappointment, 1-year Extension

3/1/2022 – 2/28/2023

Other Affiliation: UF Board of Trustees, Shands Teaching Hospital and Clinics, Inc.

Anita Zucker currently serves as the Chair and CEO of South Carolina based global conglomerate, The InterTech Group, Inc. (TIG). As one of the largest private companies in the United States, TIG and its affiliates operate in a diverse group of industries ranging from aerospace and specialty chemicals to real estate and entertainment. In addition to its wholly owned entities, TIG and its affiliates are substantial investors in a large number of public companies. Publicly disclosed holdings include Delta National Gas, RGC Resources, Corning Natural Gas, Fyffes Group, PLC, Span America Medical Products, Vicon Industries, and Circa Enterprises. In addition to the publicly reported holdings, TIG and its affiliates hold substantial investments in a diverse portfolio of equity, debt, and real estate holdings.

Zucker has been a leader in the Charleston area and South Carolina for numerous organizations. She served as chair of the Board of Governors of the School of Business at the College of Charleston; she also served on the Advisory Boards of the School of Humanities and Social Sciences and Jewish Studies and she served on the board of the Addlestone Hebrew Academy, Porter Gaud, and Ashley Hall Schools. Zucker is past chair of the Medical University of South Carolina Foundation Board. Zucker currently serves on the President's Initiatives Committee of the University of South Carolina.

Zucker has served as president of the Charleston Metro Chamber of Commerce and the Education Foundation. She is a former member and past chairperson of the Trident Technical College Foundation Board and Executive Board and serves on the Trident Technical College Governing Board.

Zucker is the recipient of numerous awards including the "Order of the Palmetto" presented by South Carolina Governor David Beasley for her dedication to education, the Ernst & Young Lifetime Achievement award and the 2018 Ellis Island Medal of Honor for accomplishments in her field, as well as service and commitment to her community, state and country.

Zucker earned a B.A. in education from the University of Florida and a Master of Education from the University of North Florida and holds Honorary Doctorate degrees from Medical University of South Carolina, Clemson University, The Citadel, College of Charleston, the University of South Carolina, and Yeshiva University.

At UF, she serves on the President's Campaign Cabinet, the Board of Trustees and the UF Foundation Executive Board. She is also the recipient of a Distinguished Alumnus Award.



**UF Leadership and Education Foundation, Inc.
Board of Directors Nominee**

Andra Johnson

New Appointment, replacing Nick Place
Term – Ex-Officio, Dean of the IFAS Extension
Does not serve on any other DSO

Dr. Andra Johnson received his M.S. and Ph.D. degrees in Forestry Resources from the Pennsylvania State University, University Park, Pennsylvania. He also received a B.S. in Urban Forest Management from Southern University and A&M College in Baton Rouge, Louisiana.

Prior to accepting the position of Dean and Director of UF/IFAS Cooperative Extension, Dr. Johnson served as a tenured faculty member in the College of Agricultural Sciences' Department of Ecosystem Sciences and Management and the Associate Director of Extension for The Pennsylvania State University Cooperative Extension Service. In this role, he provided senior level leadership, supervision and visioning as well as daily oversight in the development and implementation of a customer-centric, innovative program strategy to meet the mission of a land-grant University. He oversaw 7 programming units consisting of: Food, Families and Health; Agronomy and Natural Resources; Energy, Business and Community Vitality; Horticulture; 4-H Youth Development; and Animal Systems. These seven areas, led by Assistant Directors of Programs encompassed 30 Program Teams.

Prior to this role, Dr. Johnson served as Vice Chancellor for Research and Technology Development at the Southern University Agricultural Research and Extension Center in Baton Rouge, Louisiana, where he oversaw the Land-Grant research portfolio and budget. In this role he worked with extension leadership to help chart a new research vision that would meet the needs of Louisiana's clientele. These efforts resulted in an increase in research expenditures and an increase in new scientists in the areas of Youth Development, Nutrition Science, Plant Science, Horticulture, Entomology, Water Chemistry, GIS/Hydrology, Microbiology and Viticulture.

Dr. Johnson also served as Assistant Director of Research at Alcorn State University College of Agricultural Research, Extension, and Applied Sciences in Lorman, MS., where he oversaw the agricultural research budget and five research and extension centers which included: ASU Experimental Research Station, Mississippi River Research Center, Swine Development Center, Conservation Center, and the Small Farm Development and Agribusiness Center.

Finally, Dr. Johnson spent over 13 years as a tenured faculty member at The Southern University and A&M College in Baton Rouge, Louisiana in the Department of Urban Forestry before becoming Assistant Research Director at Alcorn State University. During this time, he conducted research and taught classes in Natural Resources and Urban Forestry. He has produced numerous scholarly publications and publications in the form of brochures, fact sheets, handouts, and management plans that were used to enhance programming statewide in the areas of urban forest sustainability and natural resource management. He has also presented at conferences, symposiums, and workshops both nationally and internationally to educate and update scientists, municipalities, and landowners on new trends and ongoing research in the areas of urban forestry.

Dr. Johnson has served on numerous boards and committees, including participating in the Northeast Extension Directors (NEED) Monthly Meeting, ECOP Subcommittee on Workforce Development Working Group, the Northeastern Regional Association of State Agricultural Experiment Station Directors (NERA) Multi-State Activities Committee and recently on USDA's Civil Rights Working Group.

Dr. Johnson is the father of a 13-year-old son and is married to his wife of 19 years Rhonda Johnson.



W. Kent Fuchs
President

226 Tigert Hall
PO Box 113150
Gainesville, FL 32611-3150
352-392-1311

October 12, 2021

Anita Zucker
4838 Jenkins Avenue
North Charleston, SC 29405

Dear Anita,

It is my pleasure to appoint you to the Shands Teaching Hospital and Clinics, Inc. (STHC) Board of Directors, as a Trustee ex-officio Category 1 member. This appointment is effective beginning October 12, 2021 and will continue until your service as a University of Florida Trustee ends or until a successor is appointed, if earlier. Your service and dedication to the University and STHC are greatly appreciated and critical to the University of Florida's advancement.

The STHC Chair and President, Dr. David Nelson, and his staff will reach out to provide you with information and details regarding the next scheduled meeting on January 26, 2022.

Thank you, Anita, for your willingness to serve in this capacity.

Warm regards,

A handwritten signature in blue ink that reads "Kent".

W. Kent Fuchs

CC: David Nelson, Senior Vice President for Health Affairs, and President UF Health
Ed Jimenez, CEO, UF Health Shands Hospital
Amy Hass, Vice President and General Counsel



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA2
December 2, 2021**

SUBJECT: University of Florida Regulations

BACKGROUND INFORMATION

1.300: This proposed regulation amendment updates the language to meet the current legislative and BOG requirements for direct support organizations and health services support organizations.

1.400: This new regulation consolidates and codifies existing University policy and procedures for the administration of the matching funds received in the Major Gifts Challenge Grant Program.

2.019: This proposed regulation amendment clarifies the University's governance of alcoholic beverages on campus and moves the relevant operational guidelines and procedures to a UF policy, which can be found on the UF policy page at <https://policy.ufl.edu>.

2.020: The Office of Business Affairs proposes to repeal Regulation 2.020 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

3.0031: The University of Florida Human Resources proposes to repeal Regulation 3.0031 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

4.040: This proposed regulation amendment further aligns this regulation with current federal law. This regulation amendment accounts for the operational needs of the University, clarifies the language for student readers, and includes other substantive changes.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve (i) the amendments to UF Regulations 1.300, 2.019, 4.040, (ii) the new UF Regulation 1.400, and (iii) the repeal of UF Regulations 2.020 and 3.0031, as set forth in the attached, for recommendation to the UFBOT for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached UF Regulations: 1.300, 1.400 2.019, 2.020, 3.0031 and 4.040.

Submitted by: Amy M. Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

REGULATIONS OF
THE UNIVERSITY OF FLORIDA

1.300 Direct Support Organizations; Health Services Support Organizations.

(1) The Board of Trustees (“BOT”) may establish direct support organizations (“DSO”) and health services support organizations (together with DSOs, “support organizations”) and certify them to use University property, facilities, and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the University, including the University’s research, education, and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the University or for the benefit of a research and development park or research and development authority affiliated with the University.

(2) Each support organization must comply with the conditions in this regulation in order to use University property, facilities, or personal services, as well as the requirements for appropriate budget and audit review and oversight. In addition, the following conditions are established:

(a) Thresholds to be established by BOT that delineate when approval by BOT is required for the purchase of goods and services by a DSO.

(b) All debt issued by a DSO is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a DSO are subject to the State University System Public-Private Partnership Guidelines.

(c) Thresholds to be established by BOT that delineate when approval is required by BOT for the acquisition of real property and the construction or renovation of facilities by a DSO.

(d) University personal services used by a DSO are subject to the remuneration

requirements set forth in section 1012.976, Florida Statutes.

(e) No DSO may use state funds for travel expenses incurred by the DSO.

(f) No DSO may give, either directly or indirectly, any gift to a political committee as defined in section 106.011, Florida Statutes, for any purpose.

(3) The Director or Chief Executive Officer of the support organization shall report to the University President or designee.

(4) Operating budgets of supporting organizations shall be prepared at least annually, and approved by the organization's governing board and the BOT. Significant changes in planned expenditures in the approved budget must be reported to BOT as soon as practicable but no later than the deadline established by BOT.

(5) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to BOT for review. The audit report shall be submitted to the Board of Governors and the Auditor General. BOT or its designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.

(6) Each support organization shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to BOT or its designee at the times required by regulation or policy of BOT. Copies of such forms shall be provided by the University to the Board of Governors.

(7) Any transfer of a state appropriation to a DSO is limited to funds pledged for capital projects.

(a) This regulation does not prohibit the transfer of non-state funds between University DSOs, or the transfer of non-state funds to a DSO, as long as the original source of funding was not a state appropriation.

(b) a DSO may transfer funds and provide the use of DSO property, facilities, or personal services without any charge to the University.

(c) The University will report annually to the Legislature and the Board of Governors all transfers of state funds to each DSO, using the format and instructions specified by the Chancellor.

(8) Each support organization shall provide equal employment opportunities to all persons, regardless of race, color, national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by law.

(9) The BOT Chair shall appoint at least one representative to each DSO board of directors and executive committee (if any). The University President or designee shall also serve on each DSO board of directors and executive committee, if any. BOT shall approve all appointment to any DSO board other than the Chair's representative(s) or the President or President's designee. The Chair's designee may not be the University President; nor may the Chair and President appoint the same person to represent both the Chair and the President on any one DSO board.

(10) BOT shall decertify a support organization if the BOT or designee determines that the organization is no longer serving the best interest or mission of the University and decertification is appropriate. In decertifying a support organization, BOT shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all University property and facilities as requested by the University.

(11) In order to ensure each support organization is operating in a manner consistent with the goals of the University and in the best interest of the state, each support organization shall conduct due diligence on potential members of its board prior to any appointment, nomination, or election. BOT or designee shall identify the appropriate level of due diligence to be performed, by regulation or policy, and issue guidelines for the process to be followed in reviewing and evaluating any information obtained.

Authority: BOG Regulation 1.001 and 9.011

Specific Authority: 1001.74(4), 1004.28(2) FS.

Law Implemented: 1001.74(37), 1004.28 FS.

History: New 1-7-03, Amended 6-3-03, _____.

RULESREGULATIONS OF

THE UNIVERSITY OF FLORIDA

~~6C1-~~

~~1.300—University of Florida; Direct Support Organizations; Health Services Support Organizations.~~

~~(1)——The President of the University may recommend to the Board of Trustees that an organization meeting the requirements of Section 1004.28(1)(a), F.S., be designated a University of Florida Direct Support Organization (“DSO”). Upon approval by the Board of Trustees, a DSO shall be considered to be certified and authorized to use the property, facilities and personal services of the University.~~

~~(2)——In order to be considered for certification as a DSO, an organization must fulfill the requirements of Section 1004.28(1)(a), F.S., and must have Articles of Incorporation and Bylaws that together:~~

~~(a)——Provide that any person employed by the organization shall not be considered to be an employee of the University of Florida Board of Trustees by virtue of employment by the DSO.~~

~~(b)——Provide that the chief executive officer or director of the DSO shall be selected and appointed by the governing board of the DSO, with prior approval of the President of the University, and that the chief executive officer or director shall report to the President or a designee reporting directly to the President.~~

~~(c)——Provide that any amendments to the Articles of Incorporation or Bylaws be subject to the approval of the University Board of Trustees.~~

~~(d)——Provide that the President of the University shall have the following powers and duties:~~

~~1.——Monitor and control the use of University resources by the organization.~~

Control the

(1) The Board of Trustees (“BOT”) may establish direct support organizations (“DSO”) and health services support organizations (together with DSOs, “support organizations”) and certify them to use University property, facilities, and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the University, including the University’s research, education, and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the University or for the benefit of a research and development park or research and development authority affiliated with the University.

(2) Each support organization must comply with the conditions in this regulation in order to use University property, facilities, or personal services, as well as the requirements for appropriate budget and audit review and oversight. In addition, the following conditions are established:

(a) Thresholds to be established by BOT that delineate when approval by BOT is required for the purchase of goods and services by a DSO.

(b) All debt issued by a DSO is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a DSO are subject to the State University System Public-Private Partnership Guidelines.

(c) Thresholds to be established by BOT that delineate when approval is required by BOT for the acquisition of real property and the construction or renovation of facilities by a DSO.

(d) University personal services used by a DSO are subject to the remuneration requirements set forth in section 1012.976, Florida Statutes.

2. (e) No DSO may use of the University name by the DSO.

~~3. Monitor compliance of the organization with federal and state laws.~~

~~Approve contributions of funds or supplements to support intercollegiate athletics for travel expenses incurred by the DSO.~~

~~Provide that the (f) No DSO may give, either directly or indirectly, any gift to a political committee as defined in section 106.011, Florida Statutes, for any purpose.~~

~~(3) The Director or Chief Executive Officer of the support organization shall report to the University President or designee.~~

~~(4) Operating budgets of supporting organizations shall be prepared at least annually, and approved by the organization's governing board and the BOT. Significant changes in planned expenditures in the approved budget must be reported to BOT as soon as practicable but no later than the deadline established by BOT.~~

~~(5) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to BOT for review. The audit report shall be submitted to the Board of Governors and the Auditor General. BOT or its designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.~~

~~(6) Each support organization shall submit its federal Internal~~

Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to BOT or its designee at the times required by regulation or policy of BOT. Copies of such forms shall be provided by the University to the Board of Governors.

(7) Any transfer of a state appropriation to a DSO is limited to funds pledged for capital projects.

(a) This regulation does not prohibit the transfer of non-state funds between University DSOs, or the transfer of non-state funds to a DSO, as long as the original source of funding was not a state appropriation.

(b) a DSO may transfer funds and provide the use of DSO property, facilities, or personal services without any charge to the University.

(c) The University will report annually to the Legislature and the Board of Governors all transfers of state funds to each DSO, using the format and instructions specified by the Chancellor.

(8) Each support organization shall provide equal employment opportunities to all persons, regardless of race, color, ~~religion, gender, age or~~ national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by law.

~~(e) — Prohibit the giving, directly or indirectly, of any gift to a political committee or committee of continuous existence as defined in Section 106.011, F.S., for any purpose other than those certified by a majority roll call vote of the organization's governing board at a~~

~~regularly scheduled meeting as being directly related to the educational mission of the University.~~

~~(3) — (9) The BOT Chair of the University of Florida Board of Trustees may shall appoint at least one representative to the governing body each DSO board of directors and the executive committee of each DSO. In addition, the (if any). The University President of the University or a designee shall also serve on the governing body each DSO board of directors and executive committee of each DSO.~~

~~(4) — Each DSO shall submit an annual budget which has been approved by its governing board to, if any. BOT shall approve all appointment to any DSO board other than the Chair's representative(s) or the President of the University or the President's designee for review. Such proposed budget shall be submitted no later than sixty (60) days after the first day of the fiscal year to which the proposed budget pertains. The President or The Chair's designee shall report results of review to may not be the Board of Trustees.~~

~~(5) — Significant changes in projects funded, expenditures, or income projected in University President; nor may the annual budget must be reported to the Chair and President. Planned actions which would cause a commitment of University resources or which appoint the same person to represent a significant commitment of the resources of the DSO should be reported by the first date of the fiscal quarter in which they are to occur. Each DSO shall cause a financial audit of its accounts and records to be conducted by an independent certified public accountant after the close of each fiscal year. The audit report shall be submitted by the both the Chair and the President of the University to the Board of Trustees no later than the end of the sixth month following the close of the organization's fiscal year on any one DSO board.~~

~~(a) — Audits (10) BOT shall be conducted pursuant to Section 1004.28(5), F.S. and in accordance with rules adopted by the Auditor General pursuant to Section 11.45(8), F.S. and University of Florida rules.~~

~~(b) — The President of the University shall submit the annual audit report to the Auditor General and to the Florida Board of Governors no later than nine (9) months after the close of the organization's fiscal year.~~

~~The President of the University may recommend to the Board of Trustees that an decertify a support organization be decertified as a DSO if the President BOT or designee determines that the organization is no longer serving the best interest or mission of the University. ~~The recommendation for and decertification shall include a plan for disposition is appropriate.~~ In decertifying a support organization, BOT shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all University property and facilities as requested by the University.~~

~~(11) In order to ensure each support organization is operating in a manner consistent with the goals of the University and in the best interest of the state, each support organization shall conduct due diligence on potential members of its board prior to any appointment, nomination, or election. BOT or designee shall identify the appropriate level of due diligence to be performed, by regulation or policy, and issue guidelines for the process to be followed in reviewing and evaluating any information obtained.~~

Specific Authority 1001.74(4), 1004.28(2) FS.

Law Implemented 1001.74(37), 1004.28 FS.

History--New 1-7-03, Amended 6-3-03, .

REGULATIONS OF
THE UNIVERSITY OF FLORIDA

1.400 Major Gifts Challenge Grant Program or Matching Gifts.

(1) The University Major Gifts Challenge Grant Program, established by the State Treasury and administered by the Chancellor of the Florida Board of Regents, provided the University of Florida matching funds for challenge grants to enhance specific programs and activities at the University. The University of Florida administers the funds as prescribed by BOG Regulation 9.019. Funding for the program was temporarily suspended for donations received on or after June 30, 2011 (s. 1011.94(8)), but matching funds received by the University remain in University endowment funds, generating income used by the University in accordance with the fund purpose and all laws and regulations governing the use of matching funds.

(2) The University Vice President for Advancement, acting as the Executive Vice President of the University of Florida Foundation, Inc., shall administer the functions and responsibilities of the Foundation regarding the Major Gifts Challenge Grant Program under Florida law and pertinent endowment agreements.

(3) The routine daily expenditure of available allotted earnings on Challenge Grant endowment accounts, accountability for same, and other ongoing support relative to the functioning of the endowments shall be the responsibility of the dean or department head in accordance with: Florida law; Board of Governors, University, and Foundation regulations, rules, policies, and procedures; and the pertinent endowment agreements.

(4) The Vice President for Advancement shall maintain a file on each Challenge Grant fund including, at a minimum, the following information documenting receipt of gifts:

- (a) Copies of checks or other means of fund transmittal, or the Foundation's official ledgers which are subject to audit;
- (b) Related correspondence;
- (c) Endowment agreement, pledge agreement, or other related legal documents, including an expression of intent by the donor regarding the purpose of the gift and wish that the gift be submitted for a state match (except as to testamentary gifts where documentation of such wishes may not be available);
- (d) Financial statements;
- (e) Copies of annual reports submitted to the Board of Governors; and
- (f) All other documentation and records required by BOG Regulation 9.019 or as necessary to fulfill the requirements of Regulation 9.019.

(5) The Vice President for Advancement shall verify compliance with all Board of Governors and state requirements by including, as part of the Foundation's annual audited financial statement, a Major Gifts Program Schedule of Receipts, Expenditures, and Endowment Balances for all endowments funded by the Major Gifts Program. The schedule shall identify the corpus of each endowment, interest earnings, expenditures, and other transactions during the year that affect the endowment. The annual audit will include verification regarding donations with multiple donors in accordance with BOG Regulation 9.019.

(6) If the result of the audit or other review by a CPA indicates that corrective actions are needed by the Foundation, then the Foundation shall attach its corrective action plan to the CPA's report. Both the CPA's report and the written corrective action plan shall be submitted, along with the audited financial statements, to the Board of Governors.

Specific Authority: BOG Regulation 1.001 and 9.019

History—New _____.

REGULATIONS OF THE
UNIVERSITY OF FLORIDA

2.019 Alcoholic Beverages.

(1) The sale, service, consumption and possession of alcoholic beverages on the University campus is prohibited unless authorized and approved by the President or designee under this Regulation and the guidelines and procedures set forth in the Alcoholic Beverage Policy, which can be found at <https://policy.ufl.edu/>.

(2) The President has the sole authority to approve the sale, service, consumption and possession of alcoholic beverages in (a) any campus athletic or athletic program-related facility, or (b) any campus locale with an occupancy of 5,000 or more, in association with an athletic or other competition, performance or event.

(3) The University may take administrative or disciplinary action concerning violations of this Regulation and the Alcoholic Beverage Policy. Furthermore, violations of local, state, and federal laws regarding alcoholic beverages may result in additional legal action apart from University action.

Authority: BOG Regulation 1.001.

History--New 5-14-85, Formerly 6C1-2.19, Amended 7-11-94, 3-12-03, 6-3-03, 5-30-04, 3-14-08, Formerly 6C1-2.019, Amended 3-17-11, 4-3-15 (technical changes only), Amended 4-1-16; Amended _____.

~~REGULATIONS OF THE
UNIVERSITY OF FLORIDA~~

~~2.019—Alcoholic Beverages.~~

~~(1)—This subsection (1) concerns the sale of alcoholic beverages on the University campus, which for the purposes of this regulation includes all properties under the control of the University of Florida and all fraternity and sorority houses. The sale of alcoholic beverages on the University campus shall be permitted only under the conditions set forth in this regulation.~~

~~(a)—Functions at which alcoholic beverages are sold shall include any function at which alcoholic beverages are served and for which an admission fee is charged, cups are sold, tickets are sold, donations are collected by the individual or group or any of the members of the group sponsoring the function, or cash or anything else of value is exchanged for alcoholic beverages.~~

~~(b)—The sale of alcoholic beverages is permitted only in the following facilities: the Orange and Brew in the J. Wayne Reitz Union (beer and wine only); other areas that are designated for such use under the regulations set forth in the Reitz Union Policy Manual; the University Golf Club; the Curtis M. Phillips Center for the Performing Arts; the cafe at the Mary Ann Harn Cofrin Pavilion of the Harn Museum of Art; the Florida Museum of Natural History; the Courtside Club Lounge and the Sideline Club Lounge (but not club or other seats) of the Stephen C. O'Connell Center in association with (but not following) basketball games when the Courtside Club Lounge and Sideline Club Lounge are open and serving food; the Evans Champion Club Lounge and the Holloway Touchdown Terrace Club Lounge (but not~~

~~club or other seats) of the Ben Hill Griffin Stadium in association with (but not following) football games when the Evans Champion Club Lounge and Holloway Touchdown Terrace Club Lounge are open and serving food; and areas designated for such use by the Vice President of Development and Alumni Affairs in Emerson Alumni Hall. The Executive Director of the J. Wayne Reitz Union or the Executive Director's designee shall set the days, hours, and conditions of sale for the Orange and Brew and for other designated areas in the Union. The Athletics Director or the Director's designee shall set the days, hours, and conditions of sale for the University Golf Club. The Director of the Curtis M. Phillips Center shall set the days, hours, and conditions of sale for the Curtis M. Phillips Center. The Director of the Samuel P. Harn Museum of Art shall set the days, hours, and conditions of sale for the Café at the Mary Ann Harn Cofrin Pavilion. The Vice President of Development and Alumni Affairs shall set the days, hours, and conditions of sale for the areas designated for such use at Emerson Alumni Hall. The Director of the Florida Museum of Natural History shall set the days, hours, and conditions of sale for the Florida Museum of Natural History. The President, after consulting with the Athletic Director, shall set the days, hours and conditions of sale for the Courtside Club Lounge and the Sideline Club Lounge at the Stephen C. O'Connell Center (which will include the limitations listed in their description in this paragraph (1)(b) above) and the Evans Champion Club Lounge and Holloway Touchdown Terrace Club Lounge at the Ben Hill Griffin Stadium (which will include the limitations listed in its description in this paragraph (1)(b) above).~~

~~(e) — The only alcoholic beverages that may be possessed or consumed in any facility listed above are those alcoholic beverages purchased in that respective facility, and the purchased alcoholic beverages must be consumed within that respective facility.~~

~~(d) — Whenever the management of any facility listed above conducts a reduced-price alcoholic beverages promotional event or allows for a period of time in which the prices of alcoholic beverages are reduced there shall be comparable reductions in the prices of nonalcoholic beverages during such event or period of time. Facilities permitted to sell alcoholic beverages are prohibited from doing so in a manner that promotes excessive or rapid consumption. Examples include, but are not limited to, selling or serving on an “all you can drink” basis, selling multiple alcoholic beverages for the price of a single alcoholic beverage, and promoting free or discounted alcoholic beverages for a certain segment of the population.~~

~~(e) — The management of any facility listed above shall not sponsor drinking games or any other activities, including but not limited to “all you can drink” or “unlimited” drink promotions, which encourage the rapid and/or excessive consumption of alcoholic beverages.~~

~~(f) — The requisite permit for the sale of alcoholic beverages must be obtained from the Division of Alcoholic Beverages and Tobacco of the State of Florida.~~

~~(g) — For purposes of this regulation, “in association with” means the periods leading up to, during, and (unless otherwise provided) following any athletic or other competition, performance or demonstration event in the same, a connected, or a closely associated facility. Ancillary entertainment provided during and at the locale of a function, where the function is not itself an athletic or other competition, performance or demonstration event, is not a “competition, performance or demonstration event” for purposes of this regulation.~~

~~(2) — This subsection (2) concerns the serving, consumption, and possession (but not the sale) of alcoholic beverages on the University campus. The serving, consumption, and possession of alcoholic beverages shall be permitted in the following areas of the University~~

~~campus (which for purposes of this regulation includes all properties under its control and all fraternity and sorority houses), except that in no event shall alcoholic beverages be served, consumed, or possessed in any outdoor public area of campus, classroom, laboratory, or office.~~

~~(a) — Private rooms of individuals of legal drinking age residing in University housing and in fraternity and sorority houses when such serving, consumption, or possession is not in conjunction with a function held by a student group or other organization or group.~~

~~(b) — Public meeting areas in University housing and in fraternity and sorority houses, during a function held by a student group(s) after registration of such function pursuant to applicable residence hall or fraternity and sorority policies.~~

~~(c) — Those areas of the J. Wayne Reitz Union that are designated for such use under the regulations set out in the Reitz Union Policy Manual.~~

~~(d) — The Curtis M. Phillips Center for the Performing Arts, the Baughman Center, and the Friends of Music Room with the permission of, and under the conditions imposed by, the Director of the Curtis M. Phillips Center.~~

~~(e) — The Samuel P. Harn Museum of Art with the permission of and under the conditions imposed by, the Director of the Samuel P. Harn Museum of Art.~~

~~(f) — The Florida Museum of Natural History with the permission of, and under the conditions imposed by, the Director of the Florida Museum of Natural History.~~

~~(g) — Emerson Alumni Hall and the University of Florida Foundation with the permission of, and under the conditions imposed by, the Vice President of Development and Alumni Affairs.~~

~~(h) — Keene Center, Bruton Geer Hall, Founders Gallery at the J. Hillis Miller Health~~

~~Center, Rare Books and Special Collections in Smathers Library (East), TREEO Center, and University Gallery, with the permission of, and under the conditions imposed by, the President or Provost or President's or Provost's designee.~~

~~(i) University Golf Club, the F Club, the Gator Room, Ben Hill Griffin Stadium boxes, Bull Gator Level, Press Box Lounge, Suites on Level 6 and Suites on Level 7, Touchdown Terrace dens, and the University Women's Club with the permission of, and under the conditions imposed by, the Athletics Director. The President's approval shall also always be required when alcohol is to be served, consumed or possessed in any such locale in association with an athletic or other competition, performance or demonstration event; except that alcohol may be served, consumed and possessed (but not sold) in the Ben Hill Griffin Stadium boxes, Suites on Level 6 and Level 7, and the Touchdown Terrace dens in association with an athletic or other competition, performance or demonstration event in accordance with policies of the Athletic Director (concurring with the President) without additional approval on each occasion by the President.~~

~~(j) Austin Cary Memorial Forest with the permission of, and under the conditions imposed by, the Director of the School of Forest Resources and Conservation.~~

~~(k) The Courtside Club Lounge and Sideline Club Lounge at the Stephen C. O'Connell Center (but not club or other seats) and the Evans Champion Club Lounge and Touchdown Terrace Club Lounge of the Ben Hill Griffin Stadium (but not club or other seats); with the permission of, and under the conditions imposed by, the President or Athletic Director. The President's approval shall always be required when alcohol is to be served, consumed or possessed in any such locale in association with an athletic or other competition, performance or demonstration event.~~

~~(3) — Notwithstanding the provisions of subsections (1) and (2) of this regulation, the President or President's designee (who is the Vice President for Business Affairs) is authorized to give written permission, under terms specified with said permission, for the sale, service, consumption, or possession of alcoholic beverages at other times and/or in any locations on the University of Florida campus, provided that the President's approval shall always be required under this subsection (3) when alcohol is to be sold, served, consumed or possessed in any athletic or athletic program related facility, or in any other locale with an occupancy of 5,000 or more, in association with an athletic or other competition, performance or demonstration event, and in no event shall alcoholic beverages be sold, served, consumed, or possessed in any outdoor public area of campus, classroom, laboratory, or office. Permission shall not be granted for the sale, service, consumption, or possession of alcoholic beverages at meetings, receptions, and other events held during the University's normal business hours, 8 a.m. to 5 p.m., Monday through Friday, and shall be granted only in furtherance of University programs and in consonance with the conditions of subsection (4) of this regulation. A current list of such permits can be obtained from the Office of the Vice President for Business Affairs.~~

~~(4) — Any person or group of persons holding a function or conducting an activity at a location where consumption of alcoholic beverages is permitted under the provisions of this regulation, shall abide by the following regulations in conducting the function or activity:~~

~~(a) — The person or group(s) holding the function shall establish precautionary measures at the function to ensure that alcoholic beverages are not served to persons under the legal drinking age, to persons who appear intoxicated, or to persons known to be addicted~~

to intoxicants.

~~(b) — At the function, a person (or persons) over the legal drinking age must be designated as the server(s). The server(s) shall not consume alcoholic beverages. All alcoholic beverages to be served at the function must be located so that access to them can be had only through the designated server(s).~~

~~(c) — Nonalcoholic beverages must be available at the same place as the alcoholic beverages and featured as prominently as the alcoholic beverages. A sufficient amount of non-salty, non-“snack” food must also be available.~~

~~(d) — The only alcoholic beverages that may be possessed or consumed at the function are those alcoholic beverages served at the function, and the alcoholic beverages must be consumed within the designated area in which the function is being held.~~

~~(e) — Drinking contests or any other activities which encourage the rapid and/or excessive consumption of alcoholic beverages shall not be permitted at the function.~~

~~(f) — Alcoholic beverages may not be served or consumed at any social event held in conjunction with fraternity recruitment or other organized drive to recruit students on-campus.~~

~~(g) — Alcoholic beverages, such as kegs or cases of beer, shall not be provided as free awards, prizes, or rewards to an individual(s) or group(s).~~

~~(h) — Additional guidelines for the serving and consumption of alcoholic beverages may be established by the person or group holding the function.~~

~~(i) — Any event which will have student attendance also requires the approval of the Dean of Students.~~

~~(j) — The permission granting authority for any approved location will notify the~~

~~University Police Department of any function where alcoholic beverages are served. The University Police Department will determine if a uniformed member of, or a substitute approved by the Chief of Police of the University Police Department, must be present during the function. In such cases, the University Police Department expense must be paid by the sponsoring group.~~

~~(k) — All announcement(s) or advertisement(s), including, but not limited to, flyer(s), notice(s), poster(s), banner(s), tee-shirt(s), promotional items, and newspaper and radio advertisement(s), concerning the function shall note the availability of nonalcoholic beverages at the function as prominently as the availability of alcoholic beverages and note that proper identification is required in order to be served or sold alcoholic beverages, shall not make reference to the amount of alcoholic beverages, as, for example, the number of kegs of beer, available at the function, nor to any form of drinking contest, and shall not use images of kegs, alcoholic beverage bottles or containers, or alcoholic beverage glasses. Such advertisement(s) or announcement(s) should not portray the drinking of alcoholic beverages as a solution to personal or academic problems or as necessary to social, sexual, personal or academic success.~~

~~(5) — Any function sponsored by a student or a student group (or groups) at which alcoholic beverages are sold or served may be held in those areas permitted under the provisions of this regulation only after prior written approval is obtained for such function from the person with authority over the area as set forth in subsections (1), (2), and (3) of this regulation and the Dean of Students or Dean's designee. Such approved function shall be subject to the regulations set out in this subsection, subsections (1), (2), (3), and (4) of this regulation as well as, if applicable, subsection (6) of this regulation. In addition, student organization functions open to~~

~~the public must have the appropriate event permit from the Department of Student Activities and Involvement. Permission is obtained through the event permitting process through the Department of Student Activities and Involvement, 300 J. Wayne Reitz Union, Gainesville, Florida or online at <http://www.studentinvolvement.ufl.edu/Event-Planning/Submit-an-Event-Permit-Request>. Functions open to the public shall be defined as those functions to which the general public has been invited, through oral, written, or printed announcement(s), advertisement(s), or invitation(s).~~

~~(6) — A person or group(s) may sponsor an activity involving a commercial off-campus distributor of alcoholic beverages (an entity manufacturing or selling alcoholic beverages at wholesale) only under the following conditions:~~

~~(a) — The group sponsoring the activity shall be responsible for all aspects of the activity, including all publicity and advertising.~~

~~(b) — Advertising and publicity must reflect sole sponsorship of the activity as being that of the group. Any advertisement(s) or announcement(s), including, but not limited to, flyer(s), notice(s), poster(s), banner(s), tee shirt(s), and radio and newspaper advertisement(s), concerning the event may reflect a commercial off-campus distributor's support, but must not indicate or convey sponsorship by the distributor or by a specific brand of alcoholic beverages. Such advertisement(s) or announcement(s) should not portray the drinking of alcoholic beverages as a solution to personal or academic problems or as necessary to social, sexual, personal or academic success.~~

~~(c) — Promotion of certain brands of alcoholic beverages at the activity shall not be such as to encourage any form of alcohol abuse nor place emphasis on quantity and frequency of use of alcoholic beverages.~~

~~(d) — Alcoholic beverages, such as kegs or cases of beer, shall not be provided as free awards, prizes, or rewards to an individual(s) or group(s).~~

~~(e) — All elements of the activity sponsored are consistent with all provisions of this regulation.~~

~~(f) — Any exception to the policy set forth in this subsection must be specifically approved by the President, after consulting with the Vice President for Business Affairs, and must result from conflicting contractual provisions in University contracts with third parties concerning entertainment and sports events.~~

~~Authority: BOG Regulation 1.001.~~

~~History: New 5-14-85, Formerly 6C1-2.19, Amended 7-11-94, 3-12-03, 6-3-03, 5-30-04, 3-14-08, Formerly 6C1-2.019, Amended 3-17-11, 4-3-15 (technical changes only), Amended 4-1-16.~~

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~~2.020—Food Service on Campus.~~

~~(1)—In order to protect the health and welfare of University of Florida employees, agents, servants, students, and visitors, it is necessary to regulate the service of food on the University of Florida campus.~~

~~(2)—The sanitary standard for all food service on the University of Florida campus shall comply with the standard established by the Department of Health of the State of Florida pursuant to the authority granted Department of Health by Chapter 381, Florida Statutes.~~

~~(3)—The Department of Health performs sanitary inspections of food service on the University of Florida campus in accordance with Department of Health Rules published in the Florida Administrative Code, and Regulations published by the University of Florida, to the extent that the latter are not inconsistent with Department of Health Public Health Rules.~~

~~(4)—Food, while being transported, stored, prepared, displayed, served or sold at a food service establishment, as defined by Section 381.0072, Florida Statutes, shall be protected by being covered, shielded or otherwise guarded from dust, flies, rodents and other vermin, toxic materials, unclean equipment and utensils, unnecessary handling, coughs and sneezes, flooding by sewage, overhead leakage and all other potential sources of contamination.~~

~~(5)—All permanent food service areas on the University of Florida campus shall be periodically inspected by, and obtain a permit from the Florida Department of Health prior to serving food to the public.~~

~~(6)—For purposes of this regulation, a “caterer” is an individual or entity that~~

~~(a)—is a commercial enterprise,~~

~~(b) — is not a University budgetary unit, a University auxiliary enterprise, a University employee or volunteer acting in a University capacity, a University student acting in a University capacity, or a University academic enterprise, and~~

~~(c) — for sale, both prepares and delivers, or provides for the preparation and delivery of, food on or to campus.~~

~~(7) — Individuals or organizations desiring to sponsor an event involving the use of, or otherwise desiring the use, the services of a caterer to provide and/or serve food on the University of Florida campus on a temporary or periodic basis may do so only if they satisfy the following conditions:~~

~~(a) — All such individuals and organizations must use a University approved caterer (a current listing of such approved caterers can be found at the website www.bsd.ufl.edu/catering, each an “Approved University Caterer”).~~

~~(b) — Registered student organizations must also obtain a permit under University Regulation 4.006(6) from the Department of Student Activities and Involvement.~~

~~(c) — “University groups and organizations” (including but not limited to registered student organizations, “University persons,” and “University related groups and organizations,” as defined in University Regulation 2.004(1)(f)–(h) (collectively or individually, “University community member(s)”), and “Non-university groups,” as defined in University Regulation 2.004(1)(i), must (i) satisfy the requirements, and are subject to the limitations of University Regulations 2.004 and 2.005, and (ii) obtain permission of the Vice President for Business Affairs, the University authority controlling the relevant building or recreational area, and/or the other appropriate authority regarding the relevant outdoor area, as provided under University Regulations 2.004 and 2.005. If utilizing any University building that the University has identified as a restricted catering space, the University community member or Non-university group must~~

~~use an Approved University Caterer that the University has specifically authorized to provide service to the restricted catering space in question. A current list of restricted catering spaces can be found at the website www.bsd.ufl.edu/catering.~~

~~(d) — A University community member and Non-university group may offer tickets to a related event or activity at any price to its members and, only if a fund-raising event or activity, to other University community members and the general public.~~

~~(e) — All University community members and Non-university groups must also comply with all applicable state laws and University regulations, which, if alcoholic beverages will be served or distributed, include but are not limited to University of Florida Regulation 2.019~~

~~(8) — Subsection (7) does not prohibit University community members from purchasing, with personal funds, food and nonalcoholic beverages for delivery to campus, or from purchasing (with personal funds) and bringing to campus food and nonalcoholic beverages, for on-campus consumption, from any appropriately licensed off-campus food vendors.~~

~~(9) — Except as provided in subsection (7) above, alcoholic and nonalcoholic beverages and food may not be sold on campus in competition with the University's contract vendors or University budgetary units, unless first approved by the Vice President for Business Affairs or his or her designee. Such approval would be made only in unusual cases in which it is determined that the overall benefit to University programs and interests justifies the exception, taking into account the contractual terms of the University's vendor contracts.~~

~~(10) — Appropriately licensed food service providers desiring to become Approved University caterers may contact the University's Office of the Vice President for Business Affairs.~~

~~Authority; BOG Regulation 1.001.~~

~~History New 2-9-87, Amended 7-27-98, 5-22-01, Formerly 6C1-2.020, Amended 3-17-17.~~

~~REGULATIONS OF THE
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~~3.0031 Volunteers.~~

~~(1) — Purpose and Definition.~~

~~(a) — This regulation provides general guidelines for the recruitment, screening, training, responsibility, utilization and supervision of volunteers rendering services to the University.~~

~~(b) — A volunteer is any person who, of his or her own free will, provides services to the University with no monetary or material compensation, on a continuous, occasional, or one-time basis.~~

~~(2) — Responsibilities of Colleges, Schools, and Divisions.~~

~~(a) — Each college, school, division, and operational unit is authorized and encouraged to utilize volunteers to assist in carrying out its programs. Deans, directors, and department chairpersons must coordinate the use of volunteers in their respective units. The responsibility for the recruitment, screening, training, utilization, and/or supervision of volunteers may be delegated to department chairpersons and heads of operational units.~~

~~(b) — Each department/operational unit shall record the number, location and duties of volunteers, and the total number of annual hours of volunteer service provided to the department. Such information must be maintained on file by each department/operational unit unless determined otherwise by the appropriate dean or director.~~

~~(3) — Screening, Acceptance and Benefits.~~

~~(a) — Each person wishing to become a volunteer shall furnish to the appropriate department/operational unit such personal and professional information as may be necessary for~~

~~the determination of his or her suitability as a volunteer. The department/operational unit seeking volunteer services shall be responsible for the screening and selection of volunteers. All volunteers shall be at least fourteen (14) years of age.~~

~~(b) — Volunteers shall be advised that they are entitled to workers' compensation and state liability protection under the same conditions as state employees. Volunteers shall be eligible for the other benefits listed in Sections 110.502 and 110.504, Fla. Stat., only as approved by the college, school, division or operational unit.~~

~~(4) — Training, Utilization and Supervision.~~

~~(a) — Upon selection, the department/operational unit shall ensure that it has on file a completed Record of Volunteer Service for each volunteer. This form shall be completed by the volunteer and the University's representative prior to the volunteer receiving any training and/or performing any services for the University. Record of Volunteer Service, Form HRS-RVS1, Rev. 03/07 is available from the Office of Human Resource Services website, <http://hr.ufl.edu/manager-resources/forms/>.~~

~~(b) — Each department/operational unit shall provide in writing to each volunteer the specific tasks and/or duties to be performed and provide the volunteer with all appropriate work and safety training.~~

~~(c) — Each department/operational unit shall ensure that it has on file a completed Parental/Guardian Authorization for Treatment of Minors, Form DHR-PGAT-02, Rev. 10/02, for volunteers under the age of eighteen (18) years, is available from the Office of Human Resource Services website, <http://hr.ufl.edu/manager-resources/forms/>. This form shall be completed prior to such a volunteer receiving any training and/or performing any services for the University. Department/operational unit shall further ensure that all~~

~~provisions of the State's Child Labor Laws are adhered to for volunteers under the age of eighteen (18) years. Forms are available from the Workers' Compensation Office, Human Resource Services, 903 West University Avenue, Post Office Box 115008, Gainesville, Florida 32611-5008.~~

~~(5) — Responsibilities of Volunteers — Termination.~~

~~(a) — Volunteers shall be expected to perform their services in a professional manner and in accordance with the policies and procedures of the University.~~

~~(b) — Volunteer services may cease, at any time, at the request of the volunteer or at the discretion of the University. A notice stating the effective date of the termination shall be provided to the volunteer.~~

~~Authority: BOG Regulation 1.001.~~

~~History: New 10-14-85, Formerly 6C1-3.031, Amended 4-30-95, 1-7-03, Formerly 6C1-3.0031, Amended 2-11-16 (technical changes only).~~

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4.040 Student Honor Code and Student Conduct Code:[‡]

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[‡]As University regulations and their implementation are subject to applicable law and Florida Board of Governors (“BOG”) regulations, the University will comply with Florida Statute 1004.097 Free expression on campus and BOG Regulation 6.0105 Student Conduct and Discipline, as amended and effective July 1, 2021. Any provision within this Regulation that conflicts or is not compliant with the above referenced law and regulation shall be held invalid; instead, the University incorporates by reference all requirements of BOG Regulation 6.0105 and Florida Statute 1004.097, as amended.

(1) Principles and Scope. Our educational mission is to enable our Students to lead and to influence the next generation and beyond for economic, cultural, and societal benefit. The University strives to protect and to guide the educational community by establishing a Student Honor Code, a Student Conduct Code, and a Student conduct system. These codes and systems promote individual and social responsibility and are enforced through University Regulations. By becoming a member of the University of Florida community, a Student agrees to adhere to its Student Honor Code and its Student Conduct Code. Students acting as individuals or as members of Student Organizations are expected to follow all applicable Laws and Regulations. University Regulations have been designed to promote the safety of people and the campus community, to create an environment conducive to learning, and to achieve the mission of the Institution.

(a) Principles. The University principles address our respect for people and property, for fairness, for Laws and Regulations, and for academic integrity. Nothing in this Regulation shall be interpreted to limit the constitutional or statutory rights of any Student, including but not limited to expressive rights protected by the First Amendment.

1. Respect for people and property. Students are encouraged both to conduct themselves in a manner that exemplifies respect for all people and property and to adhere to their personal values without imposing those on others.

2. Respect for fairness. Rules and established procedures are intended to ensure both fundamental fairness and an educational experience for Students and Student Organizations.

3. Respect for Laws and Regulations. Students and Student Organizations are expected to follow all applicable Laws and Regulations.

4. Respect for academic integrity. Academic honesty and integrity are fundamental values of the University. Students commit to holding themselves and their peers to the high

standard of honor required by the Student Honor Code. Any Student who becomes aware of a violation of the Student Honor Code is encouraged to report the violation to the appropriate University Official.

(b) Scope. Each Student and every Student Organization is required to abide by the Student Honor Code and the Student Conduct Code when on University-controlled property, at University sponsored events, or off campus in accordance with sections 3 and 4 of this Regulation.

The University conduct process is educational and designed to address Student behavior; therefore, the University will address any alleged violations of its Student Honor Code or its Student Conduct Code independently of any criminal or civil court process.

Unless otherwise noted, use of the term “Student” in this document applies both to the Student as an individual and to a Student Organization as a single entity, as applicable. The officers or the leaders of a particular Student Organization usually will be expected to represent the organization during the Student Conduct Process. A Student may be held responsible for their actions as an individual and as a member of a Student Organization.

Any question about how to interpret or apply the Student Conduct Code or Student Honor Code should be directed to the Dean of Students or designee.

(c) Off-Campus Conduct. The University may apply the Student Conduct Code and Student Honor Code to Students whose conduct may have an adverse impact on the health, safety, or welfare of people, property, the University Community, or the pursuit of its objectives, regardless of where such conduct occurs, even if off campus.

(2) Definitions. The following definitions are used solely for the purpose of this Regulation.

Accused Student	A Student who has been accused of a violation of the Student Conduct Code or the Student Honor Code.
Advisor	Any one person chosen by an Accused Student or a Reporting Person <u>to serve as an Advisor, advocate, or legal representative</u> to assist them throughout the Student Conduct Process. Any Advisor serves at the Student's own expense and initiative. A person may not serve in this capacity if their service would unreasonably conflict with the fair administration of the Student Conduct Process, as determined by the Director of Student Conduct and Conflict Resolution or designee. The Advisor cannot serve in any other role, including as a witness, investigator, Student Conduct Administrator, Appeal Authority, Conduct Committee Advisor, or Hearing Body. The University is not responsible for selecting an Advisor for any Student navigating the Student Conduct Process. It is the Student's responsibility to make appropriate arrangements for their Advisor to attend meetings, which will not be delayed due to scheduling conflicts of the chosen Advisor. The Advisor may be present to advise the Accused Student or the Reporting Person but cannot speak for the Student, present the Student's case, serve as a Witness, or otherwise participate directly in any meeting or Hearing. The Advisor may be present to advise the Accused Student or Reporting Person in any meeting and may participate in all aspects of a Disciplinary Proceeding, but shall not testify for the Accused Student or Reporting Person or be present absent the Accused Student or Reporting Person.
Appeal Authority	Any person or people authorized by the Student Conduct Code or Student Honor Code to determine the outcome of an appeal. No person may hear or decide an appeal if they conducted or participated in the disciplinary proceeding being reviewed on appeal.
Chair	The member of the Conduct Committee who acts as the chairperson of the Hearing and leads Hearing deliberations. The Conduct Committee Advisor selects the Chair from the Hearing Body.
Charge(s)	A potential violation of the Student Conduct Code or the Student Honor Code.
Class Days	Any weekday the University of Florida is in operation and holding classes. Class Days do not include University holidays, closures, or breaks, <u>or other business days</u> when classes are not in session.
<u>Class Lecture</u>	<u>An educational presentation delivered by Faculty or guest lecturer, as part of a University of Florida course, intended to inform or teach enrolled students about a particular subject.</u>

	<u>Class Lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving student participation, assessments (quizzes, test, exams), field trips, private conversations between Students in the class or between a Student and the Faculty or guest lecturer during a class session.</u>
Coercion	<p>Measured by a reasonable person standard, an attempt to cause another person to act or to think in a certain way by use of force, threats, or intimidation. Examples of Coercion include but are not limited to:</p> <ul style="list-style-type: none"> • Causing the deliberate Incapacitation of another person; • Requiring a person to submit to sexual acts to receive an academic benefit or an employment advantage; • Threatening to harm oneself if the other person does not perform a specific act; and • Threatening to disclose a person’s sexual orientation, gender identity, or other sensitive, personal information if the person does not submit to the requestor’s will.
<u>Collaborative Resolution</u>	<u>A Student Conduct Process that may be offered to registered Student Organizations to resolve alleged violations of the Student Honor Code and Student Conduct Code by partnering with a Student Conduct Administrator in the investigation and sanction determination. The Student Conduct Administrator will determine, at their discretion, if a Student Organization may be offered participation in Collaborative Resolution, as outlined in section 6 of this Regulation. At any point during the Collaborative Resolution process, the Student Conduct Administrator may cease Collaborative Resolution and refer the case to a Greek Conduct Committee for resolution.</u>
Conduct Committee Advisor	The Director of Student Conduct and Conflict Resolution or designee may convene a Conduct Committee and advise the Conduct Committee throughout the Hearing process on procedure, questioning, relevant information, policy, and Regulation. The Conduct Committee Advisor will review all information, Witnesses, and questions to advise the Conduct Committee on relevancy determinations. The Conduct Committee Advisor will make relevancy determinations, prior to the Hearing, on documents, exhibits, and Witnesses allowable in a Hearing. A Student Conduct Administrator may make a charging decision and serve as the Conduct Committee Advisor for the same case. The Conduct Committee Advisor is present during committee deliberations to advise the committee on Regulations, policy

	and procedure but is not a member of the Conduct Committee and does not vote.
Conflict Resolution	Conflict Resolution services and education are available to Students both to aid them in resolving conflict productively and to develop their abilities to handle conflict effectively.
Consent	<p>Consent is an act or statement that is knowing, freely given, and mutually understood to communicate a willingness to engage in the activity. It is the responsibility of each person involved in any sexual act to ensure that they have the Consent of the other(s).</p> <ul style="list-style-type: none"> • The existence of a dating or sexual relationship between the people involved, or the existence of a past sexual encounter, is not by itself an indication of Consent for any current or future sexual encounter. • Consent cannot be obtained by force, threat, Coercion, or by causing a reasonable fear of imminent injury. • For sexual activity to be consensual, Consent must be ongoing throughout the sexual encounter. A person may withdraw Consent at any time. Consent to one sexual act does not automatically constitute Consent to another sexual act. • A person withdraws Consent by clearly communicating withdrawal through words or actions. • Consent to engage in sexual activity with one person does not automatically constitute Consent to engage in sexual activity with another person. • Lack of protest or resistance, alone, is not Consent. • A person who is Incapacitated cannot give Consent.
Correspondence	Written or electronic communication from the University sent to a Student. The University may use either the Student’s UFL email address, if the Student is a current Student, or the physical address on file with the Registrar. Correspondence includes but is not limited to written or electronic communication from the Student through the Student’s UFL email address.
<u>Disciplinary Proceeding</u>	<p><u>Disciplinary Proceedings are limited to the following:</u></p> <ul style="list-style-type: none"> • <u>Administrative Reviews</u> • <u>Collaborative Resolutions</u> • <u>Hearings</u>
Educational Conversation About Behavior (“ECaB”)	A required meeting related to reported information, which is not investigatory in nature and does not result in Charges. This meeting is intended to address reported information that does not support initiating a formal Student Conduct Process but does require an educational discussion about the content

	of the Student Conduct Code and the expectations of the University community.
Faculty	Any person hired or appointed by the University to conduct classroom, teaching, or research activities; the individual with grading responsibility for a course. For the purpose of this Regulation, Faculty are responsible for submission of reports and supporting information for alleged Student Honor and Conduct Code violations, and participation in Hearings to provide direct knowledge about any alleged Student Honor and Conduct Code violation.
Hearing	A proceeding through which a Hearing Body determines whether a Student is responsible or not responsible for Charges and imposes Sanctions if appropriate. A Hearing Body conducts Hearings in accordance with the Student Conduct Code or the Student Honor Code.
Hearing Body	Any person or people authorized in the Student Conduct Code or the Student Honor Code to conduct Hearings, to make relevancy determinations during Hearings, to make findings after Hearings about whether a Student has violated the Student Conduct Code or the Student Honor Code, and to recommend or to issue Sanctions if appropriate.
Impaired	Impaired means a person’s normal faculties are diminished in some material respect. Normal faculties include but are not limited to the ability to see, hear, walk, talk, judge distances, drive an automobile, make judgments, act in emergencies and, in general, to normally perform the many mental and physical acts of daily life.
Incapacitation/ Incapacitated	Incapacitation is a temporary or permanent state in which a person is physically or mentally unable to communicate a willful, voluntary, and knowing decision. A person can be incapacitated because of age, alcohol or drug consumption, being unconscious or asleep, a disability, or any other circumstance that prevents a Student from having the capacity to give Consent. For a person to be rendered Incapacitated by alcohol or drugs, the person must be so Impaired that they are unable to give Consent. This level of impairment must be obvious to a Reasonable person; it is not enough for a person to be merely under the influence of, or to have impaired judgment because of, alcohol or drugs.
Incident Review Committee (“IRC”)	The Director of Student Conduct and Conflict Resolution or designee may convene a committee to review a reported organizational incident or an allegation originating from one of the four Greek councils: the Interfraternity Council (IFC), the Multicultural Greek Council (MGC), the National Pan-Hellenic Council (NPHC), or the Panhellenic Council (PC). This committee gives perspective on whether sufficient

	<p>information exists for a Reasonable Hearing Body to determine if an accused Student Organization violated the Student Conduct Code. If such information exists, the Director of Student Conduct and Conflict Resolution or designee may issue Charges.</p> <p>Informed by the perspective of the IRC, the Director of Student Conduct and Conflict Resolution or designee will decide if an organizational Charge is appropriate.</p>
Information Meeting	<p>A meeting between an Accused Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting includes reviewing a Student’s rights in the Student Conduct Process, reviewing the Charges, and reviewing potential outcomes. <u>The Information Meeting is not a Disciplinary Proceeding.</u> The Information Meeting determines the next course of action in the Student Conduct Process.</p>
Intake Meeting	<p>A meeting between a Student Conduct Administrator and any person with whom the Student Conduct Administrator needs to discuss the details of a received report to decide which resolution options are appropriate. An Intake Meeting may occur at any point before or during the Student Conduct Process at the discretion of the Student Conduct Administrator.</p>
Investigation	<p>The gathering of information related to a reported incident or allegation. Investigations may be conducted by Student Conduct and Conflict Resolution or by other investigatory units.</p>
Investigation Meeting	<p>A meeting that includes the opportunity for the Director of Student Conduct and Conflict Resolution or designee to interview people who may have information relevant to a potential Charge, to explain the Student Conduct Process, to explain the rights of Students, and to review of the nature of the allegation.</p>
Laws	<p>All applicable Laws, Regulations, codes and ordinances, including the applicable Laws of the state or country where the alleged violation occurred.</p>
Mutual Agreement	<p>An informal resolution whereby the Reporting Person (or designee if reporting as a University Official), Accused Student and University all agree to resolve the allegations through a written contract. Allegations may be resolved through Mutual Agreement at any time before or during a Student Conduct Process.</p>
Notices of Charges	<p>Written notice sent in Correspondence to a Student that includes specific Student Conduct Code or Student Honor Code Charges, brief description of the allegation, where to</p>

	review the Student Rights and an invitation to attend an Information Meeting.
Preponderance of the Information	The University’s burden of proof for any disciplinary proceeding is preponderance of the evidence, but for the purpose of this Regulation it will be referred to as “Preponderance of the Information”. “Preponderance of the Information” means that the information presented by the University, as a whole, supports the finding that it is more likely than not that the charged violation occurred. To satisfy this burden, the University must present some information that would not be deemed inadmissible hearsay in a court of Law. This standard shall be used in resolving all Student Conduct or Student Honor Code cases under this Regulation.
<u>Publish</u>	<u>Share, transmit, circulate, distribute or provide access to a Recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a Recording, or transcript of the Recording, is considered to be Published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, website, book, magazine, newspaper or leaflet.</u>
Reasonable	A term used as an objective standard for evaluating appropriateness. Having sound judgment; rational and sensible; not extreme or excessive. Referenced throughout section 4. Violations of the Student Conduct Code as “Reasonable person”, “Reasonable fear” and “Reasonable expectation of privacy”. This definition does not apply to reasonable accommodations.
Recording	Any recording in any medium using any technology. This includes but is not limited to visual recordings, such as photographs and videos, and audio recordings.
Regulations	University of Florida Regulations, policies, or rules.
Relationship Violence	Relationship Violence encompasses both dating and domestic violence. Dating violence is violence or a threat of harm between people who have or have had a relationship of a romantic or intimate nature, not living together in the same household. Domestic violence is violence or a threat of harm between family members or individuals living in the same household.
Reporting Person	The alleged victim of or person harmed by another’s violation of the Student Code of Conduct.
Sanction	A mandatory requirement established by the University, given to a Student who has accepted responsibility for, or whom a Hearing Body has found responsible for, a violation of the Student Conduct Code or the Student Honor Code.

Semester	A period of instruction. The University has three Semesters: Fall, Spring, and Summer.
Separation/Disaffiliation	A type of Sanction for a Student or a Student Organization that includes suspension, expulsion, or disaffiliation.
Service Indicator	Formerly known as a “hold”. A Service Indicator prevents access to some University processes, such as class registration and graduation, until it is removed by the originating office.
Collaborative Resolution	A Student Conduct Process that may be offered to registered Student Organizations to resolve alleged violations of the Student Honor Code and Student Conduct Code by partnering with a Student Conduct Administrator in the investigation and sanction determination. The Student Conduct Administrator will determine, at their discretion, if a Student Organization may be offered participation in Collaborative Resolution, as outlined in section 6 of this Regulation. At any point during the Collaborative Resolution process, the Student Conduct Administrator may cease Collaborative Resolution and refer the case to a Greek Conduct Committee for resolution.
Student	Any person currently admitted, enrolled, or registered for any University Program, regardless of the medium of the program, or degree-seeking status, or when not enrolled or registered for a particular Semester, who is eligible to enroll in future terms without seeking readmission. For the purpose of this Regulation, the term “Student” may also refer to a person previously admitted, enrolled, or registered for any University Program where the University receives an allegation that the Student violated the Student Honor Code or Student Conduct Code while they were admitted, enrolled, or registered for any University Program, and the term “Student” is interchangeable with “Student Organization” when the term “Student Organization” is not directly specified.
Student Conduct Administrator	A person or administrative unit whose duties include the administration of the Student Conduct Code or the Student Honor Code process. Student Conduct Administrators are designated by the Dean of Students and may include, but are not limited to, the Director of Student Conduct and Conflict Resolution, staff members in Student Conduct and Conflict Resolution, and staff members in Housing and Residence Life.
Student Conduct Process	The processes outlined in this Regulation to resolve alleged violations of the Student Conduct Code and the Student Honor Code.

Student Organization	An association or group of persons that has complied with the formal requirements for University recognition or is in the formal process of obtaining recognition. For the purpose of this Regulation, the term “Student” is interchangeable with “Student Organization” when the term “Student Organization” is not directly specified.
Support Person	<p>Any one person chosen to provide comfort and emotional support to an Accused Student or a Reporting Person throughout the Student Conduct Process. Any Support Person serves at the Student’s own expense and initiative. A person may not serve in this capacity if the Director of Student Conduct and Conflict Resolution or designee determines that their service would unreasonably conflict with the fair administration of the Student Conduct Process.</p> <p>The University is not responsible for providing a Support Person for anyone navigating the Student Conduct Process. It is the Student’s responsibility to make appropriate arrangements for their Support Person to attend meetings, which will not be delayed due to scheduling conflicts of the chosen Support Person. The Support Person may not serve as a secondary Advisor or a Witness, nor can the Support Person perform any other function except for providing comfort and emotional support to the Accused Student or the Reporting Person. The Support Person cannot speak for a Student, present the Student’s case, or otherwise participate directly in any meeting or Hearing.</p>
University/Institution	The University of Florida.
University Activity or University Program	Any event, program, or activity that is hosted, sponsored, or organized by any University group, office, or organization. This definition applies only to this Regulation and not in any other context.
University Campus/Premises	All land, buildings, facilities, and other property the University possesses, owns, leases, operates, supervises, or controls, including adjacent streets and sidewalks.
University Community	University Officials, Faculty, other employees, Students, and other people who or entities that participate in any University Activity or University Program.
University Official	Any person the University employs, contracts, or appoints to perform assigned teaching, research, administrative, professional, or other responsibilities.
Witness	A Relevant Witness is a person with direct knowledge about or involvement in a reported incident or allegation. Relevant Witnesses may participate in person during the Student Conduct Process. Other Witnesses, including character Witnesses, may not participate in person during the Student

	Conduct Process but may submit statements pursuant to the submission guidelines outlined in the Student Rights section of this Regulation.
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(3) Violations of the Student Honor Code. Every University Student is subject to the following Honor Pledge:

We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by the Student Honor Code. On all work submitted for credit by Students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

(a) Cheating. A Student shall not use or attempt to use unauthorized materials or resources in any academic activity for academic advantage or benefit. Cheating includes but is not limited to:

1. Using any materials or resources prepared by another Student without the other Student's express Consent or without proper attribution to the other Student.
2. Using any materials or resources, through any medium, which the Faculty has not given express permission to use and that may confer an academic benefit to the Student.
3. Using additional time, or failing to stop working when instructed, on any time-bound academic activity.
4. Failing to follow the directions of a proctor of any academic activity, when such conduct could lead to an academic advantage or benefit.
5. Collaborating with another person, through any medium, on any academic activity, when Faculty has expressly prohibited collaboration.

6. Commissioning or seeking to commission another person, with or without compensation, to produce or complete academic work or to impersonate a student in any academic activity.

7. Impersonating another person in any academic activity or providing an unfair academic advantage to another person by producing or completing academic work or activities on behalf of another person, with or without compensation.

(b) Complicity in Violating the Student Honor Code. Attempting, aiding, encouraging, facilitating, abetting, conspiring to commit, hiring someone else to commit, giving or receiving bribes to secure, or being a participant (by act or omission) in any act prohibited by this Regulation.

(c) False or Misleading Information.

1. A Student must not make a false or misleading statement during the Investigation or resolution of an alleged Student Honor Code violation.

2. A Student must not make a false or misleading statement for the purpose of procuring an improper academic advantage for any Student.

3. A Student must not use or present fabricated information, falsified research, or other findings if the Student knows or reasonably should be aware that the information, research, or other finding is fabricated or falsified.

(d) Interference with an Academic Activity.

1. A Student must not take any action or take any material for the purpose of interfering with an academic activity, through any means over any medium.

2. A Student must not be disruptive to the testing environment or other academic activity.

(e) Plagiarism. A Student must not represent as the Student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

1. Stealing, misquoting, insufficiently paraphrasing, or patch-writing.
2. Self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the Student's own work, without the full and clear acknowledgment and permission of the Faculty to whom it is submitted.
3. Submitting materials from any source without proper attribution.
4. Submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the Student did not author.

(f) Submission of Academic Work Purchased or Obtained from an Outside Source. A Student must not submit as their own work any academic work in any form that the Student purchased or otherwise obtained from an outside source, including but not limited to: academic materials in any form prepared by a commercial or individual vendor of academic materials; a collection of research papers, tests, or academic materials maintained by a Student Organization or other entity or person, or any other sources of academic work.

(g) Unauthorized Recordings.

1. A Student ~~shall~~ must not, ~~without express authorization from Faculty,~~ make a video or audio Recording in class unless the Recording is limited to the Class Lecture and made for the following reasons: their own personal education use, in connection with a complaint to the University, or as evidence in or in preparation for a criminal or civil proceeding.

2. A Recording must not be Published without the prior express written consent of the Faculty or guest lecturer.

~~(g)3. A Student shall not make any or receive any Recording in class, through any means over any medium, of anything other than a Class Lecture, academic activity, including but not limited to the Recording of any class assessment, clinical activity, lab, or student presentation. The Recording of any meeting or conversation in class between Students or between Students and Faculty or guest lecturer is strictly prohibited. with Faculty. Students registered with the Disability Resource Center who are provided reasonable accommodations that include allowing such Recordings must inform Faculty before making such Recordings.~~

(h) Unauthorized Taking or Receipt of Materials or Resources to Gain or Provide an Improper Academic Advantage. A Student, independently or with another person or other people, must not without express written authorization take, give, Publish, post or submit, transmit, or receive materials, information, or resources in any manner, through any medium, for the purpose of gaining or providing an improper academic advantage to any Student.

(4) Violations of the Student Conduct Code.

(a) Alcoholic Beverages Violations.

1. Under-age possession or consumption. Possession or consumption of alcoholic beverages by a Student under twenty-one (21) years old.

2. Distribution or sale of alcoholic beverages. Distribution or sale of an alcoholic beverage to any person under twenty-one (21) years old.

3. Possession of common source containers. Unless explicitly approved in advance in writing by the Division of Student LifeAffairs or Business Affairs for a particular occasion, a Student or Student Organization cannot possess or use of kegs, mini kegs, or other common source containers of alcoholic beverages, such as trash cans, tubs, or similar containers of

alcohol, when such possession or use occurs on campus, in the housing of any University of Florida organization or group, or in connection with a University Activity.

4. Alcohol abuse. Regardless of the age of those involved, facilitating, arranging, or participating in any extreme alcohol consumption activity that constitutes, facilitates, or encourages competitive, rapid, or excessive consumption of alcohol when such activity occurs on campus, in the housing of any University of Florida organization or group, or in connection with a University Activity.

5. Any other violation of the Alcoholic Beverages Regulation, University of Florida Regulation 2.019.

(b) Complicity in Violating the Student Conduct Code. Attempting, aiding, encouraging, facilitating, abetting, conspiring to commit, hiring someone else to commit, giving or receiving bribes to secure, or being an accessory to any act prohibited by this Regulation.

(c) Disruptive Conduct. Conduct that is materially or substantially disruptive to the normal operations of the University, or that incites others to do so, in any of the following activities: teaching, research, administrative functions, disciplinary proceedings, other University Activities whether on or off campus, and other authorized activities that take place on campus. In evaluating whether conduct is materially or substantially disruptive, the University may consider the totality of factors, including but not limited to whether there was an intent to prevent the activity or event from continuing to completion and whether the conduct was a sustained and continuous disruption. Disruptive conduct does not include any conduct protected by the First Amendment. Examples of Disruptive Conduct include but are not limited to:

1. Disruption of University Officials in the performance of their work.
2. Disruption of a University Activity or event.

3. Disruption of a class or curricular activity. Classroom or other academic workplace behavior that interferes with either:
 - a. The instructor's authority or ability to conduct the class or
 - b. Other Students' ability to benefit from the instructional program.
4. Conduct that is disorderly or a breach of the peace under Law.
5. Public intoxication, which is disrupting a University Activity while under the influence of alcohol or another mind-altering substance.
6. Interference with the rights of others to carry out their activities or duties at or on behalf of the University.
7. Violation of the Disruptive Behavior Regulation, University of Florida Regulation 1.008.
8. Violation of the Campus Demonstration Regulation, University of Florida Regulation 2.002.
 - (d) Driving under the Influence. Driving under the influence of alcohol, drugs, or other mind-altering substance. Operation of a motor vehicle while Impaired by drugs, alcohol, or other mind-altering substance or while having an unlawful blood or breath alcohol level.
 - (e) Drug Violations.
 1. Use, possession, manufacturing, distribution, or sale of a controlled substance that is prohibited by Law. Knowingly inhaling or ingesting substances that will alter a Student's mental state. Use of legal medication outside the parameters of the medical authorization. Possession or use of prescription medications not prescribed to the user.
 2. Possession of drug paraphernalia.
 - (f) Endangering Behavior.

1. Unwanted physical contact causing physical injury. Other conduct, including but not limited to Relationship Violence, which does or could endanger the health, safety, or welfare of any person or people, including oneself.

2. Interference with the freedom of movement of any member or guest of the University.

3. Stalking/cyberstalking, which is a course of conduct committed with the intent to kill, injure, harass or intimidate another person that either places the person in Reasonable fear of the death of, or serious bodily injury to, that person, an immediate family member, a spouse or an intimate partner of that person; or causes, attempts to cause, or would be reasonably expected to cause substantial emotional distress to a person listed above.

(g) Failure to Comply with Directive. Failure to comply with a lawful directive of law enforcement or a University Official.

(h) Dangerous Chemicals. Possession of dangerous chemicals or use of any such items in a manner that harms, threatens, or reasonably causes fear to others, on University Property or at University sponsored events, with limited exceptions, is prohibited. Exceptions to this prohibition:

1. A sworn law enforcement officer may carry chemical spray.

2. Any person may carry chemical spray that is used solely for self-defense and is in a compact vessel that contains no more than two ounces of chemical.

(i) Fire Safety Violations.

1. Conduct that causes or attempts to cause a fire or explosion or possession or use of fireworks unless authorized by the University in advance in writing.

2. Tampering with fire safety equipment or failure to evacuate during a fire alarm on the University Premises or at any University Activity.

(j) False Information.

1. Furnishing false or misleading information to the University or to any University Official. This includes but is not limited to forging documents or other data or omitting facts that are material to the purpose for which the information is submitted.

2. Falsifying documents or University communications, falsifying signatures of University Officials, impersonating University Officials, utilizing documents or other records in any medium that purport to be from the University or one of its employees without express written permission from the University or the employee, or unauthorized alteration of documents or communication of the University.

(k) Harassment. Threats, intimidation, Coercion, or any other conduct that places a Reasonable person in fear of physical harm, through words or actions, or objectively disrupts a person's daily activities, including education and employment. Harassment does not include conduct protected by the First Amendment.

(l) Hazing. Any action or series of actions that recklessly or intentionally endangers the mental health, physical health or safety of a Student for any purpose, including but not limited to initiation into, admission into, affiliation with, or the perpetuation or furtherance of a tradition or ritual of any Student group or Organization. Hazing occurs if a person or group:

1. Causes or attempts to cause physical injury or other harm to a Student, including but not limited to emotional distress, or engages in any conduct that presents a threat to the Student's health or safety. Hazing includes but is not limited to any physical brutality, such as whipping; beating; branding; exposure to the elements; forced consumption of any food, alcohol,

drug or other substance; or other forced physical activity that could adversely affect the physical health, mental health or safety of any Student and any activity that would subject the Student to extreme mental stress, such as sleep deprivation, forced sexual conduct or forced exclusion from social contact.

2. Engages in an action or activity that has a tendency to or is intended to demean, disgrace, humiliate or degrade a Student. This includes, but is not limited to, forced conduct that could result in extreme embarrassment, requiring servitude, or other forced activity that is considered hazing under Florida law and could adversely affect the mental health or dignity of the Student.

3. Conduct that by design, intent or recklessness causes a Student to be reasonably unable to pursue, interferes with, or attempts to interfere with a Student's academic schedule or performance; or

4. Causes, induces, pressures, coerces or requires a Student to violate the Law or any University of Florida Regulation.

5. In response to allegations of hazing under this Regulation, it is not a defense that:

a. The affected person gave Consent.

b. The conduct was not part of an official organizational event or sanctioned or approved by the organization.

c. The conduct was not done as a condition of membership in the organization.

(m) Invasion of Privacy and Unauthorized Recording.

1. Making, using, ~~Publishing-disclosing~~ or distributing a Recording of a person in a location or situation in which that person has a Reasonable expectation of privacy and is unaware of the Recording or does not Consent to it; and any other conduct that constitutes an invasion of

the privacy of another person under applicable Laws and Regulations. Such conduct includes, without limitation, unauthorized Recording of personal-private conversations, images, meetings or activities.

2. Unauthorized Recording ~~in~~of a class, or of an organizational or University meetings, where there exists a legal expectation of privacy, and any use, disclosure, or ~~distribution~~-Publishing of any such Recording. Students may make a Recording of Class Lectures for three (3) lawful reasons: for their own personal educational use, in connection with a complaint to the University, or as evidence in or preparation for a criminal or civil proceeding. A Recorded Class Lecture may not be Published without the prior express written consent of the Faculty or guest lecturer.

3. Engaging in acts of voyeurism, peeping, spying, or ~~r~~Recording another in any location where a Reasonable expectation of privacy exists.

4. Any notice, Consent or other requirement under applicable Laws and Regulations must be fulfilled in connection with authorizing, making, using, disclosing or distributing any Recording, where there is a legal expectation of privacy.

5. Refer also to University Regulation 1.006(4) Non-Discrimination/Harassment/ Invasion of Privacy Regulation which governs all University personnel including Students.

(n) Misuse or Unauthorized Possession or Use of Public or Private Property.

1. Theft, misuse, taking or unauthorized use or possession of public or private property or unauthorized use or acquisition of services.

2. Destroying, damaging or littering of any property. Conduct that destroys, damages or litters any property of the University or any property of a person or group.

3. Misuse of the identification number or card issued to a Student through alteration, forgery or duplication, or through use of an identification card that has not been issued to the user. It is also a violation to grant or authorize use by a third party of one's own identification number or card for any purpose except to obtain Student block seating in accordance with University Athletic Association procedures for Student block seating.

4. Unauthorized sale of Student tickets. Unauthorized sale or purchase of Student tickets on University Campus to any University of Florida function or event.

5. Use or possession of fake identification materials, including the use of another person's government issued identification.

6. Unauthorized transfer of registered access. Unauthorized sale/barter/or compensation in exchange for reserved seat(s), registration-based access, or otherwise limited access to functions, events, academic course registration, or services of the University.

(o) Misuse or Unauthorized Use of University Computer Resources.

1. Any action without authorization from the University that does, or causes a person to, access, use, modify, destroy, disclose or take data, programs or supporting documentation residing in or relating in any way to a University of Florida computer, computer system or computer network or causes the denial of computer system services to an authorized user of such system.

2. Unauthorized downloading or facilitating others to download copyrighted music and films without authorization.

3. Any other violation of the Policies on Information Technology and Security Regulation, University of Florida Regulation 1.0102 or any policy referenced through that Regulation.

4. The use of the University's computer resources to violate any Laws or Regulations or Board of Governors' Regulation.

(p) Obstruction of the Student Conduct Process. Interference with or obstruction of the Student Conduct Process, by any means and through any medium, including but not limited to the following:

1. Knowingly filing a false report that a violation was committed.
 2. Falsification, distortion or misrepresentation of information before a Hearing Body or a Student Conduct Administrator.
 3. Disruption or interference with the orderly conduct of a Hearing or meeting as outlined in this Regulation.
 4. Attempting to influence the impartiality of a Hearing Body prior to, or during, a Student Conduct Process.
 5. Harassment or intimidation of a Hearing Body, and/or participant, prior to, during or after a Hearing or meeting as outlined in this Regulation.
 6. Influencing or attempting to influence another person to commit an obstruction of the Student Conduct Process.
 7. Preventing or attempting to prevent another person, through words or actions, from reporting a violation of the Student Conduct Code.
 8. Failure to complete or violation of conditions for assigned sanctions
- (q) Public indecency. Examples include but are not limited to public urination and exposure of sexual organs. Breastfeeding a child is not public indecency and does not violate this Regulation.
- (r) Sexual Misconduct.

1. Sexual violence: any sexual act perpetrated against a person's will, including but not limited to the use of physical force or threats, or in circumstances in which the person is unable, due to Incapacitation, to give Consent. Acts falling into the category of sexual violence include but are not limited to nonconsensual sexual intercourse.

2. Nonconsensual intimate touching: any unwelcome intentional intimate touching of another, which does not constitute sexual violence, without the Consent of the other person or in circumstances in which the person is unable, due to Incapacitation, to give Consent.

3. Sexual harassment: unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature directed at a person that places another person in Reasonable fear of physical harm, or objectively disrupts employment, education, research, living or other activities.

(s) Unauthorized Entry to University Facilities. Unauthorized access or entry to University property, buildings, structures or facilities. Unauthorized possession, duplication or use of keys or access cards for any such University property.

(t) Violation of Law. Any behavior that allegedly violates any municipal or county ordinance, any Law, Regulation, or requirement of the State of Florida, the United States or, when in another state or country, that state or country. Including, but not limited to:

1. Florida Statute 790.115 Possessing or discharging weapons or firearms at a school-sponsored event or on school property prohibited; penalties; exceptions.

2. Florida Statute 1004.097 Free expression on campus.

(u) Violation of University Policy. Violation of any Regulation or policy of the University of Florida, the Florida Board of Governors or the State of Florida including, but not

limited to the University of Florida, Department of Housing and Residence Life Education Community Standards.

(5) Student Rights.

(a) Accused Student Rights. Any Accused Student or Student Organization will be afforded the following rights throughout the Student Conduct Process. Any Student may also be given the opportunity to waive specific rights, in writing, to expedite the resolution process if appropriate as determined by the Director of Student Conduct and Conflict Resolution or designee. Accused Students have the right to:

1. Access and review all relevant University policies and procedures related to the Student Honor Code or Student Conduct Code.
2. Notice of Charges resulting from an alleged violation of the Student Honor Code or the Student Conduct Code.
3. Privacy of their student education records, except to the extent disclosure is permitted or required by Law.
4. Have an Advisor and/or Support Person present during any Hearing or meeting with a Student Conduct Administrator or Hearing Body. A Student who chooses to have an Advisor and/or Support Person present during any Hearing or meeting, must provide the identity of the person(s) to the Director of Student Conduct and Conflict Resolution or designee at least two (2) Class Days in advance and must provide the appropriate executed privacy waiver(s) during this notification and notify their ~~a~~ Advisor and/or Support Person of ~~the advisor's~~ their obligation to follow all University regulations, rules, policies and procedures throughout the Student Conduct Process. Failure to comply with the requirements of this section may result in the Advisor and/or Support Person not being permitted to attend the ~~h~~ Hearing or meeting.

5. A Hearing to determine responsibility of any alleged violations of the Student Honor Code or the Student Conduct Code. A single postponement request for the Hearing for up to thirty (30) calendar days may be submitted to Student Conduct and Conflict Resolution if a legal case resulting from the same incident is pending.

6. Decline to answer any questions or provide self-incriminating information to the Hearing Body at any point during the resolution process. Accused Students may also elect not to participate in a Hearing with the understanding that a decision, including any appropriate Sanctions, will be made using the information available at the time of the Hearing in their absence.

7. An opportunity to ask staff member(s) in Student Conduct and Conflict Resolution questions regarding the Student Conduct Process, and have those questions answered to the extent that staff is permitted and able.

8. ~~Provide and r~~Review appropriate all known information in the University's possession related to the allegations, both inculpatory and exculpatory, including any potential Witnesses that could be used in the decision-making process ~~to Student Conduct and Conflict Resolution~~. Provide relevant additional information related to the allegations, including Witnesses.

a. All information must be provided to Student Conduct and Conflict Resolution by 5:00 p.m. at least ~~four (4)~~ six (6) Class Days before the scheduled Hearing. No new information, including potential Witnesses, will be accepted for consideration after this date, absent the express written permission of the Director of SCCR or designee.

b. An Accused Student and their Advisor, if any, have the right to inspect the case file at least ~~three (3)~~ five (5) Class Days before the scheduled Hearing.

9. Have all information, including any potential Witnesses, that could be used in the decision-making process reviewed preliminarily for relevance by Student Conduct and Conflict Resolution prior to the Hearing. The determination of relevance will rest with the Director of Student Conduct and Conflict Resolution or designee. Relevance decisions will be communicated directly with the Accused Student, with rationale, in writing prior to the Hearing. Relevancy determinations regarding information directly related to the Reporting Person's character or prior conduct will also be communicated directly with the Reporting Person in the same manner. Relevancy determinations may be reversed or modified through an appeal to the Dean of Students or designee.

10. Participate in a Hearing, including provide information, listen to Witnesses and ask questions, through the Hearing Body, of Witnesses providing information during a Hearing.

11. Have a decision made based on the Preponderance of the Information standard.

12. Request reasonable accommodations in the Student Conduct Process, if the Accused Student has a disability. At any point during the Student Conduct Process a student may contact the Disability Resource Center (DRC) to discuss their access needs.

13. Appeal a decision of a Hearing Body, in writing and in accordance with section (9) Appeals of this Regulation.

14. Request permission to participate via audio or live-video from another location, and/or participate in a manner that avoids direct contact with Reporting Persons and/or Witnesses as long as such participation does not infringe on the Accused Student's right to question the Reporting Person or Witnesses during the Hearing or infringe on the University's implementation of the Student Conduct Process.

15. Provide a written impact statement to the Conduct Committee Advisor before the start of a Hearing to be considered if Sanctions are to be issued.

16. Have any University status remain unchanged pending a final outcome through the Student Conduct Process; except in cases where interim restrictions are in place, as outlined in sections (11) Interim Restrictions for Students and (12) Interim Restrictions for Student Organizations of this Regulation.

17. Be notified of the final outcome of the case.

18. To select a Hearing Body as outlined in section (6)(g)2c Process. In cases involving Sexual Misconduct violations, if the Reporting Person and Accused Student disagree on the type of Hearing Body, the Hearing Body will be a University Officials Board.

(b) Reporting Person's Rights. Any Reporting Person will be afforded the following rights throughout the Student Conduct Process. Reporting Persons have the right to:

1. Participate individually in an Intake Meeting with a Student Conduct Administrator to review the allegations, the Charges, possible Sanctions, Reporting Person rights and explain the Student Conduct Process, and any available forms of resolution. Reasonable efforts will be made to hold this Intake Meeting at least ~~five (5)~~seven (7) Class Days before any scheduled Hearing.

2. Ask staff member(s) in Student Conduct and Conflict Resolution questions regarding the conduct process, and have those questions answered to the extent that staff is permitted and able.

3. Provide ~~appropriate~~relevant-information, including any potential Witnesses that could be used in the decision-making process to Student Conduct and Conflict Resolution.

a. All information must be provided to Student Conduct and Conflict Resolution by 5:00 p.m. at least ~~four (4)~~six (6) Class Days prior to the scheduled Hearing. No new information, including potential Witnesses, will be accepted for consideration after this date, absent the express written permission of the Director of SCCR or designee.

b. Reporting Person and their Advisor have the right to review the Reporting Person's own written statement, and their own submitted information at least ~~three (3)~~five (5) Class Days prior the scheduled Hearing. A Reporting Person will not have access to review the entire case file.

c. Have all information directly related to the Reporting Person's character or prior conduct, including any potential Witnesses, that could be used in the decision-making process reviewed preliminarily for relevance by Student Conduct and Conflict Resolution before the Hearing. Relevance decisions will be communicated directly to the Reporting Person and Accused Student, with rationale, in writing before the Hearing. Relevancy determinations may be reversed or modified through an appeal to the Dean of Students or designee.

4. To participate in a Hearing and have an Advisor and/or Support Person present during any Hearing or meeting. Participation may include providing information, providing Witnesses to present relevant information and/or submitting questions to be asked of the Accused Student and Witnesses, by the Hearing Body. A Student who chooses to have an Advisor and/or Support Person present during any Hearing or meeting, must provide the identity of the person(s) to the Director of Student Conduct and Conflict Resolution or designee at least two (2) Class Days in advance, and must provide the appropriate executed privacy waiver(s) during this notification and must notify their ~~a~~Advisor and/or Support Person of ~~the advisor's~~ their obligation to follow all University regulations, rules, policies and procedures during the

Student Conduct Process. Failure to comply with the requirements of this section may result in the Advisor and/or Support Person not being permitted to attend the hearing or meeting.

5. To be notified of the final outcome of the case.

6. To appeal on the same grounds as the Accused Student, as outlined in section (9)

Appeals of this Regulation.

7. To review the Hearing Body selection of the Accused Student as outlined in section (6)(g)2c Process. In cases involving Sexual Misconduct violations, if the Reporting Person does not agree with the Hearing Body selected by the Accused Student, the Hearing Body will be a University Officials Board.

8. To request permission to participate via audio or live-video from another location, and/or participate in a manner that avoids direct contact with the Accused Student and/or Witnesses as long as such participation does not infringe on the Accused Student's right to question the Reporting Person or Witnesses during the Hearing or infringe on the University's implementation of the Student Conduct Process.

9. Decline to answer any questions or provide self-incriminating information to the Hearing Body at any point during the resolution process.

10. To provide a written impact statement to the Conduct Committee Advisor before the start of a Hearing. In the event that the Accused Student accepts responsibility, or is recommended or found responsible, the impact statement would then be provided to the Hearing Body to be considered in recommending or issuing Sanctions.

11. Request reasonable accommodations in the Student Conduct Process, if the Reporting Person has a disability. At any point during the Student Conduct Process, a student may contact the Disability Resource Center (DRC) to discuss their access needs.

(6) Process.

(a) Hearing Bodies. Any specific procedures used by Hearing Bodies will comply with the requirements of the Student Conduct Code and Student Honor Code. Hearing Bodies are selected annually, with the approval of the Vice President for Student LifeAffairs and receive training from the Office of Student Conduct and Conflict Resolution.

1. The Director of Student Conduct and Conflict Resolution (and designee(s)) may conduct Hearings.

2. Individual Hearing Officers (IHO) or Individual Honor Hearing Officers (HHO) designated by the Dean of Students may conduct Hearings.

3. The Dean of Students may appoint an IHO or HHO who is not an employee of the University, with the approval of the Vice President for Student LifeAffairs. This is an administrative decision of the University and not a specific choice a Student may select during an Information Meeting.

4. The Dean of Students and Associate Dean(s) of Students may conduct ~~both informal and formal~~ Hearings.

5. The Student Conduct Committee (SCC) may conduct ~~formal~~ Hearings. Student Conduct Committees are composed of three (3) or five (5) members, consisting of Faculty/University Officials, and Students. Student Conduct Committees are selected by the Director of Student Conduct and Conflict Resolution or designee and at least one-half of the committee must be Students regardless of committee size. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

6. A University Officials Board (UOB) may conduct Hearings. A UOB is composed of three (3) Faculty/University Officials selected by the Director of Student Conduct and

Conflict Resolution or designee. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

7. Health Science Conduct Committee (HSCC) may conduct ~~formal~~ Hearings. HSCCs will resolve alleged violations of the Student Honor Code and violations of the Health Insurance Portability and Accountability (HIPAA) or any other applicable Law concerning patient privacy within the Health Science Center colleges where the alleged violation occurs in a Health Science Center college course and the Accused Student is majoring in a Health Sciences Program. Health Science Conduct Committees are composed of three (3) or five (5) members, with one (1) member being a Faculty/University Official/Student from a Health Science college. Student Conduct Committees are selected by the Director of Student Conduct and Conflict Resolution or designee, who will determine which cases will be heard by a HSCC. This decision is final. At least one-half (1/2) of the committee must be comprised of Students, regardless of committee size, and the remaining committee comprised of Faculty/University Officials, with at least one (1) Faculty/University Official/Student from a Health Science college. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

8. Greek Conduct Committee may conduct ~~formal~~ Hearings. Greek Conduct Committees are convened for the purpose of Hearing cases involving an organization that is a member of the Interfraternity Council (IFC), the Multicultural Greek Council (MGC), the National Pan-Hellenic Council (NPHC), or the Panhellenic Council (PC). Greek Conduct Committees are composed of three (3) or five (5) members and must include the Executive Vice President or President from the council of which the accused chapter is a member, a Student from any of the four (4) councils, and a Faculty/University Official. Any additional committee

members must be students. If a conflict of interest exists among the committee membership listed above as determined by the Director of Student Conduct and Conflict Resolution, the Director of Student Conduct and Conflict Resolution or designee will determine the composition of the Greek Conduct Committee. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

9. Law School Honor Committee may conduct ~~formal~~ Hearings only as outlined in Regulation 4.041. The Law School Honor System is separate from the resolution procedures outlined herein, and only applies to Student Honor Code violations within the Levin College of Law as outlined in Regulation 4.041.

10. Housing and Residence Life ~~Education~~ staff members may serve as Student Conduct Administrators, Conduct Committee members, University Officials Board members, and Individual Hearing Officers, as designees of the Dean of Students. ~~The Office of Conduct and Community Standards in~~ Housing and Residence Life ~~Education~~ will designate these Student Conduct Administrators and Individual Hearing Officers annually.

(b) Reporting.

1. Any person or entity may submit information in the following ways:

a. Filing a police report with the University of Florida Police Department or by requesting another law enforcement agency police report be sent to the University of Florida Police Department and forwarded to Student Conduct and Conflict Resolution.

b. Providing a written narrative to Student Conduct and Conflict Resolution or the Office of Conduct and Community Standards in Housing and Residence Life Education or providing a written statement through a secure University reporting function.

c. Reporting information directly to the Office of Accessibility and Gender Equity and selecting to have a final report from the Office of Accessibility and Gender Equity sent to Student Conduct and Conflict Resolution for review.

(c) Time Limits.

1. Student Conduct Code:

a. No Student may be Charged with a violation of the Student Conduct Code if the incident was reported to the University more than one (1) year after the alleged violation occurred, absent extenuating circumstances.

b. In extenuating circumstances, the Dean of Students or designee has the sole discretion to extend this time period.

2. Student Honor Code:

a. Reports must be made to Student Conduct and Conflict Resolution before submission of a final grade for the course.

b. In extenuating circumstances, the Dean of Students or designee has sole discretion to extend this time period. Investigation. Investigations may be conducted as needed and within the following guidelines:

1. In any case involving alleged sexual misconduct, relationship violence or stalking, an Investigation may be conducted by the Office of Accessibility and Gender Equity at the direction of the Assistant Vice President for Accessibility and Gender Equity/Title IX Coordinator.

2. The Director of Student Conduct and Conflict Resolution or designee may conduct an Investigation or convene a group of one or more campus partners to conduct an Investigation. Correspondence will be sent to a Student(s) requesting participation in an

Investigation Meeting(s). An Investigation may be conducted with others as related to the incident or report.

3. Housing and Residence Life ~~Education staff~~ may conduct Investigations for incidents that occur within housing or may conduct other Investigations at the designation of the Director of Student Conduct and Conflict Resolution. Correspondence will be sent to a Student requesting participation in an Investigation Meeting(s). An Investigation may be conducted with others as related to the incident or report.

4. The Director of Student Conduct and Conflict Resolution or designee may request the University of Florida Police Department conduct an Investigation of a Student Organization.

(d) Charging. After reviewing the information reported and/or gathered during an Investigation, the Director of Student Conduct and Conflict Resolution or designee will determine if sufficient information exists for a reasonable Hearing Body to conclude a violation(s) of the Student Honor Code or Student Conduct Code was committed by the accused Student, using the preponderance of the information standard. If sufficient information exists, then Charges may be issued.

The Director of Student Conduct and Conflict Resolution or designee may convene, at their discretion, a committee, including, but not limited to the Incident Review Committee, for evaluation of the information before making a charging decision related to allegations involving Student Organizations.

Nothing in this Regulation prevents the disposition of an allegation through educational meeting, Collaborative Resolution, Conflict Resolution, or by Mutual Agreement. Such disposition, if utilized, must be consistent with all Laws. Such disposition is at the discretion of the Director of Student Conduct and Conflict Resolution or designee and is final.

If an allegation is not handled through other appropriate channels, is not dismissed, or is not resolved informally as described above, then the Director of Student Conduct and Conflict Resolution or designee may issue a Notice of Charges to the Accused Student(s) through Correspondence.

(e) Notice.

1. Written notice sent in Correspondence to a Student will include: Notice of Charges. Notice of Charges will be sent via Correspondence and will include specific Student Conduct Code or Student Honor Code Charges; brief description of the allegation; where to review the Student Rights; and an invitation to attend an Information Meeting. A Student issued a Notice of Charges for an alleged Student Honor Code violation will not be permitted to drop or withdraw from the course at issue and will have a temporary grade of “Incomplete/No Grade” issued until the final resolution of the case.

a. A Student issued a Notice of Charges for alleged violations of both the Student Conduct Code and Student Honor Code will have one resolution process; the available resolution processes will be determined by the Director of Student Conduct and Conflict Resolution or designee.

b. A Student issued a Notice of Charges after the last day of classes for any Semester will be required to have an Information Meeting by the end of their next enrolled Semester. A Student may request to have this meeting occur earlier. The Information Meeting will be scheduled at the discretion of the Director of Student Conduct and Conflict Resolution or designee.

c. A Student issued a Notice of Charges who does not attend the Information Meeting or respond in a timely manner to correspondence from University Officials will not

delay resolution of the alleged incident. The University may move forward with the Student Conduct Process in the absence of the Accused Student, including but not limited to scheduling a Hearing or placing a Service Indicator.

2. Notice of Hearing. The Office of Student Conduct and Conflict Resolution will use reasonable efforts to provide the Notice of Hearing ~~five (5)~~seven (7) Class Days before the scheduled Hearing, absent emergency circumstances as determined by the Director of Student Conduct and Conflict Resolution or waiver by an Accused Student on forms provided by the Office of Student Conduct and Conflict Resolution. This notice will include finalized Student Conduct Code or Student Honor Code Charges, a brief description of the allegation, where to review the Student Rights, and the date, time and location for a Hearing. Hearings will be scheduled at the convenience of the Hearing Body.

(f) Resolution Processes.

1. Student Honor Code.

a. Information meeting. This is an individual meeting between a Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting consists of reviewing a Student's rights in the Student Conduct Process, reviewing the Charges, and affording the Student the opportunity to choose "Responsible" or "Not Responsible" to the Charges, and "Agree" or "Do Not Agree" to the Sanctions proposed by the Faculty member. These decisions determine the next course of action in the Student Conduct Process; resolution choices will be made during the Information Meeting. Charges may be adjusted or withdrawn by a Student Conduct Administrator during this meeting, prior to a Student selecting "Responsible" or "Not Responsible."

b. Hearing.

1) If an Accused Student chooses “Not Responsible” to Charges or “Do Not Agree” with proposed Sanctions on a first time Student Honor Code allegation, a Hearing is required. If the allegation is a second Student Honor Code violation, the case must be resolved by Hearing, even if the Student is willing to accept responsibility for the Charges and accept the proposed Sanctions. The Faculty member involved has the ability to view the case file prior to the hearing and may choose to participate in either the entirety of the Hearing or in a portion of the Hearing as a Witness.

2) Student Honor Code allegations being resolved by a Hearing:

a) Cases that will not result in Separation will be heard by one of the following, as selected by the Student:

i) An Individual Honor Hearing Officer Hearing, or

ii) A Student Conduct Committee/Health Science Conduct Committee Hearing

b) Cases that could result in Separation will be heard by a Student Conduct Committee/Health Science Conduct Committee Hearing.

2. Student Conduct Code.

a. Information meeting.

1) This is an individual meeting between an Accused Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting consists of reviewing a Student’s rights in the Student Conduct Process, reviewing the Charges, potential outcomes (including possible Sanctions), and affords the Student the opportunity to choose “Responsible” or “Not Responsible” to the Charges, which determines the next course of action in the Student Conduct Process. Charges may be adjusted or withdrawn by a Student Conduct Administrator during this meeting, prior to a Student selecting “Responsible” or “Not Responsible.”

2) A Reporting Person may be invited to an individual Intake Meeting with a Student Conduct Administrator. This meeting may consist of reviewing a Student's rights in the Student Conduct Process, reviewing the Charges, potential outcomes (including possible Sanctions), and any forms of resolution available.

b. Administrative review/Collaborative Resolution.

1) If an individual Student has accepted responsibility for the Charges and the potential outcome would not be Separation, then a Student may be offered the option of an administrative review with a Student Conduct Administrator. This meeting is educational in nature, allows the Student to share their perspective of the incident, discuss circumstances of the case, as well as educating the Student on ways to repair any harm and return to good standing in the University Community. This meeting informs the Student Conduct Administrator's sanctioning decision, which will be communicated in Correspondence. Witnesses are not called, but a Student Conduct Administrator may seek additional information as needed.

2) For Student Organizations, Collaborative Resolution may be offered if a Student Organization has accepted responsibility for the alleged behavior and the potential outcome would not result in the organization's Separation from the Institution. Additionally, to be eligible, at least two full academic Semesters must have concluded, since the end of a Semester where a Collaborative Resolution was issued.

a) This meeting is educational in nature and is a way of supporting an organization's internal accountability, collaboration between multiple vested entities, and shared responsibility for the success of our University Community.

b) Organizations participating in Collaborative Resolution will be asked to complete a full internal Investigation, provide documentation showcasing action steps that have been taken

to respond to the incident, and the plans the organization has to implement longer term education to avoid similar incidents in the future, which will be provided to the Student Conduct Administrator.

c) This information informs the Student Conduct Administrator's issued outcomes and potential Sanctions which will be communicated in Correspondence.

c. Hearings.

1) If an Accused Student chooses "Not Responsible" to Charges, or regardless of accepting or denying responsibility for Charges, if Separation is a potential outcome, a Hearing is required. The Director of Student Conduct and Conflict Resolution or designee determines whether a case could result in Separation.

a) Cases that will not result in Separation, will be heard by one of the following, as selected by the Accused Student:

i. An Individual Hearing Officer Hearing, or

ii. A Student Conduct Committee Hearing

b) Cases that may result in Separation, will be heard by one of the following, as selected by the Accused Student:

i. A University Officials Board, or

ii. A Student Conduct Committee Hearing

c) Cases originating from one of the four Greek councils (IFC, MGC, NPHC, PC): If the organization is not eligible, as defined above, for a Collaborative Resolution, the case will be resolved through the Greek Conduct Committee.

(h) Hearing Guidelines.

1. All Hearings will be decided by a majority vote, using the Preponderance of the Information standard.

2. The Accused Student has the right to a presumption that no violation occurred.

The University, not the Accused Student, has the burden of proof in a Student Conduct Process. The burden of proof is the Preponderance of the Information. The Hearing Body will evaluate the weight given to information and the credibility of Witnesses.

3. The formal rules of evidence governing criminal and civil litigation are not applied in Student Conduct Code and Student Honor Code proceedings.

4. The facts of the case will be determined during deliberation after the close of the Hearing, by the Hearing Body. The decision of responsible or not responsible on the Charges will be based solely on the information presented at a Hearing.

5. Pertinent records, reports, exhibits and/or written statements may be accepted as information for consideration in the disciplinary proceeding. Any records, reports, exhibits and/or written statements will be reviewed for relevance by the Conduct Committee Advisor and outlined in section (5) Student Rights. Any of the above information that was preliminarily excluded as not relevant by the Conduct Committee Advisor may be resubmitted for consideration through an appeal as outlined in section (5) Student Rights. The Conduct Committee will consider all relevant information during the Hearing.

6. Hearings will be audio recorded. This is the only Recording allowed and is the sole property of the University. Recording failures will not require a delay or affect the validity of a Hearing. In the instance of a recording failure, the Conduct Committee Advisor may provide a written summary of the Hearing to the Appeal Authority upon their request.

7. Only relevant past behavior of a Student will be allowed at the Hearing.

8. In instances of alleged sexual misconduct, past sexual history of the Reporting Person and Accused Student is not allowed, unless deemed relevant by the Conduct Committee Advisor or through an appeal as outlined in section (5) Student Rights.

9. An Accused Student and Reporting Person will have the opportunity to present relevant information.

10. Witnesses.

a. In addition to Witnesses invited by the University, if any, Reporting Persons and Accused Students participating in the Hearing may arrange for Witnesses to voluntarily present relevant information during the Hearing. The Chair of the Conduct Committee will facilitate the questioning of Witnesses. Witnesses at Hearings will not be sworn in. Each Witness will be told that they are required to tell the truth. A Student giving untrue testimony at a Hearing may be subject to Student conduct Charges. Questions will be reviewed and may be disallowed by the Hearing Body, or Conduct Committee Advisor preliminarily, if deemed not relevant.

b. Failure of a Witness to participate in a Hearing, does not invalidate the Hearing. The inability of the Accused Student or Reporting Person to question a Witness who has provided only a written statement, is not a violation of rights under this Regulation when, during the hearing, both the Accused Student and the Reporting Person have the opportunity to hear and respond to written statements read aloud and may offer information to rebut Witness statements and other information presented at the Hearing. During the Hearing, all Witness statements considered by the Hearing Body will be read into the record and the Reporting Person and Accused Student will have an opportunity to respond.

11. A Student or Witness may choose not to answer any and all questions posed by a Hearing Body.

12. An Accused Student or Reporting Person may submit a challenge to the impartiality of an Individual Hearing Officer or Individual Honor Hearing Officer, in writing with the basis of the challenge, to the Dean of Students or designee within three (3) Class Days of notification. If a challenge is not received within the allotted three (3) Class Days, the assigned Individual Hearing Officer or Individual Honor Hearing Officer will remain as scheduled. Decisions on challenges by the Dean of Students or designee are final and not subject to appeal.

13. All Hearings will be conducted in private. Hearing Bodies in training, or other University employees may be permitted to observe a Hearing at the discretion of the Director of Student Conduct and Conflict Resolution or designee.

14. The following is a guide to the format of a Hearing. The Hearing Body may question the Reporting Person, Accused Student and Witnesses directly. This format may be altered at the discretion of the Hearing Body or the Conduct Committee Advisor.

- a. Review Hearing procedures.
- b. Review of the Charges.
- c. Introductory statement(s) of Accused Student and Reporting Person as applicable.
- d. Presentation of information by and questioning of Witnesses.
- e. Presentation of information by the Reporting Person and questioning of the Reporting Person (as applicable).
- f. Presentation of information by the Accused Student and questioning of the Accused Student.
- g. Closing statements.
- h. Deliberation (not recorded).

i. The Hearing Body may, at their discretion, share verbally to the Accused Student(s), Reporting Person, or Faculty member its recommendations or findings as applicable. Recommendations and final outcome are shared in writing as outlined in section 5.

15. Prior records of Student conduct action and impact statements are considered by the Hearing Body only in the Sanctioning phase of deliberations and will not be shared prior to or used in determining responsibility.

16. In cases involving multiple Students Charged, information provided at one Hearing may be used in the related case(s), so long as all other procedural requirements contained within this Regulation are satisfied.

(i) Hearing Decisions.

1. Individual Hearing Officers make a decision on responsibility for each Student Conduct Code Charge as well as determine Sanctions as applicable. The outcome of an Individual Hearing Officer Hearing will be communicated in writing, through Correspondence, to the Accused Student and the Reporting Person as applicable, within a reasonable period of time and will include applicable appeal information.

2. Individual Honor Hearing Officers, University Officials Boards, and Conduct Committees make a recommendation of “responsible” or “not responsible” for each separate Charge and recommend Sanctions as applicable to the Dean of Students or designee.

a. The Dean of Students or designee will review the recommendations of the applicable Hearing Body and make a decision as to the Charges(s) in question which may consist of adopting or rejecting the recommendation of “responsible” or “not responsible”, remanding the matter for rehearing to a new Hearing Body, or reconvening the same Hearing Body with directions for additional fact finding.

b. The Dean of Students or designee will review the recommended Sanctions, as applicable, and will then make a decision which may consist of adopting, modifying or rejecting the recommended Sanctions of the Hearing Body.

c. Any differences between the recommendation arising out of the Hearing Body and the Dean of Students or designee's decision will be communicated in the outcome with rationale.

d. The outcome of a Hearing will be communicated in writing, through Correspondence, to the Accused Student and the Reporting Person or Faculty Member, as applicable, within a reasonable period of time and will include applicable appeal information for the Accused Student and Reporting Person.

(7) Sanctions. Students/Student Organizations found responsible for violating the Student Honor Code or the Student Conduct Code will be subject to Sanctions appropriate for the violation(s), with consideration of any mitigating circumstances; including but not limited to the Student's/Student Organization's previous conduct record. Sanctions include any combination of the following outcomes dependent on the violation itself:

For a violation(s) of the Student Honor Code, a Student/Student Organization will receive one or more of the following academic Sanctions, in addition to any appropriate status and educational Sanctions. For a violation(s) of the Student Conduct Code, a Student/Student Organization will receive one or more of the following appropriate status and educational Sanctions:

(a) Academic Sanctions: outcomes that impact official University of Florida course grades where violation(s) under the Student Honor Code have occurred.

1. Assignment grade penalty with resubmission: A point/grade reduction on the assignment/assessment in question, and with the permission of the Faculty member, an opportunity to resubmit the assignment/assessment with the addition of the implemented point/grade reduction.

2. Assignment grade penalty: A point/grade reduction on the assignment/assessment in question.

3. Course grade penalty with drop: A point/grade reduction for the entire course. However, the Student will be permitted to drop or withdraw the course with approval from the Director of Student Conduct and Conflict Resolution or designee. Requests for drop consideration must be submitted in writing with rationale to the Director of Student Conduct and Conflict Resolution or designee, where the final approval rests and is not eligible for independent appeal outside of the formal conduct appeal process.

4. Course grade penalty without drop: A point/grade reduction for the entire course. There will be no ability to drop or withdraw from the course for any reason.

(b) Status Sanctions: outcomes that impact a Student's/Student Organization's standing with the University of Florida, including any privileges associated with being a University of Florida Student/Student Organization, which could also include the ability to be a University of Florida Student/Student Organization.

1. Written reprimand: Official notice and recognition that the behavior of a Student/Student Organization has violated the Student Honor Code and/or the Student Conduct Code.

2. Conduct review: An official notice that the Student/Student Organization conduct has violated the Student Honor Code and/or the Student Conduct Code, but is not sufficiently

serious to warrant expulsion, suspension or probation. A Student/Student Organization on conduct review shall have their conduct under review for a specified period of time. This Sanction may require regular meetings with an appropriate official to ascertain and evaluate compliance with rules. Additional restrictions or conditions also may be imposed, depending on the nature and seriousness of the misconduct. Students/Student Organizations placed on this Sanction remain in good standing with the University. If there is a finding of responsibility for subsequent violations of the rules during this period of time, more severe Sanctions may be administered.

3. Probation: A period of time where a Student/Student Organization is deemed not in good standing with the University of Florida. Should the Student/Student Organization be found responsible for any additional violations of University policy or fail to complete any assigned Sanctions by the assigned deadline(s), they will be subject to additional Sanctions; including but not limited to increased status Sanctions. Probation may also include the loss of specific University privileges as deemed appropriate by the Hearing authority. Determination of whether a Student may represent the University as a Student athlete will be made by the University Athletic Association.

4. Loss of University privileges: Loss of University privileges may include but is not limited to: Attendance at athletic functions, holding leadership positions within Student Organizations as defined by Student Activities and Involvement or individual Student Organization by-Laws/constitutions, representing the University in any extracurricular activity or official function, study abroad, unrestricted University facility use, parking privileges, University computer usage, loss of social/philanthropy activities, ability to participate in intramurals, ability

to reserve space for meetings/events on-campus, loss of block seating, ineligibility to receive future Institutional funding.

5. Deferred suspension: Deferred suspension from the University of Florida is a period of review where the Student/Student Organization is not in good standing with the University and must demonstrate an ability to comply with University rules, Regulations, and all other stipulated requirements; which includes a loss of University privileges. If, during the period of the deferred suspension, the Student/Student Organization is found responsible for any additional violations of University policy or fails to complete any assigned Sanctions by the assigned deadline(s), the Student/Student Organization may be immediately suspended from the University for a minimum of one Semester and until any outstanding Sanctions are complete.

6. Suspension: The Student/Student Organization will be separated from the University for a specified period of time and/or until certain conditions are met.

7. Expulsion: The Student/Student Organization will be permanently separated from the University and will not have the ability to return as a Student/Student Organization at any point in time.

(c) Educational Sanctions: outcomes that provide a Student/Student Organization with opportunities to repair the harm of their actions and to engage in meaningful developmental experiences that will help the Student/Student Organization in avoiding future violations of University policy.

1. Educational Sanctions may include but are not limited to completion of a seminar, assignment, substance consultation/evaluation, psychological consultation/evaluation, restitution and community service.

2. Residence hall transfer or removal: A requirement to transfer residence halls or leave the residence halls for a specified or indefinite period of time.

3. No contact directive: which will prohibit, for a period of time, both (all) parties from communicating directly or indirectly with one another, or through intermediaries.

(8) Withdrawing or Revoking a Degree.

(a) Withdrawing. A degree may be withdrawn after a Student has graduated where a violation of Student Conduct Code or Student Honor Code occurred before graduation in the following circumstances:

1. The Student had a pending Student Conduct Code or Student Honor Code allegation or charge that was not resolved prior to the Student's graduation.

2. The University becomes aware of an alleged violation of the Student Conduct Code or Student Honor Code that took place before the Student graduated or received a degree from the University.

The Student will receive the degree once the matter is resolved and any Sanctions (where appropriate) are completed unless the Sanction is expulsion, in which case the degree may be revoked.

(b) Revoking. A former Student may have their degree revoked under the provisions above, which include but are not limited to a determination through the Student Honor Code or the Student Conduct Code process that a violation occurred and resulted in expulsion, or upon a finding of research misconduct under Regulation 1.0101.

(9) Appeals. Any decision reached through Administrative Review or Hearing by a Hearing Body, is eligible for appeal. All appeals must be in writing and submitted to the appropriate office within ten (10) Class Days from the date of the decision letter. No person may

hear or decide an appeal if they conducted or participated in the disciplinary proceeding being reviewed on appeal.

(a) Administrative Review/Collaborative Resolution Appeals. The basis for filing an appeal arising from an Administrative Review/Collaborative Resolution is limited to the following grounds: The Sanction(s) imposed were not appropriate for the violation, taking into account both prior Student Conduct Code violations and mitigating circumstances.

(b) Administrative Review/Collaborative Resolution Appeal Authorities are as follows:

1. Appeals of decisions originally made by Housing and Residence Life Education staff should be directed to the Director of Student Conduct and Conflict Resolution or designee.
2. Appeals of decisions originally made by Student Conduct and Conflict Resolution staff should be directed to the Dean of Students or designee.
3. Appeals of decisions originally made by the Dean of Students or designee should be directed to the Vice President of Student LifeAffairs or designee.

(c) Hearing Appeals. Except as required to explain the basis of new information, appeals are limited to a review of the record of the Hearing and supporting documents. In the instance of a recording failure, the Conduct Committee Advisor may provide a written summary of the Hearing to the Appeal Authority upon their request. The basis for filing an appeal on all other Student conduct proceedings is limited to one or more of the following grounds:

1. The Student's or Student Organization's rights were violated in the Hearing process in a manner which materially affected the outcome of the case.
2. New relevant material or information has been provided that could be sufficient to alter a decision and was unknown by the person making the appeal at the time of the Hearing.

3. The Sanction(s) imposed were not appropriate for the violation, taking into account both prior misconduct and mitigating circumstances.

(d) Hearing Appeal Authorities:

1. Appeals of decisions that did not result in Separation or did not originate from a Sexual Misconduct based allegation will be reviewed by the Vice President of Student LifeAffairs or designee.

2. Appeals of decisions that resulted in Separation or originated from a Hearing of a Sexual Misconduct based allegation, will be reviewed by an appeal panel designated by the Vice President of Student LifeAffairs. Appeal panel members will be selected and trained annually.

Each panel will be comprised as follows:

a. One (1) Student

b. Two (2) Faculty or staff members

(e) Procedure.

1. If the underlying case involves a Reporting Person and Accused Student, any appeal by one will be shared with the other, and the non-appealing person will be provided an opportunity to submit a written response within a designated period of time.

2. The decision on an appeal should be made and communicated in Correspondence within a reasonable period of time. The decision of the Appeal Authority is the final decision of the University and no further appeals within the University are allowed.

3. If the appeal is granted, the Appeal Authority may modify the Sanctions imposed or may remand the case for a rehearing with a new Hearing Body or reconvene the same Hearing Body with direction. The Appeal Authority may overturn a finding of responsible when it

determines the University failed to meet its burden of proof. The Appeal Authority must state the rationale in the appeal decision Correspondence.

4. A Student remains eligible to attend classes and University activities pending the Hearing Body's decision and until any appeal is concluded, except as set forth below:

a. In cases where the Vice President of Student LifeAffairs or designee determines that the health, safety, or welfare of the Student or a member of the University Community is at risk, the Student may be restricted on an interim basis as outlined in this Regulation.

b. In cases where the Sanction(s) determined by the Hearing Body include Separation, the Student's privileges at the University, including the ability to attend classes and engage in University activities may be immediately revoked.

(10) Records. An accurate and complete record of each Student Conduct Code and Student Honor Code case will be made and preserved as outlined below and is subject to the General Records Schedule GS5 for Public Universities and Colleges.

(a) Students subject to Student Conduct Code action may have a Service Indicator placed on their records at the discretion of the Dean of Students, or designee, in certain scenarios including but not limited to the following:

1. A Student was found responsible for a Student Honor Code or Student Conduct Code violation resulting in Separation.

2. A Student was issued a limited activity directive or interim suspension as outlined under Restrictions in this Regulation.

3. A Student has been charged with a violation of this Regulation.

4. A Student failed to appear before a Student Conduct Administrator or Hearing Body after notification of a required meeting.

5. A Student failed to complete required Sanctions by the assigned deadline.

6. A Student had a degree revoked or withdrawn pending final resolution of an allegation(s) and completion of any issued sanctions.

(b) When a Student requests issuance of their transcript to another educational institution, outside agency or person, such transcript will be issued subject to the following guidelines:

1. If the Dean of Students Office has placed a Service Indicator on the transcript of a Student, the Dean of Students or designee will review the record to determine whether the transcript will be issued.

2. If the transcript is issued, the transcript will have an overlay which states that the Student is not in good standing with the University and to contact the Dean of Students Office for additional information.

(c) Records Retention and Release of Records.

1. Student conduct records will be maintained in the Dean of Students Office for a minimum of seven (7) years from the date of the final outcome of the case.

2. Student conduct records may be maintained for longer than seven (7) years if a Student was blocked from enrollment, if a student was separated from the University, if a student has a Service Indicator or a transcript overlay, or where litigation is imminent or ongoing.

3. Upon receipt of a request from a college or university, other than the University of Florida, professional school, graduate program, employer, accrediting body, or other third party for the student conduct records of a Student, after the Student provides any applicable privacy waiver, the Dean of Students or designee will provide information from records only when (1) violations resulted in a sanction of deferred suspension, suspension, or expulsion; (2) a

Student has an Interim Restriction in place. In addition, the Dean of Students or designee will release records as required by Law.

3.4. Accused Students have the right to an accurate and complete record of every Disciplinary Proceeding relating to the charged violation of this Regulation, including any record of appeal, to be made, preserved as outline in this Regulation, and available following final outcome for copying upon request by the charged Student or Student Organization. Copies of case records requested will be redacted as required by Law.

(11) Interim Restrictions for Students. The Dean of Students or designee determines if restrictions are warranted of a Student's privileges, based upon an assessment of the safety of the University Community. There are three (3) categories of restrictions:

(a) No contact directive -- which will prohibit, for a period of time or indefinitely, both (all) parties from communicating directly or indirectly with one another, or through intermediaries. Criteria includes:

1. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of undesirable behavior.

2. When used alone, a reasonable belief that no further restrictions are appropriate for the circumstances.

3. When used in conjunction with a limited access/activity directive or with an interim suspension, a reasonable belief that further restrictions are appropriate for the circumstances.

(To utilize either of the next two levels of response, there must be allegations of conduct that could reasonably cause harm to members of the University Community or property.)

(b) Limited access/activity directive -- which will restrict, for a period of time, one, both, or all parties from being in specific buildings, specific locations, or from participating in specific activities, and/or restricting movement on campus and/or requiring the traveling of specific routes into and from campus locations. This will allow access to classes and instruction and other educational support while limiting when and/or where access is granted. Criteria includes:

1. Allegations of conduct that could reasonably cause harm to members of the University Community or property.
2. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of behavior.
3. A reasonable belief that a Student's continued unlimited access to campus or campus activities could endanger one or more other person's health, safety, or property and that limited access will ameliorate safety for the University Community.
4. A reasonable belief that access to classes and instruction and other educational support is within the best interests of the University and the Student.
5. A reasonable belief that no further restrictions are appropriate for the circumstances.
6. An opportunity to appeal to the Vice President for Student LifeAffairs (VPSLA) or designee within three (3) Class Days to request modification or nullification.

(c) Interim suspension – which will prohibit access to campus and may preclude access to classes, instruction, and other educational support. Criteria includes:

1. Allegations of conduct that could reasonably cause harm to members of the University Community or property.

2. A reasonable belief that a Student's continued access to campus or campus activities could endanger one or more other person's health, safety, or property and that prohibiting access will ameliorate safety for the University Community.

3. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of behavior.

4. A reasonable belief that limited access is not a viable option under the circumstances.

5. A requirement of a Student conduct Hearing as soon as practicable.

6. Recommendation to, and final approval, by the Associate Vice President for Student LifeAffairs (Assoc. VPSLA).

7. An opportunity to appeal to the VPSA or designee within three (3) Class Days to request modification or nullification.

8. If a Student is placed on interim suspension and the Student is subsequently found not responsible for the violation, the University will:

a. Correct any record of the change in enrollment status in the Student's permanent records and reports in a manner compliant with Laws and Regulations; and

b. Refund to the Student a pro rata portion of any charges for tuition and out-of-state fees, as appropriate, if the interim suspension of the Student's ability to attend classes lasts for more than ten (10) Class Days.

(d) Monitoring of Interim Restrictions. The Dean of Students or designee will monitor any interim restriction placed upon a Student, and if information comes to light during an Investigation or Student Conduct Process that warrants a different interim restriction or the removal of an interim restriction, that action shall be taken as soon as is reasonably possible.

(12) Interim Restrictions for Student Organizations. The Dean of Students or designee determines if interim restrictions are warranted of a Student Organization's privileges, in their sole discretion, based on prior conduct history and the nature of the allegation. Student Organizations subject to interim restrictions will have an opportunity to appeal to the VPSLA or designee within three (3) Class Days to request modification or nullification. There are three (3) categories of restrictions:

(a) No contact directive – which will prohibit, for a period of time or indefinitely, specific parties from communicating directly or indirectly with one another, or through intermediaries.

(b) Limited access/activity directive – which may include a loss of certain privileges and access to certain campus resources and services, for a period of time, including, but not limited to, the use of University space, participation in University programs, activities, events and services, and registration of gatherings and events.

(c) Interim suspension – which will include a loss of all privileges and access to all campus resources and services, for a period of time, including, but not limited, to the use of University space, participation in University programs, activities, events and services, and registration of gatherings and events.

(d) Monitoring of Interim Restrictions. The Dean of Students or designee will monitor any interim restriction placed upon a Student Organization, and if information comes to light during an Investigation or Student Conduct Process that warrants a different interim restriction or the removal of an interim restrictions, that action shall be taken as soon as is reasonably possible.

(13) Conflict Resolution. Consistent with the University's educational mission, formal and informal Conflict Resolution services are available to help Students manage and resolve peer conflicts and alleged Student Conduct Code violations. While not all cases are appropriate for Conflict Resolution, the Director of Student Conduct and Conflict Resolution or designee at their discretion, may refer Students to Conflict Resolution services.

Students may also request Conflict Resolution services if they think their case has the potential to be resolved through this method. Before any incident may be referred to Conflict Resolution services at a Student's request, a Student Conduct Administrator will determine the following: (a) whether all people personally involved in the conflict or allegations agree to Conflict Resolution; (b) whether the Director of Student Conduct and Conflict Resolution or designee has determined that the case is appropriate for Conflict Resolution; and (c) whether the case is likely to resolve through Conflict Resolution. Participation in Conflict Resolution services is voluntary and may not result in resolution. If Conflict Resolution services do result in resolution, that resolution is final and cannot be appealed.

(14) Title IX Sexual Harassment. The University complies with the Department of Education Regulation 34 C.F.R. § 106, Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance, as amended and effective August 14, 2020, also known as Title IX, 20 U.S.C. §§1681-1688 (2020). The University will respond to allegations of sexual harassment consistent with Title IX's prohibition against sex discrimination in education programs and activities, as outlined in the University of Florida's Gender Equity Policy. Alleged incidents of Title IX Sexual Harassment will be addressed through the procedures outlined in the University's Gender Equity Policy. Alleged incidents of sexual misconduct that do not meet the conditions of Title IX Sexual Harassment outlined in the

University's Gender Equity Policy are subject to the Student Conduct Process outlined in this Regulation.

A committee created by the Vice President for Student LifeAffairs or designee, which must include Student representatives, will review this Regulation at least every three (3) years.

Authority: BOG Regulation 1.001 and 6.0105

History: New 6-07-18, Amended 8-27-20, 12-4-20, 7-1-21, _____.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3
December 3, 2021**

SUBJECT: Approval of Submission of Board Self-Evaluation to SACS

BACKGROUND INFORMATION

The Southern Association of Colleges and Schools (“SACS”), which is the accrediting body for the University of Florida, requires a Board Self Evaluation to be completed and submitted to SACS prior to the University of Florida’s accreditation deadline of March 2020. The Board of Trustees completed its self-evaluation on October 31, 2019 and the University will timely submit the results of this evaluation to SACS in December 2019, pending approval of this submission.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend for approval by the BOT the submission of its Self-Evaluation to SACS in order to complete the accreditation requirement of the BOT.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached

Submitted by: Amy Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA4
December 2, 2021**

SUBJECT: UF Health Instrument Processing Facility

BACKGROUND INFORMATION

UF Health is proposing to centralize, modernize, and create additional capacity in a new facility. This project is needed as the health system continues to grow and add complexity. The UF Health Shands Hospital Board of Directors has reviewed the project and endorsed it accordingly.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required.

Supporting Documentation Included: See attached

Submitted by: David Nelson, Senior Vice President or Vice President

Approved by the University of Florida Board of Trustees, December 3, 2021.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
AGENDA**

Thursday, December 2, 2021

~10:10 a.m.

**President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Committee Members:

David L. Brandon (Chair), Christopher T. Corr, Morteza “Mori” Hosseini, Thomas G. Kuntz, Daniel T. O’Keefe, Fred S. Ridley, Anita G. Zucker

- 1.0 Call to Order and WelcomeDavid L. Brandon, Chair
- 2.0 Verification of a Quorum..... Vice President Liaison
- 3.0 Review and Approval of MinutesDavid L. Brandon, Chair
 - [June 10, 2021](#)
 - [August 17, 2021](#)
 - [August 24, 2021, FCI Sub-committee Meeting](#)
 - [October 19, 2021](#)
 - [November 9, 2021](#)
- 4.0 Action Items.....David L. Brandon, Chair
 - [FCI1](#) The Construction Projects Report Curtis Reynolds,
Vice President for Business Affairs
 - [FCI2](#) Naming: Shade Courtesy of Tom & Kathy Shannon Family..... Tom Mitchell,
Vice President for Advancement
 - [FCI3](#) Naming: Norman Fixel Institute Campus..... Tom Mitchell
 - [FCI4](#) Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex
Tom Mitchell
 - [FCI5](#) Naming: Judy Hathcock Family Cove at the Heavener Football Training Center
Tom Mitchell
 - [FCI6](#) Naming: James E. Horner Hitting Facility at Florida Ballpark Tom Mitchell
- 5.0 Discussion ItemsDavid L. Brandon, Chair
 - 5.1 Landscape Master Plan and Wayfinding Update.....Charlie Lane,
Senior Vice President and Chief Operating Officer
 - [5.2](#) Construction Update..... Curtis Reynolds
- 6.0 New Business.....David L. Brandon, Chair
- 7.0 Adjourn.....David L. Brandon, Chair



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:04 a.m.

Time Adjourned: 11:50 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David C. Bloom, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Zina Evans, Vice President for Enrollment Management and Associate Provost; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; 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 11:04 a.m.

2.0 Verification of Quorum

Vice President Curtis A. Reynolds verified a quorum with all members present.

3.0 Review and Approval of Minutes

Committee Chair Brandon asked for a motion to approve the minutes of the March 19, 2021 committee meeting and April 20, 2021 and May 18, 2021 Pre-Meeting minutes, which was made

by Board Chair Hosseini, and a 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.

4.0 Action Items

FCI1 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2022-2023

Vice President Reynolds gave an abbreviated explanation of the action item informing the committee the Florida Board of Governors requires an annual submission from each university of its Fixed Capital Outlay Legislative Budget Request. Vice President Reynolds noted the following two projects: (1) Dental Sciences Building Renovation, Remodeling, Envelope Restoration and (2) the Architecture Building Renovation, Remodeling, And Design, Construction and Planning Collaboratory Addition.

Committee Chair Brandon asked for a motion to approve Action Item FCI1 which was made by Trustee Zucker, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI2 Educational Plant Survey Amendment

Vice President Reynolds explained the Educational Plant Survey Amendment is required for the Dental Science Building and the Architecture Building projects referenced in action FCI1 as a formality requiring any projects that request PECO funding to be plant surveyed per Board of Governors.

Committee Chair Brandon asked for a motion to approve Action Item FCI2 which was made by Trustee O’Keefe, and a second, which was made by Trustee Powers for recommendation to the Board for its approval on the Consent Agenda. 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, 2022

Vice President Reynolds stated the Facilities Spending Plan confirms the University’s intent to utilize the appropriated funds as outlined.

Committee Chair Brandon asked for a motion to approve Action Item FCI3 which was made by Board Chair Hosseini, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI4 Campus Master Plan 2020-2030, Amendment June 2021

Vice President Reynolds noted the Campus Master Plan Amendment reverts approximately 1.8 acres (McCarty Woods) from consideration as a development site to conservation space.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 which was made by Trustee O’Keefe, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

FCI5 Naming: Gary R. Libby University Gallery

Vice President Mitchell gave an overview of the Gary R. Libby University Gallery proposed naming. Vice President Mitchell noted all due diligence had been performed and all required approvals had been acquired per the BOT Naming Policies and Governance Standards.

Committee Chair Brandon asked for a motion to approve Action Item FCI5 which was made by Trustee Zucker, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Non-Consent Agenda. 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 Cellon Creek & R&T Park: Disposition of Foundation-owned assets

Vice President Mitchell provided an explanation of the proposed Disposition of Cellon Creek & R&T Park in Alachua, FL. Vice President Mitchell stated he consulted with Board Chair Hosseini and Senior Vice President Lane throughout the process. The Foundation had accepted the offer from Concept Companies, contingent upon BOT approval. Trustee Ridley suggested quarterly meetings to discuss alignment in order to protect the UF brand.

Committee Chair Brandon asked for a motion to approve Action Item FCI6 which was made by Trustee O’Keefe, and a second, which was made by Trustee Corr for recommendation to the Board for its approval on the Non-Consent Agenda. 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 Central Energy Plant – Approval of Public-Private Partnership Concept

Vice President Reynolds asked the committee for approval of the Public Project Partnership concept (P3) as presented during the May pre-meeting. The P3 concept would provide a financial structure which is necessary for the University to transition away from the current third-party steam heating source to an on campus self-generation solution and replace other aging and end-of-life utility production plants and infrastructure serving campus. Trustee O’Keefe thanked staff for providing the background information he requested during the May pre-meeting. Board Chair Hosseini commented that so much work has gone into this and its results will be appreciated for decades to come.

Committee Chair Brandon asked for a motion to approve Action Item FCI7 which was made by Trustee Zucker, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Consent Agenda. 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 Baby Gator

Vice President for Human Resources Jodi Gentry provided an update outlining the need for the proposed Baby Gator expansion. Vice President Gentry asked the committee for approval of a three-phased project and stated staff would return to the committee once details regarding scope/cost for Phases 2 and 3 were finalized. Vice President Gentry briefed the committee on the fee structure and increases for FY 2023-2027 as part of the action item. Committee Chair Brandon asked Trustee O'Keefe for comments regarding his work with Vice President Gentry on the Baby Gator Expansion Project. Trustee O'Keefe emphasized the importance of the project to faculty, staff, students and recruiting efforts of the university. Chair Hosseini affirmed his support of the proposed Baby Gator expansion. Trustee Zucker expressed her support for children when they are young which makes an impact in their lives. Trustee Zucker also stated this project would provide a source for campus providing research and training in early childhood education. Trustee Kuntz asked Senior Vice President Chris Cowen if the funding for the project had been obtained for Phase 1. Senior Vice President Cowen confirmed funding and that his office had completed pro forma financials for the buildings as well as operations, which could include scholarships for parents who may have financial challenges with the new fee structure. Trustee Kuntz noted the action limited the University's commitment to \$5 million. Chair Hosseini emphasized the need to have all the supporting documentation provided in the action item regarding funding. Board Chair Hosseini also thanked everyone involved for their knowledge and expertise and asked them to make sure they continue to move this project forward. Committee Chair Brandon asked Vice President Gentry to keep the rates below market. He thanked retired Trustee Dr. Sylvan Dore' for his commitment to ensuring the university addressed the need.

Committee Chair Brandon asked for a motion to approve Action Item FCI8 which was made by Trustee O'Keefe, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda. 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 Space Regeneration (Deferred Maintenance)

Senior Vice President and Chief Operating Officer Charles Lane presented an update on the state of the University's campus space regeneration and deferred maintenance, which was identified as a theme within the 2019 Campus Framework Plan. During Senior Vice President Lane's presentation, the following topics were highlighted: the total deferred maintenance needs within state-supported, auxiliary and direct support organization facilities; the annual investment target for E&G and Health Science Center facilities; UF's historical spending on deferred maintenance; as well as the top deferred maintenance priorities for E&G, Health Science Center and IFAS facilities.

Senior Vice President Lane indicated that there are additional priority projects, including the Dental and Architecture buildings, which may have needs beyond the scope of deferred maintenance. Chair Hosseini stated the university should not ask the Legislature for full funding for deferred maintenance needs each year. Chair Hosseini suggested that UF leadership may want to take UF's report on deferred maintenance and have continued conversations with Legislators regarding deferred maintenance funding strategies, not only for the University of Florida but for the State University System as a whole.

5.2 Construction Update

Vice President Curtis Reynolds begin his update by introducing and thanking the Business Affairs leadership staff for their continued support and efforts in providing excellence in operations to the University. Vice President Reynolds presented the Construction Update stating all projects were on budget and within schedule. Vice President Reynolds explained the need to amend the Thermal Infrastructure project (UF-623B) due to cost increase during the hard-bid process and the additional funding sources was identified. Committee Chair Brandon asked General Counsel Amy Hass if this amendment needed an action item. Counsel Hass stated it was up to the discretion of the Board because the item did not exceed the Board of Trustees Governance Standards threshold. Chair Hosseini noted his preference for an action and asked if funding was in place which was confirmed by Vice President Reynolds. Trustee Kuntz noted the Construction Report as provided by Vice President Reynolds was structured well and provided detailed information on projects for the Board's decision-making process.

Vice President Reynolds introduced a video update of construction projects in progress. Committee Chair Brandon added the video portion of the construction update will be recurring.

Committee Chair Brandon asked for a motion to accept the amended amount (\$1,394,812) for project UF-623B as noted on the Construction Report. Trustee Kuntz, motioned for acceptance and a second was made by Board Chair Hosseini for recommendation to the Board for its approval. 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.

6.0 New Business

Committee Chair Brandon asked if there any new business to come before the committee. Board Chair Hosseini thanked the facilities group, Vice President Reynolds and Senior Vice President Lane for their work. Committee Chair Brandon echoed his appreciation to leadership and staff as well as the board staff for their assistance with planning.

7.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 11:50 a.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

PRE-MEETING MINUTES

August 17, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 9:00 a.m.

Time Adjourned: 9:47 a.m.

Board members present:

Mori Hosseini (Board Chair), David C. Bloom, David L. Brandon, Richard P. Cole, Christopher T. Corr, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; Curtis Reynolds, Vice President for Business Affairs; Mark Helm, Assistant Vice President Facilities Services; Colt Little, Senior Counsel, Office of General Counsel; 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 9:00 a.m.

2.0 Roll Call

Vice President Curtis Reynolds conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda

The following items were addressed by the Committee:

3.1 Review Draft Minutes

Committee Chair Brandon asked everyone to review the minutes and report back with any changes.

FCI1 Holland District Energy Efficiency Contract

Vice President Reynolds summarized FC1 Holland District Energy Efficiency Contract. He noted, this requests approval to enter into an agreement for Investment Grade Audit and Related Design Services (“IGA”) with Siemens using carryforward funds. Upon completion of the IGA, Siemens will present a Performance Contracting Agreement (“PCA”) for the project in the Holland District based on the recommendations and designs resulting from the IGA. The University will utilize a blend of internal and external funding sources for the resulting project not to exceed \$25M.

FCI2 Design Builder Selection Approval (UF-654 Honors College Residential Facilities)

Vice President Reynolds provided a summary of FCI2 Design Builder Selection Approval. Board Chair Hosseini stated that a lot of work and discussion has taken place regarding the design builder selection. Board Chair Hosseini explained that during the process they have worked with the Board of Governors (BOG), UF Senior Counsel Colt Little, and Vice President D’Andra Mull. He indicated that through the review process they were able to save a significant amount of money, which can be used for other housing needs. Vice Chair Kuntz asked who the other builders were and stated that this is huge news for the university. Board Chair Hosseini asked Trustee Patel, Chair of the AFSSPRSC Committee to work with Vice President of Student Affairs D’Andra Mull on a proposal to bring back to the FCI Committee in December that focuses on a specific strategic vision for excellence, cost savings for this project and how cost savings could be put toward oldest buildings on campus. President Fuchs, Provost Glover, Board Chair Hosseini, Vice Chair Kuntz, Committee Chair Brandon, and Trustee Patel all praised all involved for the work they have done on this project and indicated how important this project is for the university. Trustee Corr asked about the background of the project. Vice President Reynolds said he would provide background Trustee Corr.

FCI3 Temporary Chiller for DSIT, Public Safety, Honor College

Vice President Reynolds reviewed the request for FCI3 Temporary Chiller for DSIT, Public Safety, Honor College. Due to capacity constraints of the current system and the new buildings being built on campus a temporary chiller is needed until the new Central Energy Plant (CEP) is build and up and running. Assistant Vice President Mark Helms added that the temporary chiller is needed to cover the shortfall in capacity of the current system. He added that the temporary chiller could be utilized in other parts of the campus and subsequently sold, and the university could recover some funds after the new CEP is built.

FCI4 & R21-271 Naming: John W. & Peggy B. Kirkpatrick Courtyard at the Norman Fixel Institute for Neurological Diseases

Vice President for Advancement Tom Mitchell reviewed FCI4 & R21-271. Vice President Mitchell informed the Board that the naming opportunity had been reviewed by respective deans/directors, the Foundation, the Provost, the President and discussed with the Naming Committee. He noted all due diligence had been completed in line with the naming policies and that all of the background information was provided in the meeting materials.

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 9:47 a.m.

DRAFT



SUBCOMMITTEE ON CAPITAL INVESTMENTS STRATEGY

MINUTES

August 24, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 9:01 a.m.

Time Adjourned: 9:59 a.m.

Board members present:

Mori Hosseini (Board Chair), David C. Bloom, David L. Brandon, Richard P. Cole, Christopher T. Corr, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Fred S. Ridley, and Anita G. Zucker.

Others present:

Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Curtis Reynolds, Vice President for Business Affairs; Mark Helm, Assistant Vice President Facilities Services; Colt Little, Senior Counsel, Office of General Counsel; members of the University of Florida community, and the public.

Discussion Item: Central Energy Project Update

Trustee David Brandon welcomed everyone. He stated that the campus has grown over the years and explained the need for a new Central Energy Plant (CEP).

Board Chair Hosseini indicated that this project has been in the works for years. He asked Vice President Reynolds to provide background information on the project to Trustee Corr. Trustee O’Keefe also asked for information about the background of the project.

Vice President for Business Affairs Curtis Reynolds explained the history of the Central Energy Plant Project (CEP).

Senior Counsel Colt Little introduced the guests on the call from Ballard Spahr Steve Parks and from Goldman Sachs Joey Natoli and Chris Elmore. They have been working with the CEP team on the Project Scope, financial model, regulatory matters, the anticipated transaction structure, and drafting the Request for Qualification (RFQ) and beginning the outline for the Request for Proposals (RFP).

Senior Counsel Colt Little stated that UF would like to use a Public Private Partnership (P3) for this project, and he explained the advantages of a P3.

Board Chair Hosseini said that P3s were created by the Board of Governors (BOG) and CEP will require BOG approval in 2022.

Senior Vice President and Chief Financial Officer Chris Cowen detailed the anticipated transaction structure based on UF's goals (lowest cost, minimize risk, minimize UF balance sheet usage) as well as Florida regulatory guidance on P3s and electric generation. UF to provide 100% design specifications to the bid teams and UF will retain operation and maintenance responsibilities. The P3 will design, build, finance, operate and maintain the CEP, and must do so to a predefined performance standard. UF will make regular (monthly or quarterly) payments to the P3. He indicated that the next phase of the process is RFQ. With the release of the RFQ the project will become public.

Joey Natoli of Goldman Sachs said that there has been significant industry interest in the project. He also explained that once they release the RFQ they will work to determine the best price and best qualified partners and begin to shortlist potential partners.

Steve Parks of Ballard Spahr explained the two phases, first the RFQ followed by the RFP. They will work to shortlist 3 or 4 potential partners to negotiate with for the project. They anticipate the RFQ will be a lengthy process, but they hope by the time they have prepared the RFP and bids are submitted they will be able to sign a partner quickly.

Trustee Brandon said that with the work done by the internal team with VP Reynolds they anticipate a potential cost range exceeding \$300M for the project.

Trustee Brandon reviewed the timeline with the new CEP being up and running by 2027. Senior Counsel Little added that they hope to close on the P3 by the end of 2023.

The CEP team will socialize the project with BOG to keep them informed of the process and progress of the project and get interim approvals as the project moves forward.

Trustee Corr asked who would own the assets. VP Reynolds explained that UF will own the plant.

Board Chair Hosseini said they will continue to update the Trustees on the progress of the project, so they are informed to vote about it at a future meeting.

Trustee Kuntz emphasized the importance of the project. Trustee Corr added that the project is very complicated involving financing, legal and facilities.

Trustee Brandon indicated he would call routine meetings to keep everyone updated on the project's progress.

Board Chair Hosseini added about the need for a marketing piece to explain to BOG. He added that this could become the model for the state for these type of transactions

Board Chair Hosseini asked SVP Cowen to work with VP Paton and her team on a marketing piece to use for the Request for Qualifications and then for the presentation to BOG. SVP Cowen mentioned Goldman Sachs was working on something. He added that this could become the model for the state for these types of transactions.

There being no further discussion, Board Chair Hosseini adjourned the meeting at 9:59 a.m.

DRAFT



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Pre-Meeting Minutes

Virtual Meeting

Tuesday, October 19, 2021

Time Convened: 9:00 a.m.

Time Adjourned: 9:43 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; Curtis Reynolds, Vice President for Business Affairs; Colt Little, Senior Counsel, General 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 9:00 a.m.

2.0 Roll Call

Vice President for Business Affairs Curtis Reynolds conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for December Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- June 10, 2021
- August 17, 2021
- August 24, 2021, FCI Sub-committee Meeting

3.2 Review Action Items

Committee Chair Brandon adjusted the agenda and asked Vice President Curtis Reynolds to begin the review with action item FCI3’s Construction Projects Report.

FCI3 The Construction Projects Report

Vice President Reynolds reviewed action item FCI3 representing the following projects: UF-200 University Public Safety Building (Police Department) & Centrex Building Renovation; UF-623B-Thermal Utilities Infrastructure (Museum Rd); UF-642 SW Campus Transportation Road Improvement require budget amendments. Vice President Reynolds informed the committee that due to the pandemic the construction market has experienced uncertainty in labor and material cost. Staff were working with various construction management firms to modify the cost formatting processes. Vice President Reynolds added because of the pandemic, the university allowed construction management firms to structure Guaranteed Maximum Pricing (GMP) for the work by confirming cost with major tier subcontractors. A discussion ensued regarding each of the aforementioned projects.

Committee Chair Brandon clarified the renovation of the Centrex Building for UF-200 and asked the committee if they had questions regarding the project. Trustee Kuntz asked Vice President Reynolds if the project was on budget and if completion was on schedule. Vice President Reynolds confirmed the project budget and schedule. Trustee Kuntz asked if staff would be tracking the final cost for all projects on the report. Vice President Reynolds noted the report showed columns for the planning budget, ratified budget and final cost as requested. Trustee Kuntz expressed his appreciation for the thorough construction report. Trustee O'Keefe thanked Vice President Reynolds and his staff for creating the construction projects report.

Trustee Corr asked Vice President Reynolds to clarify the UF-623B Thermal Utilities Infrastructure (Museum Rd) Project, whether there would be any additional cost changes as the project continues. Vice President Reynolds noted due to the nature of the underground work, it was difficult to predict any future changes at this time.

Vice President Reynolds addressed the budget increase requested for the UF-642 SW Campus Transportation Road Improvement project which includes the IFAS Research Drive, Hull Road and cutting through SW 23rd Terrace into Archer Road. Vice President Reynolds explained the collaboration of two projects between the Florida Department of Transportation (FDOT) and the University. Vice President Reynolds outlined the details of a grant to be provided by the FDOT to the University in support of the SW 23rd Terrace - Archer Road portion of the project. Vice President Reynolds noted the planned brick entryway feature on SW 23rd Terrace associated with landscape and wayfinding master plan was added back to the scope of work. Board Chair Hosseini asked Vice President Reynolds to forward pictures of the aged infrastructure to his attention for use in future discussions with legislators. Trustee O'Keefe asked if there were pictures of the brick entryway feature mentioned. Vice President Reynolds stated that he would send the conceptual designs of the brick entryway to all trustees. Committee Chair Brandon noted there were conceptual designs in the landscape master plan for major egress points on campus. Board Chair Hosseini asked that landscape and wayfinding designs come through the committee prior to implementation. Committee Chair Brandon reminded Board Chair Hosseini that the conceptual designs were presented at an earlier meeting by Senior Vice President Charlie Lane. Committee Chair Brandon asked Dr. Lane to update the committee on the landscape and wayfinding designs at subsequent committee meetings.

Board Chair Hosseini asked for clarification of cost changes on Data Science Information Technology Building as shown as design phase represented in the report. Vice President Reynolds noted that cost changes are listed in chronological order based on prior board of trustee approval. Board Chair Hosseini asked if the project was on schedule. Vice President Reynolds confirmed schedule was on track. Trustee Kuntz asked Vice President Reynolds if projects represented on the report in design phase had received approval for construction. Vice President Reynolds noted the committee had approved projects in design phase for design only. Vice President Reynolds informed the committee that Senior Vice President Cowen and Senior Vice President Lane and he were developing internal reports to confirm project funding and collaboration between Finance and Facilities Committees. Vice President Reynolds stated that projects are not engaged for construction until approval from the Board Chair, President, and full board per the governance.

Committee Chair Brandon asked if there were any additional questions. Being none, Vice President Mitchell was asked to discuss the naming action items.

FCI1 Naming: Shade Courtesy of Tom & Kathy Shannon Family

Vice President for Advancement Tom Mitchell gave a brief narrative regarding the Shannon family and the proposed structure naming at the Florida Ballpark. Vice President Mitchell confirmed all due diligence had been performed to comply with naming protocols, governance guidelines and executive leadership approvals. Vice President Mitchell asked the committee if there were any questions, being none, he introduced the Norman Fixel Institute Campus naming action item.

FCI2 Naming: Norman Fixel Institute Campus

Vice President for Advancement Tom Mitchell discussed the proposed naming of the Norman Fixel Institute Campus. Vice President Mitchell confirmed all due diligence had been performed to comply with naming protocols, governance guidelines and executive leadership approvals. Committee Chair Brandon asked the committee if there were any questions. Being none, Committee Chair Brandon moved to the next agenda item.

3.3 Review Discussion Item

Committee Chair Brandon asked Vice President Reynolds to discuss the Construction Update. Vice President Reynolds noted that a full construction update would be provided at the December Committee meeting with a project highlight and that work had begun at the project site for the Honors College Residence. Board Chair Hosseini confirmed the intent to open the Honors Residence in June 2023. Committee Chair Brandon discussed the on-campus traffic changes but added it was due to construction progress.

4.0 New Business

Committee Chair Brandon asked if there was any new business from the committee. Being none, the conversation was opened to the executive staff for comments. Dr. Charlie Lane gave a brief update regarding the Tigert Hall entrance renovation, the SW campus work and the University Avenue/SW 13th Street corner project. Committee Chair Brandon stated his intent to schedule a

discussion regarding the University Avenue/SW 13th Street project with the ad hoc group and provide an update to the committee when appropriate. Mark Kaplan, Vice President for Government and Community Relations, informed the committee that legislators were having interim meetings. Vice President Kaplan acknowledged there were actually conversations happening about the story of deferred maintenance; emphasizing the needs are very vast across campus. Dr. Kent Fuchs noted the construction progress at Tigert Hall. Board Chair Hosseini noted, to his knowledge, no other university had a committee like the Facilities and Capital Investments Committee that have monthly meetings to discuss ways to take the university forward. Board Chair Hosseini applauded the cohesiveness among the university's committees. Board Chair Hosseini informed the board members that the December meeting would be longer than past meetings to add discussions regarding maintaining the University's Top 5 rating. Board Chair Hosseini noted his intent to request a presentation from the college deans on their plans to improve the university's rating at the December meeting.

5.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 9:43 a.m.

DRAFT

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Pre-Meeting Minutes

Virtual Meeting

November 9, 2021

Time Convened: 9:01 a.m.

Time Adjourned: 9:13 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), David C. Bloom, Richard P. Cole, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; Curtis Reynolds, Vice President for Business Affairs; Colt Little, Senior Counsel, General Counsel; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Brandon welcomed everyone in attendance and called the meeting to order at 9:01 a.m.

2.0 Roll Call

Curtis Reynolds, Vice President for Business Affairs conducted a roll call of all Committee and Board members present. Vice Chair Tom Kuntz was unable to attend due to a conflict.

3.0 Review Draft Agenda for December Meeting

Committee Chair Brandon noted the draft minutes listed below were presented to the Committee during the October pre-meeting and would not be discussed.

3.1 Review Draft Minutes

- June 10, 2021
- August 17, 2021
- August 24, 2021, FCI Sub-committee Meeting
- October 19, 2021

3.2 Review Action Items

Committee Chair Brandon informed the committee there were no new updates to FCI1 The Construction Projects Report since the October pre-meeting.

Committee Chair Brandon asked Tom Mitchell, Vice President for Advancement to discuss naming action items FCI2, FCI3 and FCI4.

FCI2 Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

Vice President Mitchell discussed the proposed naming of the Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex. VP Mitchell confirmed all due diligence had been performed to comply with naming protocols, governance guidelines and executive leadership approvals. Committee Chair Brandon asked the committee if there were any questions. Being none, Committee Chair Brandon moved to the next agenda item.

FCI3 Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

Vice President Mitchell discussed the proposed naming of the Judy Hathcock Family Cove at the Heavener Football Training Center. VP Mitchell confirmed all due diligence had been performed to comply with naming protocols, governance guidelines and executive leadership approvals. Committee Chair Brandon asked the committee if there were any questions. Being none, Committee Chair Brandon moved to the next agenda item.

FCI4 Naming: James E. Horner Hitting Facility at Florida Ballpark

Vice President for Advancement Tom Mitchell discussed the proposed naming of the James E. Horner Hitting Facility at Florida Ballpark. VP Mitchell confirmed all due diligence had been performed to comply with naming protocols, governance guidelines and executive leadership approvals. Committee Chair Brandon asked the committee if there were any questions. Being none, Committee Chair Brandon moved to the next agenda item.

3.3 Review Discussion Items

Dr. Charlie Lane, Senior Vice President and Chief Operating Officer, gave a brief overview of the context of the Landscape Master Plan and Wayfinding Update to be presented at the December board meeting. Dr. Lane informed the board he would provide a written report to the board prior to the December meeting for outlining projects, phasing, and costs associated with each project. Dr. Lane added his presentation will include infrastructure, projects under construction at the same time as well as wayfinding initiatives. Dr. Lane noted the executive committee that reviews projects wanted the board to understand the signage and, therefore, more details would be presented at the meeting.

Board Chair Hosseini asked if staff were reviewing all construction standards at UF that have not been updated. He asked staff to conduct a line-by-line review and present an update to the committee. Trustee Brandon noted that Vice President Reynolds and he were conducting a construction standard review and would present an update to the committee.

4.0 New Business

Committee Chair Brandon asked the committee and executive leadership for comments. Mark Kaplan, Vice President for Government and Community Relations, reminded all that the special legislative session will focus on COVID mandates and deferred maintenance needs around the State of Florida next week. VP Kaplan thanked Board Chair Hosseini for his participation in the deferred maintenance discussions at the recent Board of Governors meeting. Committee Chair Brandon also thanked Vice President Mitchell and Athletic Director Scott Stricklin for their continued due diligence in securing significant monetary gifts for the University.

5.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 9:13 a.m.

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COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC1

December 2, 2021

SUBJECT: Construction Projects Report

BACKGROUND INFORMATION

The Construction Projects Report has been developed to provide the Trustees with a quarterly 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 being asked to approve the current Construction Projects Report, along with requests for budget amendments to the respective projects as noted below for recommendation to the Board of Trustees for its approval on the Consent Agenda.

Project #	Project Title	Current Approved Budget	Amendment Request	Ratified Budget
UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$26,000,000	\$2,250,765	\$28,250,765
UF-623B	Thermal Utilities Infrastructure (Museum Rd)	\$51,394,812	\$2,034,236	\$53,429,048
UF-642	SW Campus Transportation Road Improvement	\$ 9,400,000	\$2,274,643	\$11,674,643

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: [Construction Projects Report](#)

Submitted by: Curtis A. Reynolds, Vice President Business Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

University of Florida Board of Trustees

Major Capital Construction Projects - Update

Meeting Date: December 2, 2021

Report Date: 10/19/2021

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	UAA-53	Football Facility Training Complex	\$ 59,961,700	\$ 88,989,500	\$ -		\$ 29,027,800		\$ 88,989,500	June-2022	Construction 45% Complete
Construction	UAA-53A	Offsite Utility Infrastructure Improvements	\$ 7,700,000	\$ 8,791,100	\$ -		\$ 1,091,100		\$ 8,791,100	November-2021	Construction 95% Complete
Construction	UAA-60	Soccer Team Facility & Lacrosse Facility Improvements	\$ 7,100,000	\$ 7,395,547			\$ 295,547		\$ 7,395,547	February-2022	Construction 30% Complete
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$ 26,000,000	\$ 26,000,000	\$ 2,250,765	Auxiliary, Unrestricted	\$ 2,250,765.00		\$ 28,250,765	August-2022	Construction 15% Complete
Construction	UF-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	\$ 11,100,000	\$ 11,100,000	\$ 380,000	Unrestricted	\$ 3,480,000.00		\$ 11,480,000	April-2022	Construction 40% Complete
Construction	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	\$ 50,000,000	\$ 51,394,812	\$ 2,034,236	Facilities Services Auxiliary	\$ 1,394,812.00		\$ 53,429,048	April-2023	Construction 20% Complete
Construction	UF-632	Data Science and Information Technology Building	\$ 135,000,000	\$ 150,000,000	\$ -		\$ 15,000,000		\$ 150,000,000	March-2023	Construction 10% Complete
Construction	UF-638	Student Health Care Center Phase 2 (Infirmary)	\$ 26,000,000	\$ 26,000,000	\$ -		\$ -		\$ 26,000,000	November-2022	Construction Started
Construction	UF-639	Architecture Building Exterior Envelope Repairs	\$ 5,000,000	\$ 5,000,000	\$ -		\$ -		\$ 5,000,000	March-2022	Construction 98% Complete (Rainscreen Manufacturing Items were on long lead backorder)
Construction	UF-640	Blueberry Research Facility	\$ 5,092,000	\$ 5,092,000	\$ -		\$ -		\$ 5,092,000	April-2022	Construction 35% Complete
Construction	UF-642	SW Campus Transportation Road Improvement	\$ 9,400,000	\$ 9,400,000	\$ 2,274,643	DOT Grant, Facilities Services Auxiliary	\$ 2,274,643		\$ 11,674,643	December-2021	Construction 70% Complete
Construction	UF-644B	Reitz Union Lawn Thermal Infrastructure Improvements	\$ 15,000,000	\$ 15,000,000	\$ -		\$ -		\$ 15,000,000	July-2022	Chilled Water Wertheim to McCarty Plant Phase-85% Complete, Steam & Electrical JWRU to Newell Dr.-0% Complete
Construction	UF-654	Honors College Residential Facilities	\$ 220,000,000	\$ 220,000,000	\$ -		\$ -		\$ 220,000,000	June-2023	Construction Started
Construction	UF-656	Landscape Master Plan	\$ 5,000,000	\$ 5,000,000	\$ -		\$ -		\$ 5,000,000	June-2022	Construction 5% Complete
Construction	UF-657	Peabody Hall Dean of Students Renovation	\$ 3,985,500	\$ 4,443,263	\$ -		\$ 457,763		\$ 4,443,263	March-2022	Construction 20% Complete
Construction Total		(15 Projects)	\$ 586,339,200	\$ 633,606,222	\$ 6,939,644		\$ 55,272,430		\$ 640,545,866		
Design	UF-606	Whitney Laboratory for Marine Bioscience	\$ 28,500,000	\$ -	\$ -		\$ -		\$ -	TBD	AE Selection in progress
Design	UF-623C	Electrical Utilities Infrastructure (Substation)	\$ 45,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project on hold pending P3 Development
Design	UF-623D	Central Energy Plant & Utilities Infrastructure	\$ 200,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project on hold pending P3 Development
Design	UF-623E	Thermal Utilities Infrastructure, Phase II	\$ 40,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project Design scope being broken out from UF-623B for future construction phase implementation
Design	UF-644	Inner Road Surface Paving Improvements	\$ 5,000,000	\$ -	\$ -		\$ -		\$ -	October-2022	Design completed. Awaiting scheduling to coordinate with underground utility construction in progress
Design	UF-644A	Inner Road Thermal Infrastructure Improvements	\$ 10,000,000	\$ -	\$ -		\$ -		\$ -	February-2023	Design completed. Awaiting scheduling to coordinate with other underground utility construction in progress
Design	UF-671	Harn Museum American Art Wing	\$ 20,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project Design Phase started
Design	UF-992	Temporary Chilled Water Plant	\$ 8,000,000	\$ -	\$ -		\$ -		\$ -	June-2022	Bidding and Procurement in progress
Design Total		(8 Projects)	\$ 356,500,000	\$ -	\$ -		\$ -		\$ -		

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	UAA-62	Ben Hill Griffin Stadium Facility Upgrades	\$ 70,000,000	\$ -	\$ -		\$ -		\$ -	TBD	AE/CM Selection & Budget Confirmation
Planning	UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	\$ 45,000,000	\$ -	\$ -		\$ -		\$ -	TBD	AE Selection
Planning	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$ 33,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development.
Planning	UF-626	Powell University House	\$ 11,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-645	Shealy Drive Parking Deck	\$ 4,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-652	Biomedical Research Building	\$ 58,200,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-668	Racquet Club Dining Renovation	\$ 5,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Project placed on hold
Planning	UF-672	New Music Building	TBD	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning Total	(8 Projects)		\$ 228,600,000	\$ -	\$ -		\$ -		\$ -		
Grand Total	(31 Projects)		\$ 1,171,439,200	\$ 633,606,222	\$ 6,939,644		\$ 55,272,430		\$ 640,545,866		

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-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-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	December 2, 2021	\$ 11,100,000	\$ 380,000	Unrestricted	\$ 380,000	\$ 11,480,000	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)	December 2, 2021	\$ 51,394,812	\$ 2,034,236	Facilities Services Auxiliary	\$ 2,034,236	\$ 53,429,048	N	Legacy underground utilities maps insufficiently captured the entirety of existing underground conditions, and considerable abandoned and/or undocumented utilities have required removal or relocation for installation of new piping, manholes, and other systems. Also, several major isolation valves required replacement due to inability to withstand system-wide pressure intensities. The project also incurred some material price increases during this interval.	
Construction	UF-642	SW Campus Transportation Road Improvement	December 2, 2021	\$ 9,400,000	\$ 2,274,643	DOT Grant, Facilities Services Auxiliary	\$ 2,274,643	\$ 11,674,643	N	Additional funding was provided to the project by a grant from the State Department of Transportation (DOT) for provision of enhanced entry features at the intersection of Archer Road (State Rd. 24). Additional funding was provided by Facilities Services for repairs and upgrades to existing underground utilities impacted by the project.	
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.	
Construction	UF-632	Data Science and Information Technology Building	March 18, 2021	\$ 150,000,000	\$ -	Carry Forward	\$ -	\$ 150,000,000	Y	This amendment does not increase the project budget total, but revises funding commitments by the College of Engineering to include \$2,210,927 in Carry Forward Funding. This "favor of funding" use of Carry Forward funds is permissible under BOG Regulation 14.003(2)c.i. BOG Facilities staff has indicated this amendment should be reported during the annual FCO Budget Update/Submission.	
Construction	UF-394	PK Yonge Developmental School Phase II	March 18, 2021	\$ 28,000,000	\$ 999,300	PKY DRS PECO	\$ 999,300	\$ 28,999,300	N	Project budget increased to accommodate Site Infrastructure Lighting/Utilities, Covered Walkways. Additional work is funded by PK Yonge Developmental Research PECO. Does not require FLBOG Amendment.	

Chronology of Project Budget Amendments (cont.)										
			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
Design	UAA-60	Soccer Team Facility & Lacrosse Facility Improvements	March 18, 2021	\$ 7,100,000	\$ 295,547	UAA Unrestricted Operational Funds	\$ 295,547	\$ 7,395,547	N	Project budget increased by UAA to account for increased fixed furnishings and equipment (FFE).
Design	UF-657	Peabody Hall Dean of Students Renovation	March 18, 2021	\$ 3,985,500	\$ 457,763	2020 CITF Appropriation	\$ 457,763	\$ 4,443,263	N	Funding from 2020 CITF appropriation transferred to the project budget. Funding source was approved June 2020 BOT Spending Plan CITF appropriations.
Deign	UF-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	December 3, 2020	\$ 8,000,000	\$ 3,100,000	Internal Strategic Funds	\$ 3,100,000	\$ 11,100,000	N	The Facility Program budget was established at \$8M as a challenge to our design-builders. We have presently designed the simplest building with the best value analysis already performed. This design would give us the minimum space/equipment necessary in the building to address the program. FLBOG FCO Budget Amendment is not required due to the budget amendment being below the \$5M threshold as stipulated in BOG Regulation 14.003(4)e.
Construction	UAA-53	Football Facility Training Complex	December 3, 2020	\$ 59,961,700	\$ 29,027,800	UAA Bond	\$ 29,027,800	\$ 88,989,500	N	While the Design Professional and the CM teams were procured in accordance with the initial schedule, the design phase was changed to August 2018 through June 2020 and the Construction Phase was changed to July 2020 through December 2021. The completion delay of approximately 18 months was based on the need for the new baseball facility to be complete prior to demolition of the existing facility. The net assignable square footage of the facility was initially programmed at approximately 104,000 square feet, while the relocated facility has grown to incorporate several all-athlete areas and a separate maintenance facility which now encompasses over 111,000 square feet. The purpose of the facility has changed from strictly a football-oriented facility to incorporate the all athlete areas. In addition, the maintenance use directed a separate facility. These changes constitute the overall program increase. FLBOG FCO Budget Amendment is not required due to DSO's being exempted from BOG Regulation 14.003.
Construction	UAA-53A	Offsite Utility Infrastructure Improvements	December 3, 2020	\$ 7,700,000	\$ 1,091,100	Auxiliary	\$ 1,091,100	\$ 8,791,100	N	Due to the magnitude of major utility disruptions to accomplish the base project, it was deemed prudent to accomplish additional infrastructure needs, and eliminate future utility disruptions. Additional work includes stormwater system upgrades, electrical system upgrades to serve the new Student Health Care Center, upgraded steam connections to O'Connell Center & Van Fleet Hall, and roadway work due to the storm system upgrades.
Design	UF-632	Data Science and Information Technology Building	September 28, 2020	\$ 135,000,000	\$ 15,000,000	Departmental (Component Unit), Research	\$ 15,000,000	\$ 150,000,000	Y	The construction economy since 2018 has seen robust growth and driven material and labor costs higher. Geotechnical requirements and change of building's location on site required increased excavation, retaining walls, and other site-related, as well as building structure and superstructure costs. Imminent changes to Florida Building Code during design phases requires additional electrical costs. BOG Amendment will be accomplished concurrent with the October 1, FCO Budget Submission

University of Florida Board of Trustees

Minor Capital Construction Projects (\$2M - \$4M)

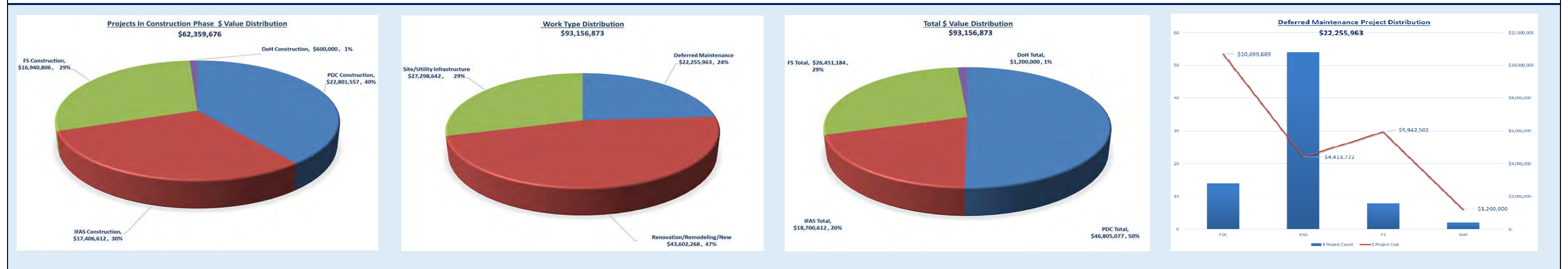
(Summary Below for Projects <\$2M)

Meeting Date: December 2, 2021

Report Date: October 19, 2021

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	IF21103	B0981 - Phase 2 Roof Replacement	\$ 3,000,000	\$ -	\$ -	Carry Forward	\$ -		\$ 3,000,000	July-2022	Construction started
Construction	MP04307	0059-McKnight-L5-135 ACS Equipment Upgrades	\$ 2,118,529	\$ -	\$ -	Auxiliary Funds	\$ -		\$ 2,118,529	December-2021	Construction progressing
Construction	UT00307	Reclaimed Water Booster Pump Station VFD	\$ 2,263,432	\$ -	\$ -	Auxiliary Funds	\$ -		\$ 2,263,432	February-2022	Construction progressing
Construction Total			\$ 7,381,961	\$ -	\$ -		\$ -		\$ 7,381,961		
Design	UF-357B	CTRB - Slab Correction	\$ 3,474,586	\$ -	\$ -	Insurance/Litigation, Unrestricted Funds	\$ -		\$ 3,474,586	June-2022	Construction Design Documents Completed (Pending Legal Settlement)
Design	MP06934	LMP Shared Use Path at Physics	\$ 3,200,000	\$ -	\$ -	Auxiliary, Carry Forward	\$ -		\$ 3,200,000	March-2023	Design progressing
Design	MP06867	1049 - Baby Gator Addition	\$ 4,000,000	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 4,000,000	March-2023	Design progressing
Design	UF-670	0316 - Southwest Recreation Center, 0170-Recreation Weight Room Expansion	\$ 3,608,769	\$ -	\$ -	CITF	\$ -		\$ 3,608,769	August-2022	Design progressing
Design	UF-266D	0958 - Chemical Engineering Student Center corrections	\$ 2,885,899	\$ -	\$ -	Insurance/Litigation	\$ -		\$ 2,885,899	June-2022	Design progressing
Design	MP06827	1017 - Veterinary Academic Building V1-200 Anatomy Lab Addition	\$ 2,201,648	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 2,201,648	August-2022	Design procurement
Design	MP07086	1017 - Veterinary Academic Bldg Surgical Teaching Lab Expansion	\$ 4,260,465	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 4,260,465	August-2022	Design procurement
Design	MP04093	UF Veterinary Medicine and FWC Pathology Laboratory Building	\$ 2,376,052	\$ -	\$ -	FWC Grant	\$ -		\$ 2,376,052	March-2022	Design on hold pending transfer of grant funds
Design	MP04667	Building 0308 - Powell Hall (FLMNH), 0130-EXHIBITION NW	\$ 2,049,055	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 2,049,055	September-2023	Design started
Design	MP06685	Architecture Building Canopy Cover and Repairs	\$ 3,000,000	\$ -	\$ -	Internal Funds (CFO)	\$ -		\$ 3,000,000	December-2021	100% Construction Documents
Design Total			\$ 31,056,474	\$ -	\$ -		\$ -		\$ 31,056,474		
Planning Total			\$ -	\$ -	\$ -		\$ -		\$ -		
Grand Total			\$ 38,438,435	\$ -	\$ -		\$ -		\$ 38,438,435		

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





COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI2

December 2, 2021

SUBJECT: Naming: Shade Courtesy of Tom & Kathy Shannon Family

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by Tom & Kathy Shannon to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the shade structure at the Florida Ballpark the "Shade Courtesy of Tom & Kathy Shannon Family."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-273 to name the shade structure at the Florida Ballpark the "Shade Courtesy of Tom & Kathy Shannon Family" 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: See attached [materials](#) and Resolution [# R21-273](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



GATOR BOOSTERS
THE TEAM BEHIND THE TEAMS™

Thomas Shannon, Jr.

Thomas (Tom) Shannon has been a Football season ticket holder since the early 1980s and Men's Basketball season ticket holder since 2006. He is a Legacy Director with Gator Boosters, Inc. Tom and his wife, Kathy, live in Odessa, Florida and are both UF alumni. Tom is a Florida football letterwinner.





August 10, 2021

Tom Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Ave., Gainesville, FL 32603

Dear Tom,

I am writing you in reference to the proposed naming of the Shade (Structure)
Courtesy of Tom & Kathy Shannon Family at Florida Ballpark.

We would like to ask for your permission to move forward with this approach and
request your support in bringing this matter to the attention of President Fuchs and
the Board of Trustees.

Thank you for your consideration.

A handwritten signature in black ink that reads "Scott Stricklin".

[Scott Stricklin \(Aug 10, 2021 17:45 EDT\)](#)

Scott Stricklin
Athletics Director

CC: Phil Pharr, Executive Director, Gator Boosters



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R21-273

Subject: Naming the Shade Courtesy of Tom & Kathy Shannon Family

Date: December 3, 2021

WHEREAS, Tom & Kathy Shannon have made many generous and significant contributions to the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the shade structure at the Florida Ballpark the "Shade Courtesy of Tom & Kathy Shannon Family;"

WHEREAS, the University of Florida Foundation and the University Athletic Association seek to name the shade structure at the Florida Ballpark the "Shade Courtesy of Tom & Kathy Shannon Family;"

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 shade structure at the Florida Ballpark be named the "Shade Courtesy of Tom & Kathy Shannon Family."

Adopted this 3rd day of December, 2021, by the University of Florida Board of Trustees.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President
and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC13

December 2, 2021

SUBJECT: Naming: Norman Fixel Institute Campus

BACKGROUND INFORMATION

In recognition of the many generous and transformative contributions made by the Lauren & Lee Fixel Family Foundation, the University and the University of Florida Foundation seek to name the campus on SW Willison Road the "Norman Fixel Institute Campus."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-274 to name the campus on SW Williston Road the "Norman Fixel Institute Campus" 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: See attached [materials](#) and [Resolution # R21-274](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



Lauren (BSJ '07) and Lee Fixel



Lee Fixel joined Tiger Global in 2006 and heads the private equity and venture capital operations, which focuses on commerce and cloud software in the U.S. and India. Recognized as a rising star in the global venture capital business, Lee is partly credited for shaping India's Internet economy. He led investments in several billion-dollar Indian startups, most famously Flipkart, India's leader in online commerce, valued at \$11.6B in April of 2017.

In January 2018, The Economic Times reported that Tiger Global had sold \$424M of Flipkart stock, equal to 2% equity in the company, and reaped large profits from their early investment in the company, of which they still own 22.4%. Other notable investments include Ola Cabs, an Indian competitor to Uber, and U.S. job site, Glassdoor, as well as highly profitable bets on some of the world's most recognizable Internet companies, including Facebook, Alibaba Group, JD.com and LinkedIn.

Lee is a chartered financial analyst who, prior to Tiger Global, worked for hedge fund, Alkeon Capital Management, based in New York City. According to people who know him, Lee is excellent with numbers, has a formidable memory and listens more than he talks. Both Lee and Lauren are from South Florida. He lived in the Weston/Fort Lauderdale area for most of his life and Lauren is originally from Coral Gables.

As a member of UJA Women, Lauren has served on committees and as event chair for charitable events sponsored by United Jewish Appeals (UJA) Federation of New York.

Norman (BSBA '75) and Susan Fixel



Norman Fixel studied law at the University of Miami, and while a law student, took over his family's business in 1976. The business, Softtouch, was a small distributor of athletic socks. A year later, Norman invited his girlfriend, Susan Goodman, to join the company. Susan was a business and design student at Florida International University. They married in 1979, and built Softtouch into an athletic wear company just before the fitness craze of the 1980s. The company went public in 1991. In 1993, the Fixels left Softtouch and began their own athletic wear company, Activewear Corporation of America. In 2000, Susan

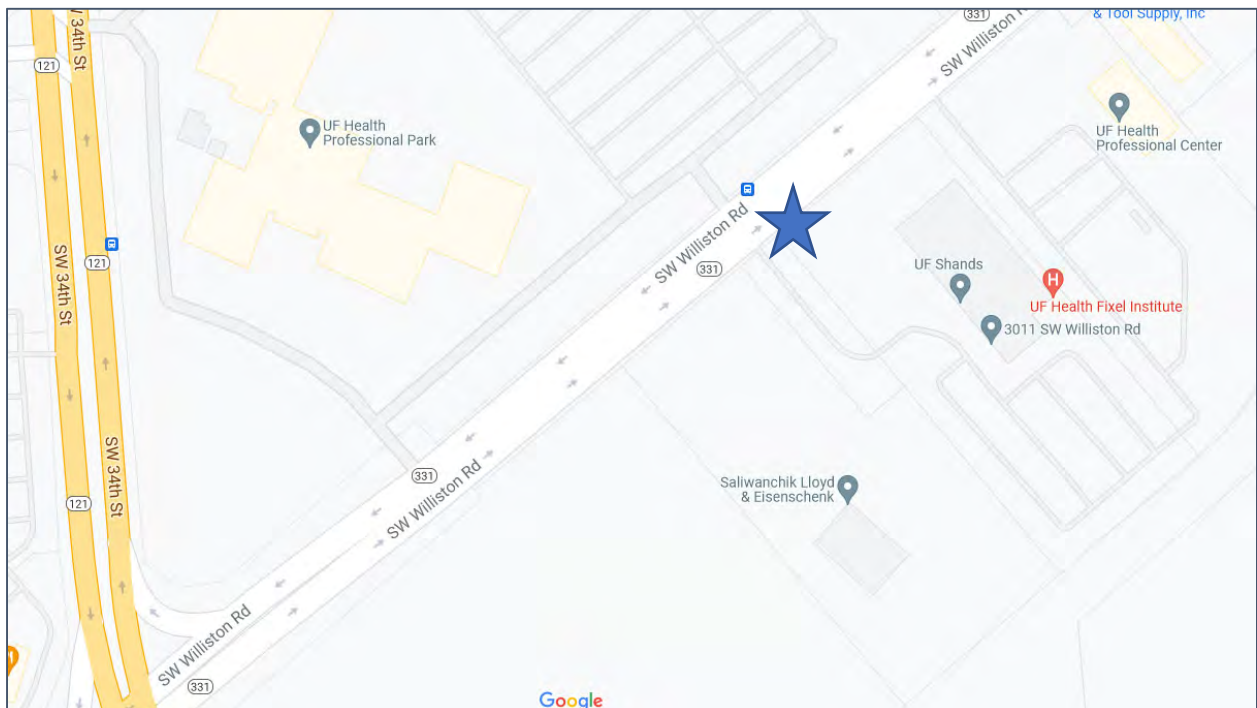
Fixel started LTM International, a fashion company that by 2006 became a multimillion-dollar label selling tanks, tees and casual wear, with fans that included celebrities such as Sharon Stone, Beyonce and Sarah Jessica Parker. LTM spun off other lines, including Bejeweled by Susan Fixel, which partnered with Warner Brothers in 2006 to produce a line of clothing featuring cartoon characters embellished with Swarovski crystals.

Norman and Susan have three children. Their son, Lee Fixel, along with his wife Lauren, donated to the University of Florida to establish the Norman Fixel Institute for Neurological Diseases. Lee made the donation to honor Norman who has battled Parkinson's Disease for many years.

Sign mock-up:



Sign location:



1515 SW Archer Road, Suite 23C1
Gainesville, FL 32608
P.O. Box 100014
Gainesville, FL 32610-0014
Phone: 352.733.1700
Fax: 352.733.1701
UFHealth.org

October 6, 2021

Mr. Thomas J. Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Avenue
Gainesville, FL 32603

Dear Tom,

Our development team has been working with the Lauren & Lee Fixel Family Foundation on a proposed naming for the Norman Fixel Institute Campus.

Lauren and Lee's loyalty to both the Norman Fixel Institute for Neurological Diseases and to UF Health are well known. Their support both through their personal philanthropy and their community influence is helping the researchers and practitioners at the Fixel Institute advance scientific discovery, and foster better understanding and improved treatments for neurological diseases that afflict millions of people across the globe. Their generosity of time, finances and leadership will ultimately improve the quality of life for patients with neurological diseases and forever change how these conditions are treated.

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,



David R. Nelson, M.D.
Senior Vice President for Health Affairs, UF
President, UF Health



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R21-274

Subject: Naming the Norman Fixel Institute Campus

Date: December 3, 2021

WHEREAS, the Lauren and Lee Fixel Family Foundation have made many generous and transformative contributions to support neurological specialties and neurological diseases at the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the campus on SW Williston Road the “Norman Fixel Institute Campus;”

WHEREAS, the University of Florida Foundation seeks to name the campus on SW Williston Road the “Norman Fixel Institute Campus;”

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 campus on SW Williston Road be named the “Norman Fixel Institute Campus.”

Adopted this 3rd day of December, 2021, by the University of Florida Board of Trustees.

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President
and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI4

December 2, 2021

SUBJECT: Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

BACKGROUND INFORMATION

In recognition of the support of the University of Florida by Hugh Hathcock, the University, the University of Florida Foundation, and the University Athletic Association seek to name the Suite Tower at Ben Hill Griffin Stadium the “Hugh Hathcock Suite Tower” and the Basketball Practice Facility at the Basketball Practice Complex the “Hugh Hathcock Basketball Complex”.

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-275 to name the Suite Tower at Ben Hill Griffin Stadium the “Hugh Hathcock Suite Tower” and the Basketball Practice Facility at the Basketball Practice Complex the “Hugh Hathcock Basketball Complex” 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: See [attached materials](#) and [Resolution #R21-275](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



Hugh Hathcock

Velocity Automotive Solutions (ReconVelocity) – Owner and Founder

Hugh Hathcock is an entrepreneur and software provider within the automotive retail industry. In his early 20s, Hugh co-founded Fresh Beginnings, a gourmet cookie company that partnered with car dealerships to send customers cookies in order to strengthen client relationships and increase customer satisfaction ratings.

Through Fresh Beginnings, Hugh saw an opportunity to further partner with dealerships and co-created the premier auto dealer CRM software and call center services company, Elead One. The Elead One platform combines sales, marketing, contact centers and servicing capabilities into one dashboard to deliver a comprehensive customer experience from lead generation to deal close. After 30 years serving thousands of dealerships across North America, Hugh sold the company to CDK Global in 2018 for over \$550M. The sale is one of the largest acquisitions in automotive retail history.

Again, Hugh saw an opportunity for software solutions to solve the vehicle reconditioning process for car dealerships and founded Velocity Automotive Solutions within a year of selling Elead One. The new company, headquartered in Destin, FL with a technology team based in Atlanta, GA, offers software modules and tech support to car dealerships that makes the process of preparing vehicles to be retail-ready more efficient for increased sales and higher profits. The company's software includes ReconVelocity, VelocityEngage, ReconMatch and VelocityLocate; each enhance specific parts of the car acquisition and sale process, such as vehicle reconditioning, pairing buyers to inventory, and organizing pick-up and delivery solutions that enable dealers to track and manage vehicle pick-up and drop-offs, drivers, and dispatching.

Hugh has been a generous supporter of the University of Florida. He is a long-time football Bull Gator and basketball season ticket holder. Hugh has five children, two sons from a first marriage and three daughters with his second wife and Fresh Beginnings and Elead One co-founder and partner, Judy (they divorced in June of 2021). Three of Hugh's children currently work with him at ReconVelocity and two daughters are Gators; Hailee graduated in 2019 with a degree in advertising, and Hope is a current student.





SCOTT STRICKLIN
DIRECTOR OF ATHLETICS
SCOTTS@GATORS.UFL.EDU
OFFICE (352) 375-4683 EXT. 6000
FAX (352) 384-2725

FLORIDA

ATHLETICS

October 26, 2021

Tom Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Ave., Gainesville, FL 32603

Dear Tom,

I am writing you in reference to the proposed naming of the Hugh Hathcock Basketball Complex and the Hugh Hathcock Suite Tower at Ben Hill Griffin Stadium.

We would like to ask for your permission to move forward with this approach and request your support in bringing this matter to the attention of President Fuchs and the Board of Trustees.

Thank you for your consideration.



Scott Stricklin
Athletics Director

CC: Phil Pharr, Executive Director, Gator Boosters



Athletics Naming Inventories

Facility	Space	Interior/Exterior - I/E	Public - Y/N	Final Approval Level	Proposed Donor
\$10 M+					
Football Training Center	Entire Center	Exterior	Yes	BOT	
Baseball Stadium	Baseball Stadium	Exterior	Yes	BOT	
BHG Stadium	Skybox Tower	Exterior	Yes	BOT	H. Hathcock
SW Athletic District	SW Athletic District	Exterior	Yes	BOT	
Main Athletic District	Main Athletic District	Exterior	Yes	BOT	
\$5M - \$10M					
Baseball Stadium	Team Facility / Complex	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Softball Complex	Exterior	Yes	BOT	
Basketball Practice Facility	Basketball Practice Facility	Exterior	Yes	BOT	H. Hathcock
Football Training Center	Head Football Coach's Office	Interior	No	President/BOT Chair	
Football Training Center	Weight Room	Interior	No	President/BOT Chair	
Football Training Center	Indoor & Outdoor Student Athlete Recreation Area	Exterior	Yes	President/BOT Chair	
\$2.5M - \$5M					
BHG Stadium	West Concourse	Exterior	Yes	BOT	
Indoor Practice Facility	Indoor Practice Facility	Exterior	Yes	BOT	
Football Training Center	Dining Hall	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Skills Development Center / Program	Interior	No	BOT	
Football Training Center	Champions Walk	Exterior	Yes	BOT	
Baseball Stadium	Club Area	Exterior	Yes	BOT	
Baseball Stadium	Concourse	Exterior	Yes	BOT	
Baseball Stadium	Scoreboard	Exterior	Yes	BOT	
Baseball Stadium	Plaza / Outfield (Grove)	Exterior	Yes	BOT	
\$1M - \$2.5M					
Football Training Center	Foyer/Lobby	Interior	No	BOT	
Football Training Center	Recruiting Lounge / Living Room	Interior	No	President/BOT Chair	
Football Training Center	Hydrotherapy Area	Interior	No	President/BOT Chair	
Football Training Center	Gator Room	Interior	No	President/BOT Chair	
Football Training Center	Team Meeting Room (Theater)	Interior	No	President/BOT Chair	
Football Training Center	Players Locker Room	Interior	No	President/BOT Chair	
Football Training Center	Courtyard / Entry Way	Exterior	Yes	BOT	
Football Training Center	Training Room	Interior	No	President/BOT Chair	
Football Training Center	FB Administrative Office Suite	Interior	No	BOT	
Football Training Center	Lounge Pool	Exterior	No	BOT	J. Hathcock
BHG Stadium	Home Locker Room	Exterior	No	BOT	
Baseball Stadium	Home Dugout	Exterior	Yes	BOT	
Baseball Stadium	Right Field Gate	Exterior	Yes	BOT	
Baseball Stadium	Left Field Gate	Exterior	Yes	BOT	
Baseball Stadium	Home Plate Gate	Exterior	Yes	BOT	
Baseball Stadium	Ticket Box Office	Exterior	Yes	President/BOT Chair	
Baseball Stadium	Head Coach's Office	Interior	No	President/BOT Chair	
Baseball Stadium	Home Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Field	Exterior	Yes	BOT	
O'Connell Center	Courtside Club	Interior	Yes	President/BOT Chair	
O'Connell Center	Men's Basketball Locker Room	Interior	No	BOT	
Sanders Practice Complex	Outdoor Practice Field (West Field)	Exterior	No	BOT	
Farrior Hall / Hawkins Center	Auditorium	Interior	No	BOT	
Farrior Hall / Hawkins Center	Atrium	Interior	Yes	BOT	
Farrior Hall / Hawkins Center	Research Suite	Interior	No		
\$500k - \$1M					
Football Training Center	Equipment Room	Interior	No	President/BOT Chair	
Football Training Center	Coaches Locker Room	Interior	No	President/BOT Chair	
Football Training Center	War Room	Interior	No	President/BOT Chair	
Football Training Center	Cardio Area (in Weight Room)	Interior	No	President/BOT Chair	
Football Training Center	FB Locker Room Lounge	Interior	No	President/BOT Chair	
Football Training Center	Alumni Locker Area	Interior	No	BOT	
Football Training Center	Outdoor Basketball Court (Half-Court)	Exterior	No	BOT	
Football Training Center	Activity Lawn	Exterior	No	BOT	
Football Training Center	Football Video Suite	Interior	No	President/BOT Chair	
Football Training Center	Dining Hall Serving Area	Interior	No		
Baseball Stadium	Visiting Dugout	Exterior	Yes	BOT	
Baseball Stadium	Party Deck	Exterior	Yes	BOT	
Baseball Stadium	Home Batting Cages	Interior	No	BOT	Horner
Baseball Stadium	Right Field Berm	Exterior	Yes	BOT	
Baseball Stadium	Left Field Berm	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Driveway / Circle	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Concourse	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Home Plate Gate	Exterior	Yes	BOT	

Athletics Naming Inventories

Facility	Space	Interior/Exterior - I/E	Public - Y/N	Final Approval Level	Proposed Donor
O'Connell Center	Women's Basketball Locker Room	Interior	No	President/BOT Chair	
O'Connell Center	Volleyball Locker Room	Interior	No	President/BOT Chair	
O'Connell Center	Gymnastics Locker Room	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Mental Wellness Suite	Exterior	No	President/BOT Chair	
Ben Hill Griffin Stadium	Zone	Interior	Yes	President/BOT Chair	

\$250k - \$500k

Football Training Center	Offensive Staff Meeting Room	Interior	No	President/BOT Chair	
Football Training Center	Defensive Staff Meeting Room	Interior	No	President/BOT Chair	
Football Training Center	Virtual Reality Pod	Interior	No		
Football Training Center	Golf Simulator	Interior	No		
Football Training Center	Barber Shop	Interior	No	President/BOT Chair	
Football Training Center	Recording Studio	Interior	No		
Football Training Center	Outdoor Amenity Patio & Rec	Exterior	No	BOT	
Football Training Center	Executive Dining Suite	Interior	No		
Football Training Center	Mud Room				
Baseball Stadium	Home Bullpen	Exterior	Yes	BOT	
Baseball Stadium	Players Lounge	Interior	No	President/BOT Chair	
Baseball Stadium	Training Room	Interior	No	President/BOT Chair	
Baseball Stadium	Hydrotherapy Area	Interior	No	President/BOT Chair	
Baseball Stadium	Team Meeting Room	Interior	No	President/BOT Chair	
Baseball Stadium	Press Box	Exterior	No	BOT	
Baseball Stadium	Pitching Lab/Visiting Team Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Press Box	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Home Dugout	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Team Facility	Exterior	No	BOT	
Katie Seashole Pressly Stadium	Box Office	Exterior	Yes	BOT	
Farrior Hall / Hawkins Center	Gator Statue	Interior	No	BOT	
Farrior Hall / Hawkins Center	1st Floor Study Lounge	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Large Quiet Study Room (#3000)	Interior	No	President/BOT Chair	
Basketball Practice Facility	Jordan Shoe Display Case	Interior	No	President/BOT Chair	

\$100k - \$250k

Football Training Center	FB Staff Locker Room	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (QB)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (Corners)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (DL)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (WR)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (OL)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (OLB's)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (RB)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (Safeties)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (TE's)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (ILB's)	Interior	No	President/BOT Chair	
Football Training Center	Position Meeting Room (Special Teams)	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #1 (DC)	Interior	No	President/BOT Chair	
Football Training Center	Offensive Coordinator's Office	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office (Safeties)	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office (Cornerbacks)	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office (D-Line)	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office (WR)	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #7	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #8	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #9	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #10	Interior	No	President/BOT Chair	
Football Training Center	Position Coach's Office #11	Interior	No	President/BOT Chair	
Football Training Center	Football Assistant Office	Interior	No	President/BOT Chair	
Football Training Center	Head Trainer Office	Interior	No	President/BOT Chair	
Football Training Center	Head FB Strength Coach's Office	Interior	No	President/BOT Chair	
Football Training Center	FB Strength Staff Conference Room	Interior	No	President/BOT Chair	
Football Training Center	Float Tank Room	Interior	No		
Football Training Center	Cryochamber	Interior	No		
Baseball Stadium	Field	Exterior	Yes	BOT	
Baseball Stadium	Visitor Bullpen	Exterior	Yes	BOT	
Baseball Stadium	Broadcast Booth (in press box)	Interior	No	BOT	
Baseball Stadium	Writer's Deck (in press box)	Interior	No	BOT	
Baseball Stadium	Pro Locker Room / Umpire Locker Room	Interior	No	President/BOT Chair	
Baseball Stadium	Team Facility Lobby (1st Floor)	Interior	No	President/BOT Chair	
Baseball Stadium	Team Facility Reception Area	Interior	No	President/BOT Chair	
Baseball Stadium	Home Tunnel	Interior	No	BOT	
Baseball Stadium	War Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Home Bullpen	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Head Coach's Office	Interior	No	President/BOT Chair	

Athletics Naming Inventories

Facility	Space	Interior/Exterior - I/E	Public - Y/N	Final Approval Level	Proposed Donor
Katie Seashole Pressly Stadium	Visitor Dugout	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Home Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Visitor Bullpen	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Team Room / Players Lounge	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Left Field Plaza	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Right Field Berm	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	National Championship Display	Exterior	Public		
Farrior Hall / Hawkins Center	Large Study Room (#3075)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Large Study Lounge (#3090)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Large Study Room (#3045)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Large Study Room (#3107)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Digital Media Lab (#3002)	Interior	No	President/BOT Chair	
\$50k - \$100k					
Football Training Center	Assistant Strength Coach Office #1	Interior	No	President/BOT Chair	
Football Training Center	Assistant Strength Coach Office #2	Interior	No	President/BOT Chair	
Football Training Center	Assistant Strength Coach Office #3	Interior	No	President/BOT Chair	
Football Training Center	Assistant Strength Coach Office #4	Interior	No	President/BOT Chair	
Football Training Center	Head Coach Admin Office (Nancy's Desk)	Interior	No	President/BOT Chair	
Football Training Center	FB Admin Staff Meeting Room 1	Interior	No	President/BOT Chair	
Football Training Center	FB Admin Staff Meeting Room 2	Interior	No	President/BOT Chair	
Football Training Center	Focus Room #1	Interior	No	President/BOT Chair	
Football Training Center	Focus Room #2	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Flex Space 1	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Flex Space 2	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Waiting Area	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Advisor/Counselor 1	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Advisor/Counselor 2	Interior	No	President/BOT Chair	
Football Training Center	Gator Life Conference Room	Interior	No	President/BOT Chair	
Football Training Center	Assistant Trainer Office 1	Interior	No	President/BOT Chair	
Football Training Center	Assistant Trainer Office 2	Interior	No	President/BOT Chair	
Football Training Center	Assistant Trainer Office 3	Interior	No	President/BOT Chair	
Football Training Center	Assistant Trainer Office 4	Interior	No	President/BOT Chair	
Football Training Center	Football Nutritionists Office (by Fuel Bar)	Interior	No	President/BOT Chair	
Football Training Center	Training Room Conference Room	Interior	No	President/BOT Chair	
Football Training Center	Training Exam Room 1	Interior	No	President/BOT Chair	
Football Training Center	Training Exam Room 2	Interior	No	President/BOT Chair	
Football Training Center	Recovery Suite Steam Room	Interior	No	President/BOT Chair	
Football Training Center	Recovery Suite Sauna	Interior	No	President/BOT Chair	
Football Training Center	Equipment Room Laundry Room	Interior	No	President/BOT Chair	
Football Training Center	Head Equipment Manager's Office	Interior	No	President/BOT Chair	
Football Training Center	Chef's Office (in Dining Hall Kitchen)	Interior	No	President/BOT Chair	
Football Training Center	Kitchen Office (in Dining Hall Kitchen)	Interior	No	President/BOT Chair	
Football Training Center	Football Admin Staff Break Room	Interior	No	President/BOT Chair	
Football Training Center	Copy Room	Interior	No	President/BOT Chair	
Baseball Stadium	Equipment Room	Interior	No	President/BOT Chair	
Baseball Stadium	Assistant Coach Office #1	Interior	No	President/BOT Chair	
Baseball Stadium	Assistant Coach Office #2	Interior	No	President/BOT Chair	
Baseball Stadium	Assistant Coach Office #3	Interior	No	President/BOT Chair	
Baseball Stadium	Director of Baseball Operations Office	Interior	No	President/BOT Chair	
Baseball Stadium	Coaches Conference Room	Interior	No	President/BOT Chair	
Baseball Stadium	Video Room / Office	Interior	No	President/BOT Chair	
Baseball Stadium	Staff Work Room	Interior	No	President/BOT Chair	
Baseball Stadium	Head Trainers' Office	Interior	No	President/BOT Chair	
Baseball Stadium	Coaches / Staff Locker Room	Interior	No	President/BOT Chair	
Baseball Stadium	Team Facility Corridor (1st Floor)	Interior	No	President/BOT Chair	
Baseball Stadium	Team Facility Mud Room	Interior	No	President/BOT Chair	
Baseball Stadium	In-Game Exam Room	Interior	No	President/BOT Chair	
Baseball Stadium	Training Room Exam Room	Interior	No	President/BOT Chair	
Baseball Stadium	Equipment Room Office	Interior	No	President/BOT Chair	
Baseball Stadium	Equipment Room Laundry Room	Interior	No	President/BOT Chair	
Baseball Stadium	Base Shade Canopy (1st/3rd)	Exterior	Yes	BOT	Shannon
Baseball Stadium	National Championship Display	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Assistant Coach's Office #1	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Assistant Coach's Office #2	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Assistant Coach's Office #3			BOT	
Katie Seashole Pressly Stadium	Lobby / Reception Area	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Conference Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Equipment Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Men's Coaches Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Women's Coaches Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Training Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Fuel Bar	Interior	No	BOT	

Athletics Naming Inventories

Facility	Space	Interior/Exterior - I/E	Public - Y/N	Final Approval Level	Proposed Donor
Katie Seashole Pressly Stadium	Media Room	Interior	No	BOT	
Katie Seashole Pressly Stadium	Shade Canopy (1st Base Side)	Exterior	Yes	BOT	
Katie Seashole Pressly Stadium	Shade Canopy (3rd Base Side)	Exterior	Yes	President/BOT Chair	
Katie Seashole Pressly Stadium	Visiting Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Umpire Locker Room	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Staff Lounge / Break Room	Interior	No	BOT	
Katie Seashole Pressly Stadium	Left Field Concession Stand	Exterior	Yes	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3005)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3024)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3032)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3048)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3010)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Learning Specialist Office (#3051)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Learning Specialist Office (#3104)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3068)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Medium Study Room (#3070)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2055)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2059)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2061)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2071)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2073)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2075)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2081)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2092)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2093)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2097)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2088)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2086)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2095)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2058)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Advisor Office (#2060)	Interior	No	President/BOT Chair	

\$25k - \$50k

Football Training Center	Asst. Football Equipment Manager Office 1	Interior	No	President/BOT Chair	
Football Training Center	Asst. Football Equipment Manager Office 2	Interior	No	President/BOT Chair	
Football Training Center	Asst. Football Equipment Manager Office 3	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Athletic Trainer's Office	Interior	No	President/BOT Chair	
Katie Seashole Pressly Stadium	Mud Room	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3079)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3040)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3041)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3042)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3044)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3043)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3046)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3047)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3038)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3036)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3031)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3029)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3025)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3023)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3021)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3019)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3017)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3007)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3008)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3018)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3020)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3011)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3012)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3014)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3015)	Interior	No	President/BOT Chair	
Farrior Hall / Hawkins Center	Small Study Room (#3016)	Interior	No	President/BOT Chair	



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R21-275

Subject: Naming Hugh Hathcock Suite Tower at Ben Hill Griffin Stadium & the Hugh Hathcock Basketball Complex at the Basketball Practice Facility

Date: December 3, 2021

WHEREAS, Hugh Hathcock has demonstrated great support for the university;

WHEREAS, in grateful recognition for this support, the University seeks to name the Suite Tower at Ben Hill Griffin Stadium the "Hugh Hathcock Suite Tower," and the Basketball Practice Facility at the Basketball Practice Complex the "Hugh Hathcock Basketball Complex;"

WHEREAS, the University of Florida Foundation and the University Athletic Association seek to name the Suite Tower at Ben Hill Griffin Stadium the "Hugh Hathcock Suite Tower;" and the Basketball Practice Facility at the Basketball Practice Complex the "Hugh Hathcock Basketball Complex;"

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 Suite Tower at Ben Hill Griffin Stadium be named the "Hugh Hathcock Suite Tower" and the Basketball Practice Facility at the Basketball Practice Complex be named the "Hugh Hathcock Basketball Complex."

Adopted this 3rd day of December, 2021, by the University of Florida Board of Trustees.

Mori "Mori" Hosseini, Chair

W. Kent Fuchs, President
and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCIS
December 2, 2021

SUBJECT: Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by Judy Hathcock to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-276 to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove" 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: See attached [materials](#) and [Resolution # R21-276](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



Judy Hathcock

Sisterology – Co-Founder

Judy Hathcock is an entrepreneur within the automotive retail industry. In her early 20s, she co-founded Fresh Beginnings, a gourmet cookie company that partnered with car dealerships to send customers cookies in order to strengthen client relationships and increase customer satisfaction ratings.

Through her experience with auto dealerships in running Fresh Beginnings, Judy seized an opportunity to further partner with dealerships by co-creating the premier auto dealer CRM software and call center services company, Elead One. The Elead One platform combines sales, marketing, contact centers and servicing capabilities into one dashboard to deliver a comprehensive customer experience from lead generation to deal close. After 30 years serving thousands of dealerships across North America, Judy sold the company to CDK Global in 2018 for over \$550M. The sale is one of the largest acquisitions in automotive retail history.

Judy is a graduate of Lehigh University, but has been a generous supporter of the University of Florida. She is a long-time football Bull Gators and basketball season ticket holder. Judy has three daughters with her Fresh Beginnings and Elead One co-founder and partner, Hugh (they divorced in June of 2021). Two of her daughters are Gators; Hailee graduated in 2019 with a degree in advertising, and Hope is a current student.

In 2020, Judy partnered with her daughters to create Sisterology, an online personal styling service and women's apparel store based in Valdosta, GA. She currently lives in Ponte Vedra Beach, FL.



FLORIDA

ATHLETICS

SCOTT STRICKLIN
DIRECTOR OF ATHLETICS
SCOTTS@GATORS.UFL.EDU
OFFICE (352) 375-4683 EXT. 6000
FAX (352) 384-2725

October 26, 2021

Tom Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Ave., Gainesville, FL 32603

Dear Tom,

I am writing you in reference to the proposed naming of the Judy Hathcock Family Cove at the James W. "Bill" Heavener Football Training Center.

We would like to ask for your permission to move forward with this approach and request your support in bringing this matter to the attention of President Fuchs and the Board of Trustees.

Thank you for your consideration.



Scott Stricklin
Athletics Director

CC: Phil Pharr, Executive Director, Gator Boosters





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R21-276

Subject: Naming Judy Hathcock Family Cove at the Heavener Football Training Center

Date: December 3, 2021

WHEREAS, Judy Hathcock has made many generous and significant contributions to the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove;"

WHEREAS, the University of Florida Foundation and the University Athletic Association seek to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove;"

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 pool at the Heavener Football Training Center be named the "Judy Hathcock Family Cove."

Adopted this 3rd day of December, 2021, by the University of Florida Board of Trustees.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President
and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI6
December 2, 2021

SUBJECT: Naming: James E. Horner Hitting Facility at Florida Ballpark

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by James E. Horner to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-277 to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility" 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: See attached [materials](#) and [Resolution # R21-277](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



James “Jim” Horner

Jim Horner has given several major gifts to support Florida Athletics. He holds season tickets for Football, Men’s Basketball and Baseball. He is a Bull Gator and a member of the Gator Boosters, Inc. Board of Directors.

Jim is a recently retired Partner of Deloitte Consulting LLP. A native of Gainesville, Jim began his University of Florida studies at P.K. Yonge Development Research School as an elementary student and continued straight through to the University of Florida. Jim graduated from the College of Business in 1975.





FLORIDA

ATHLETICS

SCOTT STRICKLIN
DIRECTOR OF ATHLETICS
SCOTTSGATORS.UFL.EDU
OFFICE (352) 375-4683 EXT. 6000
FAX (352) 384-2725

October 4, 2021

Tom Mitchell
Vice President for Advancement
University of Florida Advancement
1938 W. University Ave., Gainesville, FL 32603

Dear Tom,

I am writing you in reference to the proposed naming of the James E. Horner Hitting Facility at Florida Ballpark.

We would like to ask for your permission to move forward with this approach and request your support in bringing this matter to the attention of President Fuchs and the Board of Trustees.

Thank you for your consideration.



Scott Stricklin
Athletics Director

CC: Phil Pharr, Executive Director, Gator Boosters





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R21-277

Subject: Naming James E. Horner Hitting Facility at Florida Ballpark

Date: December 3, 2021

WHEREAS, James E. Horner has made many generous and significant contributions to the University of Florida;

WHEREAS, in grateful recognition for these contributions, the University seeks to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility;"

WHEREAS, the University of Florida Foundation and the University Athletic Association seek to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility;"

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 hitting facility at the Florida Ballpark be named the "James E. Horner Hitting Facility."

Adopted this 3rd day of December, 2021, by the University of Florida Board of Trustees.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President
and Corporate Secretary

University of Florida Board of Trustees

Major Capital Construction Projects - Update

Meeting Date: December 2, 2021

Report Date: November 16, 2021

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	UAA-53	Football Facility Training Complex	\$ 59,961,700	\$ 88,989,500	\$ -		\$ 29,027,800		\$ 88,989,500	June-2022	Construction 45% Complete
Construction	UAA-53A	Offsite Utility Infrastructure Improvements	\$ 7,700,000	\$ 8,791,100	\$ -		\$ 1,091,100		\$ 8,791,100	November-2021	Construction 95% Complete
Construction	UAA-60	Soccer Team Facility & Lacrosse Facility Improvements	\$ 7,100,000	\$ 7,395,547			\$ 295,547		\$ 7,395,547	February-2022	Construction 30% Complete
Construction	UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$ 26,000,000	\$ 26,000,000	\$ 2,250,765	Auxiliary, Unrestricted	\$ 2,250,765.00		\$ 28,250,765	September-2022	Construction 15% Complete
Construction	UF-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	\$ 11,100,000	\$ 11,100,000	\$ 380,000	Unrestricted	\$ 3,480,000.00		\$ 11,480,000	April-2022	Construction 40% Complete
Construction	UF-623B	Thermal Utilities Infrastructure (Museum Rd)	\$ 50,000,000	\$ 51,394,812	\$ 2,034,236	Facilities Services Auxiliary	\$ 1,394,812.00		\$ 53,429,048	March-2023	Construction 20% Complete
Construction	UF-632	Data Science and Information Technology Building	\$ 135,000,000	\$ 150,000,000	\$ -		\$ 15,000,000		\$ 150,000,000	March-2023	Construction 10% Complete
Construction	UF-638	Student Health Care Center Phase 2 (Infirmary)	\$ 26,000,000	\$ 26,000,000	\$ -		\$ -		\$ 26,000,000	October-2022	Construction Started
Construction	UF-639	Architecture Building Exterior Envelope Repairs	\$ 5,000,000	\$ 5,000,000	\$ -		\$ -		\$ 5,000,000	March-2022	Construction 98% Complete (Rainscreen Manufacturing Items were on long lead backorder)
Construction	UF-640	Blueberry Research Facility	\$ 5,092,000	\$ 5,092,000	\$ -		\$ -		\$ 5,092,000	May-2022	Construction 35% Complete
Construction	UF-642	SW Campus Transportation Road Improvement	\$ 9,400,000	\$ 9,400,000	\$ 2,274,643	DOT Grant, Facilities Services Auxiliary	\$ 2,274,643		\$ 11,674,643	February-2022	Construction 70% Complete
Construction	UF-644B	Reitz Union Lawn Thermal Infrastructure Improvements	\$ 15,000,000	\$ 15,000,000	\$ -		\$ -		\$ 15,000,000	November-2021	Chilled Water Wertheim to McCarty Plant Phase-85% Complete, Steam & Electrical JWRU to Newell Dr.-0% Complete (ECD July 2022)
Construction	UF-654	Honors College Residential Facilities	\$ 220,000,000	\$ 220,000,000	\$ -		\$ -		\$ 220,000,000	June-2023	Construction Started
Construction	UF-656	Landscape Master Plan	\$ 5,000,000	\$ 5,000,000	\$ -		\$ -		\$ 5,000,000	March-2022	Construction 5% Complete
Construction	UF-657	Peabody Hall Dean of Students Renovation	\$ 3,985,500	\$ 4,443,263	\$ -		\$ 457,763		\$ 4,443,263	April-2022	Construction 20% Complete
Construction Total		(15 Projects)	\$ 586,339,200	\$ 633,606,222	\$ 6,939,644		\$ 55,272,430		\$ 640,545,866		
Design	UF-606	Whitney Laboratory for Marine Bioscience	\$ 28,500,000	\$ -	\$ -		\$ -		\$ -	TBD	AE Selection in progress
Design	UF-623C	Electrical Utilities Infrastructure (Substation)	\$ 45,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project on hold pending P3 Development
Design	UF-623D	Central Energy Plant & Utilities Infrastructure	\$ 200,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project on hold pending P3 Development
Design	UF-623E	Thermal Utilities Infrastructure, Phase II	\$ 40,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project Design scope being broken out from UF-623B for future construction phase implementation
Design	UF-644	Inner Road Surface Paving Improvements	\$ 5,000,000	\$ -	\$ -		\$ -		\$ -	October-2022	Design completed. Awaiting scheduling to coordinate with underground utility construction in progress
Design	UF-644A	Inner Road Thermal Infrastructure Improvements	\$ 10,000,000	\$ -	\$ -		\$ -		\$ -	February-2023	Design completed. Awaiting scheduling to coordinate with other underground utility construction in progress
Design	UF-671	Harn Museum American Art Wing	\$ 20,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Project Design Phase started
Design	UF-992	Temporary Chilled Water Plant	\$ 8,000,000	\$ -	\$ -		\$ -		\$ -	June-2022	Bidding and Procurement in progress
Design Total		(8 Projects)	\$ 356,500,000	\$ -	\$ -		\$ -		\$ -		

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	UAA-62	Ben Hill Griffin Stadium Facility Upgrades	\$ 70,000,000	\$ -	\$ -		\$ -		\$ -	TBD	AE/CM Selection & Budget Confirmation
Planning	UF-653	Architecture Building Renovation/Remodeling and DCP Collaboratory Addition	\$ 45,000,000	\$ -	\$ -		\$ -		\$ -	TBD	AE Selection
Planning	UF-396	Thompson Center for Earth Systems (Addition to Powell Hall FLMNH)	\$ 33,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development.
Planning	UF-626	Powell University House	\$ 11,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-645	Shealy Drive Parking Deck	\$ 4,000,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-652	Biomedical Research Building	\$ 58,200,000	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning	UF-668	Racquet Club Dining Renovation	\$ 5,800,000	\$ -	\$ -		\$ -		\$ -	TBD	Project placed on hold
Planning	UF-672	New Music Building	TBD	\$ -	\$ -		\$ -		\$ -	TBD	Facility Program Development
Planning Total	(8 Projects)		\$ 228,600,000	\$ -	\$ -		\$ -		\$ -		
Grand Total	(31 Projects)		\$ 1,171,439,200	\$ 633,606,222	\$ 6,939,644		\$ 55,272,430		\$ 640,545,866		

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-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-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	December 2, 2021	\$ 11,100,000	\$ 380,000	Unrestricted	\$ 380,000	\$ 11,480,000	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)	December 2, 2021	\$ 51,394,812	\$ 2,034,236	Facilities Services Auxiliary	\$ 2,034,236	\$ 53,429,048	N	Legacy underground utilities maps insufficiently captured the entirety of existing underground conditions, and considerable abandoned and/or undocumented utilities have required removal or relocation for installation of new piping, manholes, and other systems. Also, several major isolation valves required replacement due to inability to withstand system-wide pressure intensities. The project also incurred some material price increases during this interval.	
Construction	UF-642	SW Campus Transportation Road Improvement	December 2, 2021	\$ 9,400,000	\$ 2,274,643	DOT Grant, Facilities Services Auxiliary	\$ 2,274,643	\$ 11,674,643	N	Additional funding was provided to the project by a grant from the State Department of Transportation (DOT) for provision of enganced entry features at the intersection of Archer Road (State Rd. 24). Additional funding was provided by Facilities Services for repairs and upgrades to existing underground utilities impacted by the project.	
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.	
Construction	UF-632	Data Science and Information Technology Building	March 18, 2021	\$ 150,000,000	\$ -	Carry Forward	\$ -	\$ 150,000,000	Y	This amendment does not increase the project budget total, but revises funding commitments by the College of Engineering to include \$2,210,927 in Carry Forward Funding. This "flavor of funding" use of Carry Forward funds is permissible under BOG Regulation 14.003(2)c.i. BOG Facilities staff has indicated this amendment should be reported during the annual FCO Budget Update/Submission.	
Construction	UF-394	PK Yonge Developmental School Phase II	March 18, 2021	\$ 28,000,000	\$ 999,300	PKY DRS PECO	\$ 999,300	\$ 28,999,300	N	Project budget increased to accommodate Site Infrastructure Lighting/Utilities, Covered Walkways. Additional work is funded by PK Yonge Developmental Research PECO. Does not require FLBOG Amendment.	

Chronology of Project Budget Amendments (cont.)										
			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
Design	UAA-60	Soccer Team Facility & Lacrosse Facility Improvements	March 18, 2021	\$ 7,100,000	\$ 295,547	UAA Unrestricted Operational Funds	\$ 295,547	\$ 7,395,547	N	Project budget increased by UAA to account for increased fixed furnishings and equipment (FFE).
Design	UF-657	Peabody Hall Dean of Students Renovation	March 18, 2021	\$ 3,985,500	\$ 457,763	2020 CITF Appropriation	\$ 457,763	\$ 4,443,263	N	Funding from 2020 CITF appropriation transferred to the project budget. Funding source was approved June 2020 BOT Spending Plan CITF appropriations.
Deign	UF-373	UF-373 - FLMNH Special Collections Building (Alcohol Storage)	December 3, 2020	\$ 8,000,000	\$ 3,100,000	Internal Strategic Funds	\$ 3,100,000	\$ 11,100,000	N	The Facility Program budget was established at \$8M as a challenge to our design-builders. We have presently designed the simplest building with the best value analysis already performed. This design would give us the minimum space/equipment necessary in the building to address the program. FLBOG FCO Budget Amendment is not required due to the budget amendment being below the \$5M threshold as stipulated in BOG Regulation 14.003(4)e.
Construction	UAA-53	Football Facility Training Complex	December 3, 2020	\$ 59,961,700	\$ 29,027,800	UAA Bond	\$ 29,027,800	\$ 88,989,500	N	While the Design Professional and the CM teams were procured in accordance with the initial schedule, the design phase was changed to August 2018 through June 2020 and the Construction Phase was changed to July 2020 through December 2021. The completion delay of approximately 18 months was based on the need for the new baseball facility to be complete prior to demolition of the existing facility. The net assignable square footage of the facility was initially programmed at approximately 104,000 square feet, while the relocated facility has grown to incorporate several all-athlete areas and a separate maintenance facility which now encompasses over 111,000 square feet. The purpose of the facility has changed from strictly a football-oriented facility to incorporate the all athlete areas. In addition, the maintenance use directed a separate facility. These changes constitute the overall program increase. FLBOG FCO Budget Amendment is not required due to DSO's being exempted from BOG Regulation 14.003.
Construction	UAA-53A	Offsite Utility Infrastructure Improvements	December 3, 2020	\$ 7,700,000	\$ 1,091,100	Auxiliary	\$ 1,091,100	\$ 8,791,100	N	Due to the magnitude of major utility disruptions to accomplish the base project, it was deemed prudent to accomplish additional infrastructure needs, and eliminate future utility disruptions. Additional work includes stormwater system upgrades, electrical system upgrades to serve the new Student Health Care Center, upgraded steam connections to O'Connell Center & Van Fleet Hall, and roadway work due to the storm system upgrades.
Design	UF-632	Data Science and Information Technology Building	September 28, 2020	\$ 135,000,000	\$ 15,000,000	Departmental (Component Unit), Research	\$ 15,000,000	\$ 150,000,000	Y	The construction economy since 2018 has seen robust growth and driven material and labor costs higher. Geotechnical requirements and change of building's location on site required increased excavation, retaining walls, and other site-related, as well as building structure and superstructure costs. Imminent changes to Florida Building Code during design phases requires additional electrical costs. BOG Amendment will be accomplished concurrent with the October 1, FCO Budget Submission

University of Florida Board of Trustees

Minor Capital Construction Projects (\$2M - \$4M)

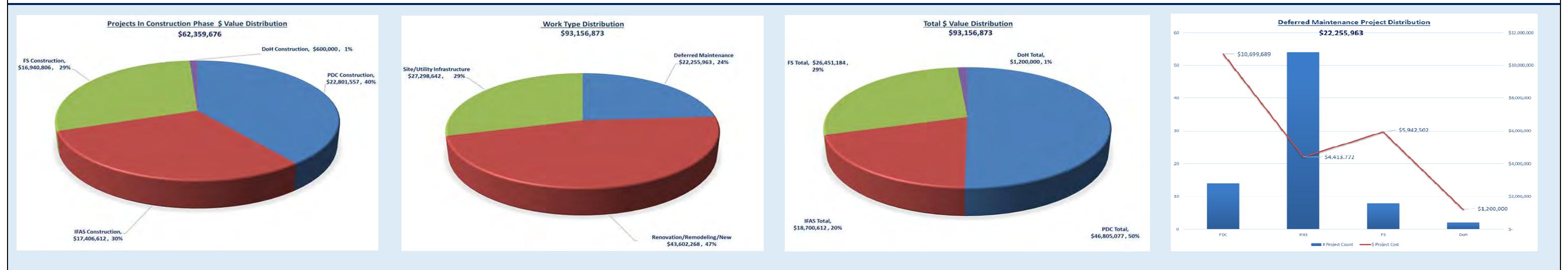
(Summary Below for Projects <\$2M)

Meeting Date: December 2, 2021

Report Date: November 16, 2021

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	IF21103	B0981 - Phase 2 Roof Replacement	\$ 3,000,000	\$ 3,000,000	\$ -	Carry Forward	\$ -		\$ 3,000,000	July-2022	Construction started
Construction	MP04307	0059-McKnight-L5-135 ACS Equipment Upgrades	\$ 2,118,529	\$ 2,118,529	\$ -	Auxiliary Funds	\$ -		\$ 2,118,529	December-2021	Construction progressing
Construction	UT00307	Reclaimed Water Booster Pump Station VFD	\$ 2,263,432	\$ 2,263,432	\$ -	Auxiliary Funds	\$ -		\$ 2,263,432	February-2022	Construction progressing
Construction Total		(3 Projects)	\$ 7,381,961	\$ 7,381,961	\$ -		\$ -		\$ 7,381,961		
Design	UF-357B	CTRB - Slab Correction	\$ 3,474,586	\$ -	\$ -	Insurance/Litigation, Unrestricted Funds	\$ -		\$ 3,474,586	June-2022	Construction Design Documents Completed (Pending Legal Settlement)
Design	MP06934	LMP Shared Use Path at Physics	\$ 3,200,000	\$ -	\$ -	Auxiliary, Carry Forward	\$ -		\$ 3,200,000	March-2023	Design progressing
Design	MP06867	1049 - Baby Gator Addition	\$ 4,000,000	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 4,000,000	March-2023	Design progressing
Design	UF-670	0316 - Southwest Recreation Center, 0170-Recreation Weight Room Expansion	\$ 3,608,769	\$ -	\$ -	CITF	\$ -		\$ 3,608,769	August-2022	Design progressing
Design	UF-266D	0958 - Chemical Engineering Student Center corrections	\$ 2,885,899	\$ -	\$ -	Insurance/Litigation	\$ -		\$ 2,885,899	June-2022	Design progressing
Design	MP06827	1017 - Veterinary Academic Building V1-200 Anatomy Lab Addition	\$ 2,201,648	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 2,201,648	August-2022	Design procurement
Design	MP07086	1017 - Veterinary Academic Bldg Surgical Teaching Lab Expansion	\$ 4,260,465	\$ -	\$ -	Unrestricted Funds	\$ -		\$ 4,260,465	August-2022	Design procurement
Design	MP04093	UF Veterinary Medicine and FWC Pathology Laboratory Building	\$ 2,376,052	\$ -	\$ -	FWC Grant	\$ -		\$ 2,376,052	March-2022	Design on hold pending transfer of grant funds
Design	MP04667	Building 0308 - Powell Hall (FLMNH), 0130-EXHIBITION NW	\$ 2,049,055	\$ -	\$ -	Department Component Unit Funds	\$ -		\$ 2,049,055	September-2023	Design started
Design	MP06685	Architecture Building Canopy Cover and Repairs	\$ 3,000,000	\$ -	\$ -	Internal Funds (CFO)	\$ -		\$ 3,000,000	December-2021	100% Construction Documents
Design Total		(10 Projects)	\$ 31,056,474	\$ -	\$ -		\$ -		\$ 31,056,474		
Planning Total		(0 Projects)	\$ -	\$ -	\$ -		\$ -		\$ -		
Grand Total		(13 Projects)	\$ 38,438,435	\$ 7,381,961	\$ -		\$ -		\$ 38,438,435		

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





COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS

AGENDA

December 2, 2021

~11:10 a.m.

President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL

Committee Members:

Thomas G. Kuntz (Chair), David C. Bloom, David L. Brandon, Christopher T. Corr, James W. Heavener, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers

- 1.0 Call to Order and Welcome ... Thomas G. Kuntz, Chair
2.0 Verification of Quorum ... Vice President Liaison
3.0 Review and Approval of Minutes ... Thomas G. Kuntz, Chair
June 10, 2021
August 18, 2021
September 27, 2021
October 4, 2021
November 16, 2021
4.0 Action Item ... Thomas G. Kuntz, Chair
FSPPM1 Shands Jacksonville Bond Issue
FSPPM2 Expansion of Off-Campus Graduate Housing Program
5.0 Discussion Items ... Thomas G. Kuntz, Chair
5.1 CFO Report ... Chris Cowen, Senior Vice President & CFO
5.2 Quarterly Financials ... Chris Cowen
5.3 Budget Process and DSO Update ... Chris Cowen
5.4 Special Projects ... Chris Cowen
5.5 Housing Fee Update ... Chris Cowen
5.6 CFO Priorities Year 1 Update ... Chris Cowen
5.7 Faculty Hiring Update ... Jodi Gentry, Vice President for Human Resources
5.8 UFICO Update ... William Reeser, Chief Investment Officer, UFICO
6.0 New Business ... Thomas G. Kuntz, Chair

7.0 AdjournThomas G. Kuntz, Chair



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

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 11:49 a.m.

Time Adjourned: 12:21 p.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; William Reeser, Chief Investment Officer for UFICO, members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 11:49 a.m.

2.0 Verification of Quorum

Senior Vice President Chris Cowen verified a quorum with all members present except for Trustee Heavener.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the March 19, 2021 meeting and May 20, 2021 pre-meeting committee meetings, which was made by Trustee Powers, and a second, which was made by Trustee Brandon. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

FSPPM1: Preliminary Operating Budget FY22

Senior Vice President Chris Cowen gave a brief update of the action item since last reviewed at the May 20, 2021 pre-meeting. He indicated that requested updates were made and that there was no increase in State Appropriations meaning no additional money for new initiatives. Committee Chair Kuntz asked for questions and a motion to approve Action Item FSPPM1 which was made by Trustee Brandon, and a second, which was made by Trustee Powers for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair 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 asked where UF falls on the Fortune 500. SVP Cowen indicated UF is listed in the top with UF Health representing \$4B and increasing with its growth.

FSPPM2: Estimated DSO Use of University Resources for FY22

Committee Chair Kuntz gave background information on the action item, explaining that the state auditor requested improved oversight of DSOs in 2016 so this information has been provided since. SVP Cowen explained that the chart provided shows university resources used for DSO's and highlighted any changes since last presented. Committee Chair Kuntz asked that SVP Cowen walk through the Foundation's information, as an example, and explain what the chart shows. SVP Cowen indicated that it shows a combination of University and DSO funds, along with resources used by the Foundation. Additionally, he stated that the largest cost to University was for compensation. Committee Chair Kuntz commented that expenses are completely reimbursed by the DSO. With no questions, Committee Chair Kuntz asked for a motion to approve Action Item FSPPM2 which was made by Trustee Brandon, and a second, which was made by Trustee O'Keefe for recommendation to the Board for its approval on the Consent Agenda. The motion was approved unanimously.

FSPPM3: Accountability Plan Amendments

Senior Vice President Cowen provided a brief overview of the action item and explained the Plan amendments along with adjustments to five of the performance metrics. Committee Chair Kuntz asked for questions and a motion to approve Action Item FSPPM3 which was made by Trustee Brandon, and a second, which was made by Trustee Powers for recommendation to the Board for its approval on the Consent Agenda. The motion was approved unanimously.

FSPPM4: Investment Policy

Committee Chair Kuntz explained that this is the third time this item has been presented and discussed. He indicated that no changes had been made since the last discussion, and that the change to the policy will keep risk the same but result in an additional anticipated approximately

\$14M in earnings for the University. Committee Chair Kuntz asked for a motion to approve Action Item FSPPM4 which was made by Trustee O’Keefe, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. The motion was approved unanimously.

5.0 Discussion Items

5.1: UFICO Update

Chief Investment Officer for UFICO, Bill Reeser gave a high-level overview of the University’s Operating and Endowment portfolios. He indicated that preliminary investment performance for the operating portfolio shows a net 4.4% return through March 31, 2021, which exceeds benchmarks. Preliminary investment performance for the endowment portfolio shows net 27% returns through the end of May and investment income of over \$400M through the end of March. There was a discussion about whether these figures are year to date. Bill Reeser stated that the presentation reflects fiscal year (not calendar year) to date numbers. Committee Chair Kuntz commended Mr. Reeser on improvements on the chart. Trustee Patel added he was impressed with the investment results.

5.2: Faculty/AI 100 Hiring Update

Committee Chair Kuntz gave a summary of this item and explained that the university is up to 496 new hires, with only 4 to go to reach the Faculty 500 goal. He reminded all the information was provided in the Board materials and to reach out if questions.

5.3: CFO Report

SVP Cowen began this discussion by going over bond ratings. He gave highlights of the Moody’s report including the university’s strengths and areas for improvement. Following, SVP Cowen gave an update on the Student Housing Bond. He indicated that the bonds were sold at a true interest cost of 2.31% which was relatively low in comparison to similar bonds at other universities. He also provided a timeline of events related to the bond issuance and explained that part of the Board of Governor’s approval was that any cost savings be used for deferred maintenance. Board Chair Hosseini mentioned that the University gave a commitment to the Board of Governors to reduce costs and apply savings to deferred maintenance, so it was imperative that we do so. SVP Cowen also explained that some of the bond sales went to historically underrepresented banks, which supports the University’s DEI efforts. Committee Chair Kuntz was glad UF was listed as the flagship university for the state. Trustee Bandon said Vice President D’Andra Mull would look at approvals for the Honors Dorms and get back to the Board with the process and to get the Boards approval. Trustee Cole asked if we have the ability to publish the bond sale information. Kuntz confirmed they can and will share.

SVP Cowen also gave a very brief update on financials across the enterprise and provided some updates on the Central Energy Project and spending of carryforward money. Finally, he briefly discussed UF’s performance metrics indicating lower scores in three areas. Provost Glover explained what they are doing to improve scores.

Trustee Patel suggested that it would be beneficial to send the Fitch ratings report to the full Board. Committee Chair Kuntz agreed, and SVP Cowen indicated that he would send all three ratings reports along with Appendix F for everyone to review.

Items 5.4-5.6 were discussed during item 5.3: CFO Report.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 12:21 p.m.

DRAFT



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

Pre-Meeting Minutes

Virtual Meeting

August 18, 2021

Time Convened: 10:01 a.m.

Time Adjourned: 11:01 a.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, Richard P. Cole, Christopher T. Corr, James W. Heavener, Daniel T. O'Keefe, Rahul Patel, and Marsha D. Powers.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Curtis Reynolds, Vice President for Business Affairs; Bill Reeser, Chief Investment Officer, UFICO; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 10:01 a.m.

2.0 Roll Call

Senior Vice President Chris Cowen conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for September Meeting

The following items were addressed by the Committee:

3.1 Review Draft Minutes

- June 10, 2021
- August 18, 2021

Committee Chair Kuntz asked everyone to review the minutes and report back with any changes.

3.2 Review Action Items

There were no action items to be discussed at this meeting; however, Senior Vice President Chris Cowen noted that there are 3 action items needing approval in September likely at a special meeting. Items include FY21-22 Operating Budget, FY21-22 DSO and Affiliate Budget, and FY21-22 Carryforward Spending Plan.

3.3 Review Discussion Items

UFICO Update

Chief Investment Officer of UFICO, Bill Reeser, gave an update on UF's Operating and Endowment pools for FY21. He indicated that both met and exceeded benchmarks set for the fiscal year. He also gave a brief update on the operating pool's asset allocation, stating that by the end of August it will be at 75% liquidity and 25% growth and will continue to shift by 5% per quarter until 50/50 allocation is met. Committee Chair Kuntz questioned the inflow vs. outflow of the endowment pool. He asked that Bill Reeser work with Senior Vice President Chris Cowen to review the payout policy and consider the relationship of inflows to outflows in order to provide greater clarity to the Board. Trustee Dan O'Keefe had a few questions about the asset reallocation and why only 5% each quarter along with whether benchmarks will be adjusted as allocation changed. Bill Reeser indicated that it will take time to fully reallocate since it is not possible or desirable to immediately allocate to private equity and that benchmarks will indeed be adjusted.

CFO Report

SVP Chris Cowen provided highlights of the CFO report during each discussion item. He also noted that there will be no faculty hiring update during this meeting but Vice President Jodi Gentry will be prepared to discuss at the December Board meeting.

Quarterly Financials

SVP Cowen spoke briefly on quarterly financials, stating that the University weathered the year well given unprecedented times. He indicated that although there were some unanticipated expenses, underlying operations were strong in areas that we could control. There was a conversation about how the budget is presented. Committee Chair Kuntz suggested that commitments be shown so "true" numbers are reflected. Trustee O'Keefe questioned what is done with budget surpluses. SVP Cowen stated that he is working on an "all funds" budget along with a better way to present numbers which he will discuss in further detail at the September retreat. He is also working with consultants to improve the budget model and procure a new budget software tool that will provide data to better present the budget to the Board. Committee Chair Kuntz noted that it is vitally important to get a good handle on exactly where the University stands financially as an enterprise.

Update on Budget Process with Huron

SVP Chris Cowen discussed the new budget process briefly with his update on quarterly financials and indicated that more information would be discussed at the retreat.

Update on Travel Software

SVP Chris Cowen spoke briefly on the new travel software stating that a short presentation was included in the committee meeting materials and that the new software will provide enhanced tracking, better compliance, and easier reporting.

Update on Capital Projects Funding

SVP Chris Cowen began this discussion by giving an update on the graduate experience and housing. He stated that conversations with Trustee Rahul Patel, VP D'Andra Mull and Dean Nicole Stedman have allowed us to consider a broad strategic framework for long-term graduate housing needs rather than just replacement beds for Maguire and University Village South. SVP Cowen stated that they have identified a property to convert to graduate family housing that will potentially address the students' needs of good location, sense of community, affordability, and amenities. He noted the importance of being able to create balance for these students and their families. Trustee Patel stated that after a very thorough vetting process, this is the most viable and efficient plan. He indicated that SVP Cowen would give a more detailed presentation at the retreat then it would be brought back to the Board in December for approval. Trustee Bloom thanked everyone for their work on this project and stated that it puts us ahead of the curve with peer institutions.

SVP Cowen mentioned the Central Energy Plant project. He also stated that the CFO/Budget office is working on a capital budget for the University that will help to be proactive and provide a predictable schedule.

DSO and Affiliates State Audit

SVP Cowen gave a quick overview of this item stating that Board of Governors (BOG) is doing a state audit of DSO and Affiliates at all SUS universities that encompasses UF Health. He stated that the University is doing its own internal review now and mentioned that we may find some short comings. He also stated that UF is first on BOG's list due to its size and noted that the auditors will be on campus in mid-September for 3 weeks. Trustee Marsha Powers commented that the purpose of the audit is to ensure that proper controls are in place and that BOG consultants should be able to meet with UF's auditors to review current controls rather than doing a full audit. There was a discussion between the Trustees' about BOG recognizing that Shands/UF Health is different than a DSO. Trustee Patel indicated that demonstrating to BOG what auditing controls the University already has in place will be helpful. Vice President Amy Hass agreed that properly educating the auditors and showing UFs governance standards and audit process will be helpful. Committee Chair Kuntz asked that the FSPPM committee remain informed along with Trustee Patel and the Governance Committee.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 11:01 a.m.



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

Pre-Meeting Minutes

Virtual Meeting

September 27, 2021

Time Convened: 11:31 a.m.

Time Adjourned: 11:57 a.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Norton, Vice President for Research; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 11:31 a.m.

2.0 Roll Call

Senior Vice President Chris Cowen conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for October Meeting

The following items were addressed by the Committee:

3.1 Review Action Items

Committee Chair Kuntz began the discussion by explaining that SVP Cowen will provide a high-level overview of each action item. He indicated that the committee will not be asked to approve the action items today in order to provide sufficient time to thoroughly review the information. Committee Chair Kuntz also explained that these items are required to be submitted to the Board of Governors and will be submitted once approved by the UF Board of Trustees at the October 4th meeting.

FSPPM1 Board of Governors Operating Budget FY 21-22

Senior Vice President Chris Cowen gave an overview of item and highlighted changes from the previously approved preliminary budget. He indicated that the format used for the action item is required by the Board of Governors and does not net out transfers. Committee Chair Kuntz asked the committee to review the information and reach out to SVP Cowen with any questions. SVP Cowen will provide a recap at the October 4th FSPPM pre-meeting and address any questions at that time.

FSPPM2 FY 2021-2022 Carryforward Spending Plan

SVP Cowen provided a high-level overview of the Carryforward Spending Plan. Committee Chair Kuntz again asked that the committee reach out to SVP Cowen with questions and explained that he would provide a deeper dive and address questions at the October 4th meeting.

FSPPM3 FY 2021-2022 DSO and Affiliate Budgets

SVP Cowen briefly reviewed this item and explained that the enterprise has more Direct Support Organizations than any other university in the state system. He will provide a more in dept review at the next meeting and address any questions at that time.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 11:57 a.m.



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

Pre-Meeting Minutes

Virtual Meeting

October 4, 2021

Time Convened: 9:00 a.m.

Time Adjourned: 10:17 a.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, Richard P. Cole, Christopher T. Corr, James W. Heavener, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Curtis Reynolds, Vice President for Business Affairs; George Kolb, Assistant Vice President of Financial Analysis and Budget; Olga Weider, University Controller; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 9:00 a.m.

2.0 Roll Call

Senior Vice President Chris Cowen conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for October Meeting

The following items were addressed by the Committee:

3.1 Review Action Items

Committee Chair Kuntz began the discussion by explaining that SVP Cowen will provide an overview of each action item. These items will be approved at the Board of Trustees meeting immediately following this FSPPM pre-meeting.

FSPPM1 Board of Governors Operating Budget FY 21-22

Senior Vice President Chris Cowen gave an overview of the operating budget explaining that the format used for the action item is required by the Board of Governors and does not net out transfers. He indicated that the university has seen some growth and that the budget reflects a return to more normal operations since COVID. There was a conversation about the potential Scripps Research Institute Jupiter campus acquisition initiated by Board Chair Mori Hosseini that discussed the research indirect cost recovery rates and potential gap in expenses over research revenues. SVP Cowen explained that there is the potential to negotiate rates. Board Chair Hosseini asked the committee to take a look at what SCRIPPS and other institutions are doing in regard to ICR and report back to the board. Following the discussion, Committee Chair Kuntz returned to the operating budget and suggested that the university is in good financial shape and asked SVP Cowen to briefly provide a breakdown of revenues. SVP Cowen provided a breakdown and explained that there is only about \$19M left in Carryforward. Trustee Bill Heavener questioned what would happen if all carryforward funds were used, i.e. do we have other sources of funding or access to lines of credit or savings. SVP Cowen explained that UF is legally prohibited from having a line of credit for operating expenses but that the budget is conservatively realistic and provides the opportunity to reallocate funds from various areas if needed. Trustee O'Keefe questioned a line item that indicates donations and contributions. Assistant Vice President George Kolb explained that the line includes transfers from DSOs and does not reflect any contributions. There was also a discussion about CARES and HERF funds, in which AVP Kolb provided a breakdown of these monies were disbursed from the government and allocated to the university. Committee Chair Kuntz mentioned the state appropriation increase and SVP Cowen explained that much of it was for the New Worlds Reading Initiative. Committee Chair Kuntz asked for a motion to approve Action Item FSPPM1 and it was approved unanimously.

FSPPM2 FY 2021-2022 Carryforward Spending Plan

SVP Cowen provided an overview of the action item explaining the carryforward spending plan and how it is devised. He mentioned that much of it is held by colleges, and that it's not all centrally controlled. Committee Chair Kuntz indicated how important it is that this item be reviewed by the committee and full Board of Trustees. Trustee O'Keefe asked for an explanation of the 7% reserve. Committee Chair Kuntz explained that it is required by the Board of Governors and that anything over that amount must have a plan and the university must show how it is used. Committee Chair Kuntz asked for a motion to approve Action Item FSPPM2 and it was approved unanimously.

FSPPM3 FY 2021-2022 DSO and Affiliate Budgets

SVP Cowen reviewed the action item and explained that the university is working on making some changes in regard to DSOs and how they report financially. He mentioned the state is doing an audit on all DSOs within the state university system and that ours includes UF Health. Senior Vice President David Nelson explained that SVP Cowen has been intimately involved with UF Health along with Trustees' Kuntz, Powers, and Hosseini indicating full Board involvement. Committee Chair Kuntz suggested that SVP Cowen should be able to explain changes in DSO budgets and the FSPPM committee should be able to fully understand the numbers presented. SVP Cowen

indicated that he is working on a more systemic way for the CFO's Office to be involved with DSOs and provide greater visibility. Committee Chair Kuntz suggested that a summary sheet that looks at each DSO and gives an explanation of significant changes would be very helpful and requested it at the next meeting. There was a conversation about governance in which Board Chair Hosseini asked that SVP Cowen or someone he designates sits on each DSO Board. After the Board has approved their budget, the CFO office should provide notice of the Board of Trustees approval to each DSO and Affiliate and reinforce the approval process. Committee Chair Kuntz agreed and stated that by sitting on these Boards there will be reinforcement and reminders that the BOT approves their budgets. Committee Chair Kuntz asked for a motion to approve Action Item FSPPM3 and it was approved unanimously.

Following the discussion, Board Chair Hosseini reminded the committee that the budget must be submitted this week. He also mentioned that going forward it be approved at the June Board of Trustees meeting and suggested that the FSPPM committee begin looking at the budget in January. There was also a brief discussion about the 5% holdback across the enterprise, in which President Kent Fuchs indicated that Executive Chief of Staff, Winfred Phillips is leading the project and making good progress.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 11:57 a.m.



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

Pre-Meeting Minutes

Virtual Meeting

November 16, 2021

Time Convened: 10:01 a.m.

Time Adjourned: 10:59 a.m.

Committee and Board members present:

Thomas G. Kuntz (Committee Chair and Board Vice Chair), David C. Bloom, David L. Brandon, Richard P. Cole, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Curtis Reynolds, Vice President for Business Affairs; George Kolb, Assistant Vice President of Financial Analysis and Budget; Colt Little, Senior Counsel; Olga Weider, University Controller; Alan West, University Treasurer; William Reeser, Chief Investment Officer, UFICO; Brian Mawdsley, Managing Director, UFICO; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Thomas G. Kuntz welcomed everyone in attendance and called the meeting to order at 10:01 a.m.

2.0 Roll Call

Senior Vice President Chris Cowen conducted a roll call of all Committee and Board members present except Trustee Chris Corr who had a conflict.

3.0 Review Draft Agenda for TBD Meeting

The following items were addressed by the Committee:

3.1 Review Action Items

• **FSPPM1 Shands Jacksonville Bond Issue**

Senior Vice President Cowen gave a high-level overview of the action item. He indicated that it was reviewed and approved by both Shands Jacksonville Healthcare Inc. and Shands Jacksonville Medical Center Inc. Boards of Directors. Board Chair Hosseini noted that it will be brought to the full Board for approval due to how large

of a deal it is. Committee Chair Kuntz recognized the efforts of all parties involved. Board Chair Hosseini asked that SVP Cowen provide more detail at the December BOT meeting. Committee Chair Kuntz explained that SVP Cowen has had conversations with many of the committee members about the item, but he will provide more detail at the meeting as requested.

- **FSPPM2 Expansion of Off-Campus Graduate Housing program**

Committee Chair Kuntz introduced the item by explaining how long the Graduate Housing has been an important topic of conversation. Following, SVP Cowen gave a brief overview of the action item. He indicated that completion of the project was a collaborative effort of many, including graduate students, and that the final agreement address all concerns including affordability, proximity to campus, safety, and university support. SVP Cowen stated that the site of expansion will likely be Varsity House, but that one other property is still being considered. Committee Chair Kuntz and Board Chair Hosseini requested that SVP Cowen provide a page during his presentation that shows what concerns student had and whether the expansion will address them. President Kent Fuchs agreed that this would be helpful and asked if he could bring the topic up at the next Faculty Senate meeting. It was agreed by Chair Hosseini that, that was a good idea and that the page from SVP Cowen would be provided at the BOT meeting in December.

3.2 Review Discussion Items

- **Housing Fee Update**

Senior Vice President Cowen briefly explained that market data was provided to support the upcoming housing rate increase. The increase is in line with what the BOT approved last December.

- **Faculty Hiring Report**

Committee Chair Kuntz highlighted the completion of the Faculty 500 initiative explaining that the University has reached 525 net new faculty hires. He also mentioned good progress towards the AI 100 with 51 new hires to date. Vice President Jodi Gentry expressed thanks to the Deans, Department Heads, and Provost for their work to accomplish this. Board Chair Hosseini also acknowledged the achievement and gave thanks to VP Gentry and Board Vice Chair Kuntz for their persistence.

- **UFICO Update**

Chief Investment Officer of UFICO, Bill Reeser began the conversation by explaining that both the endowment and operating portfolios had record years. He then handed the conversation over to Bill Mawdsley, Managing Director of UFICO, who gave a brief overview of performance for each portfolio. He explained that the endowment ended the year with a 33.6% return and remained strong in 3-, 5-, and 10-year returns. The operating portfolio ended the year with a 7% return and also remained strong in long-term returns. Bill Reeser reviewed the spend policy for the endowment portfolio and explained what changes have been made along with the transition plan going forward. Committee Chair Kuntz noted that the new policy is how the vast majority of institutions operate. Trustee Anita Zucker agreed explaining

that many of the other organizations she works with have similar policies. Mr. Reeser also reviewed the operating portfolio spend policy and explained that there is no formal policy in place, but conversations will start so that it can be reviewed and transitioned if necessary. Finally, Mr. Reeser gave a brief update on Environment, Social, Governance investment considerations. There were no questions.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Kuntz adjourned the meeting at 10:59 a.m.

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**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM1
December 2, 2021**

SUBJECT: Authority to Restructure Certain Outstanding Indebtedness and Incur new Indebtedness for UF Health North Phase III - \$350M ("Resolution")

BACKGROUND INFORMATION

Shands Jacksonville Medical Center, Inc. ("SJMC") and Shands Jacksonville HealthCare, Inc. ("SJHC") have determined it is in their best interests to refinance certain outstanding indebtedness and to construct new healthcare facilities at UF Health North including an approximately 120-bed hospital tower on the UF Health North campus along with medical, office and other equipment and improvements at various medical and administrative locations in Duval County, Florida ("UF Health North Phase III"). This plan requires the issuance of notes and/or obtaining loans. On September 22, 2021, the Boards of Directors of SJMC and SJHC passed a Resolution approving the issuance of notes and/or obtaining loans, including tax-exempt and/or taxable revenue bonds by a governmental conduit issuer, in an amount not to exceed \$350M.

The designee of the President of the University of Florida and a member of the University Board of Trustees serving on the SJHC and SJMC Boards approved this Resolution.

PROPOSED COMMITTEE ACTION

To approve the restructuring of certain outstanding indebtedness and incur new indebtedness for UF Health North Phase III in an amount not to exceed \$350M, as more fully set forth in the copy of the Resolution attached hereto.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required

Supporting Documentation Included: A copy of Resolution of the Boards of Directors of Shands Jacksonville Healthcare, Inc. and Shands Jacksonville Medical Center, Inc. approved by Boards of Directors on September 22, 2021.

Submitted by: Christopher Cowen, Senior Vice President and Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

**RESOLUTION OF THE BOARDS OF DIRECTORS OF
SHANDS JACKSONVILLE HEALTHCARE, INC. AND
SHANDS JACKSONVILLE MEDICAL CENTER, INC.**

**Authority to Restructure Certain Outstanding Indebtedness and Incur New
Indebtedness for UF Health North Phase III - \$350M**

September 22, 2021

WHEREAS, Shands Jacksonville Medical Center, Inc. ("SJMC"), Shands Jacksonville HealthCare, Inc. ("SJHC") and Shands Jacksonville Properties, Inc. ("SJP," and each a "Member" and collectively, the "Obligated Group") are Members of an Obligated Group pursuant to that certain Master Trust Indenture, dated as of June 1, 2013, as amended and supplemented (the "Master Indenture"), among the Obligated Group, and U.S. Bank National Association, as master trustee (the "Master Trustee");

WHEREAS, the Obligated Group has previously incurred the following outstanding indebtedness secured by the Master Indenture: (i) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health - Jacksonville Project), Series 2013A issued on November 21, 2013, in the original aggregate principal amount of \$64,240,000 (the "Series 2013A Bonds"); (ii) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health - Jacksonville Project), Series 2013B issued on November 21, 2013, in the original aggregate principal amount of \$59,405,000 (the "Series 2013B Bonds"); (iii) City of Jacksonville, Florida Healthcare Facilities Revenue Bonds (UF Health Jacksonville Project), Series 2015 issued on June 29, 2015, in the original aggregate principal amount of \$20,000,000 (the "Series 2015 Bonds"); and (iv) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health Jacksonville Project), Series 2019 issued on September 20, 2019, in the original aggregate principal amount of \$20,000,000 (the "Series 2019 Bonds," and together with the Series 2013A Bonds, the Series 2013B Bonds and the Series 2015 Bonds, the "Refunded Bonds");

WHEREAS, the Series 2015 Bonds and the Series 2019 Bonds are hedged by certain interest rate swap agreements, including Master ISDAs, schedules and confirmations (collectively the "Prior Swaps");

WHEREAS, SJMC and SJHC have determined that it is in their best interests to restructure certain of the Obligated Group's outstanding indebtedness by refunding the Refunded Bonds and terminating the Prior Swaps (the "Restructuring");

WHEREAS, SJMC and SJHC have determined that it is in their best interests to finance, refinance and/or reimburse the acquisition, construction, installation, renovation

and equipping of certain capital improvements to the healthcare facilities identified in the Obligated Group's capital improvement and master facilities plans, including, without limitation, a new approximately 120-bed hospital tower on the UF Health North campus along with medical, office and other equipment and improvements at various medical and administrative locations in Duval County, Florida (collectively, the "Capital Improvements"), which Capital Improvements shall be utilized by the Obligated Group in furtherance of its educational and charitable purposes of providing medical and health related facilities and services to the community and residents of the State of Florida;

WHEREAS, SJMC and SJHC have determined that the most advantageous manner for financing the Restructuring and the Capital Improvements is through the issuance of one or more series of taxable revenue notes by the Obligated Group (the "Notes") and/or obtaining one or more tax-exempt and/or taxable loans from one or more private financial institutions and/or from a governmental conduit issuer of revenue bonds or other obligations (collectively, the "Loans");

WHEREAS, in the event an Authorized Representative (defined below) determines that it is in the best interest of the Obligated Group to finance all or a portion of the Restructuring or the Capital Improvements through tax-exempt and/or taxable Loans obtained from a governmental conduit issuer of revenue bonds or other obligations, SJMC will request such issuer to approve the sale of such tax-exempt and/or taxable bonds or other obligations and to loan the proceeds thereof to SJMC, on behalf of itself and the Obligated Group;

WHEREAS, the obligation to repay the principal, premium, if any, and interest on the Notes and/or the Loans will be evidenced by a new Obligation or Obligations issued by SJMC, on behalf of itself and the other members of the Obligated Group, under the Master Indenture (each, an "Obligation"), which will specify the terms and conditions under which the Obligated Group will make payments sufficient to pay the principal of, premium, if any, and interest on the Notes and/or the Loans and certain related expenses;

WHEREAS, the Notes and/or the Loans shall mature at such times, bear interest at such rates, and be subject to such other terms and conditions as may be provided in any applicable documents approved by an Authorized Representative;

WHEREAS, it is the desire of the Boards of Directors of SJMC and SJHC (collectively, the "Board") to (i) provide final approval for the above-described plan of finance ("Plan of Finance") with respect to: (a) the Restructuring and the financing, refinancing and reimbursement of the Capital Improvements; (b) the issuance of any Notes or incurrence of any Loans including the issuance of any tax-exempt or taxable revenue bonds by a governmental conduit issuer as a means for structuring the Plan of Finance, and (c) and the issuance of Obligations under the Master Indenture to secure the same; and (ii) delegate certain authority to the Authorized Representatives to execute and deliver any and

all instruments documents, agreements or certificates necessary or desirable to accomplish the foregoing (collectively the "Financing Documents");

WHEREAS, the Board has heretofore been presented with the particulars, including the risks and benefits of the Plan of Finance;

WHEREAS, the Board of Directors of SJP has provided its approval for SJP to participate in and undertake certain applicable parts of the Plan of Finance described herein through a Unanimous Written Consent dated as of the date hereof;

WHEREAS, SJHC is the sole member of SJMC and is the sole member of SJP, and, pursuant to the Bylaws of SJMC and the Bylaws of SJP, the incurrence of debt by SJMC and by SJP requires approval by SJHC, as sole member, and SJHC believes it is in SJMC's and SJP's best interests to undertake the Plan of Finance;

WHEREAS, pursuant to the Bylaws of SJMC and SJHC, the incurrence or approval of debt by SJHC shall require approval by the President of the University of Florida or designee (the "President's Designee") and the member or representative of the University of Florida Board of Trustees (the "Trustee") serving on the Board in their respective capacities as ex officio directors in any majority vote of the Board to approve the action; and

WHEREAS, pursuant to the University of Florida Governance Standards, the incurrence of debt requires advance notice to the President of the University of Florida, which notice was accomplished by delivery of this resolution to the President and/or the attendance of the President at the September 22, 2021 Board meeting.

NOW, THEREFORE, BE IT RESOLVED, that the Plan of Finance including the Restructuring and the financing, refinancing and reimbursement of the Capital Improvements through the issuance of Notes and/or obtaining Loans (including funding of necessary reserves, capitalized interest and costs of issuance, as the case may be), all of which are in furtherance of the educational and charitable purposes of the Obligated Group, be and hereby are authorized and approved; provided that, in no event shall the aggregate principal amount of the Notes and any Loans exceed \$350,000,000;

FURTHER RESOLVED, that any and all actions taken prior to the date hereof by management or other representatives of SJMC (including Bond Counsel) in connection with the negotiation of any related matters in connection with the Plan of Finance, be and hereby are authorized, approved and ratified in all respects;

FURTHER RESOLVED, that SJMC and SJHC's execution, delivery and performance of the Master Indenture and of a new trust indenture or agreement and other financing agreements related to the Notes and/or the Loans, and supplements of the Master

Indenture, rate locks, or other security or hedging agreement or agreements or such other documents as any Authorized Representative deems necessary or appropriate to deliver in connection with the Plan of Finance in the manner most favorable to the Obligated Group, containing such terms and in such forms as any Authorized Representative deems necessary or appropriate, be and hereby are authorized and approved;

FURTHER RESOLVED, that the selection by the Obligated Group of one or more underwriters for the Notes or any bonds, and SJMC and SJHC's execution, delivery and performance of a note or bond purchase contract (or any similar or related agreements) in connection with the issuance thereof, and the preparation of an offering statement, official statement, limited offering memorandum or other disclosure document in connection with the Plan of Finance in such forms as any Authorized Representative deems necessary or appropriate, be and hereby are authorized and approved;

FURTHER RESOLVED, that the selection by Obligated Group of one or more governmental conduit issuers or financial institutions in connection with obtaining any Loans and SJMC and SJHC's execution, delivery and performance of any related Financing Documents, including any loan agreements, bond insurance policies or other credit or liquidity facility agreements, and any other documents required in connection with obtaining one or more Loans from a governmental conduit issuer or financial institution as part of the Plan of Finance, be and hereby are authorized and approved;

FURTHER RESOLVED, that the following officers of: (i) SJMC, including, the Chair of the Board, the Chief Executive Officer, the Vice President and Chief Financial Officer, the Senior Vice President and General Counsel, the Vice President and Senior Counsel, and any other executive officer of SJMC designated by the Chair of the Board or Chief Executive Officer of SJMC for the purpose of executing any of the Financing Documents or other instruments or certificates authorized herein of SJMC and (ii) SJHC, including, the Chair of the Board, the Chief Executive Officer, the Vice President and Chief Financial Officer, the Senior Vice President and General Counsel, the Vice President and Senior Counsel, and any other executive officer of SJHC designated by the Chair of the Board or Chief Executive Officer of SJHC for the purpose of executing any of the Financing Documents or other instruments or certificates authorized herein of SJHC; are each designated as an "Authorized Representative" hereunder;

FURTHER RESOLVED, that the Authorized Representatives are, and each of them acting singly is, for and on behalf of SJMC in its sole capacity and in its capacity as Obligated Group Representative under the Master Indenture, or SJHC, as the case may be, hereby authorized to approve all remaining details of the Plan of Finance and to: (a) prepare, execute, accept, deliver and perform, as appropriate, the Financing Documents, with such changes to such Financing Documents as any of them may deem necessary or appropriate in order to carry out the intent of the foregoing resolutions; and (b) execute and deliver all certificates, agreements, consents and other documents, and perform any and all

acts, deemed by the Authorized Representatives or any of them to be required or appropriate to carry out the covenants and commitments of the Obligated Group under Financing Documents and otherwise and in connection with the Plan of Finance;

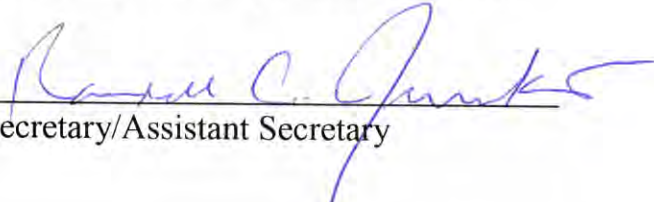
FURTHER RESOLVED, the execution of such Financing Documents by the Authorized Representatives, or any of them, shall constitute conclusive evidence of their approval of the terms and provisions thereof and of any and all changes, modifications, additions or deletions therein, and of such acts, including without limitation the filing of financing statements or any other documents to create and maintain a security interest in the properties and revenues pledged as security for the Notes and/or Loans;

FURTHER RESOLVED, that the Secretary and Assistant Secretary of SJMC and SJHC are hereby authorized to attest to and to affix the corporate seal to all such certificates, agreements, consents and other documents, and to sign any such certificates, agreements, consents or other documents, as may be required to consummate the Plan of Finance and the transactions described in the foregoing resolutions; and

BE IT FURTHER RESOLVED, that SJHC, as the sole member of SJMC and as the sole member of SJP, consents to, authorizes, approves, ratifies and confirms the Plan of Finance, the foregoing resolutions, and the Unanimous Written Consent of the Board of Directors of SJP in connection herewith.

**CERTIFICATE OF SECRETARY OF
SHANDS JACKSONVILLE HEALTHCARE, INC. AND
SHANDS JACKSONVILLE MEDICAL CENTER, INC.**

As Secretary/Assistant Secretary of Shands Jacksonville HealthCare, Inc. and Shands Jacksonville Medical Center, Inc., I hereby certify that the foregoing is a true and correct copy of resolutions of the Boards of Directors enacted on September 22, 2021.


Secretary/Assistant Secretary

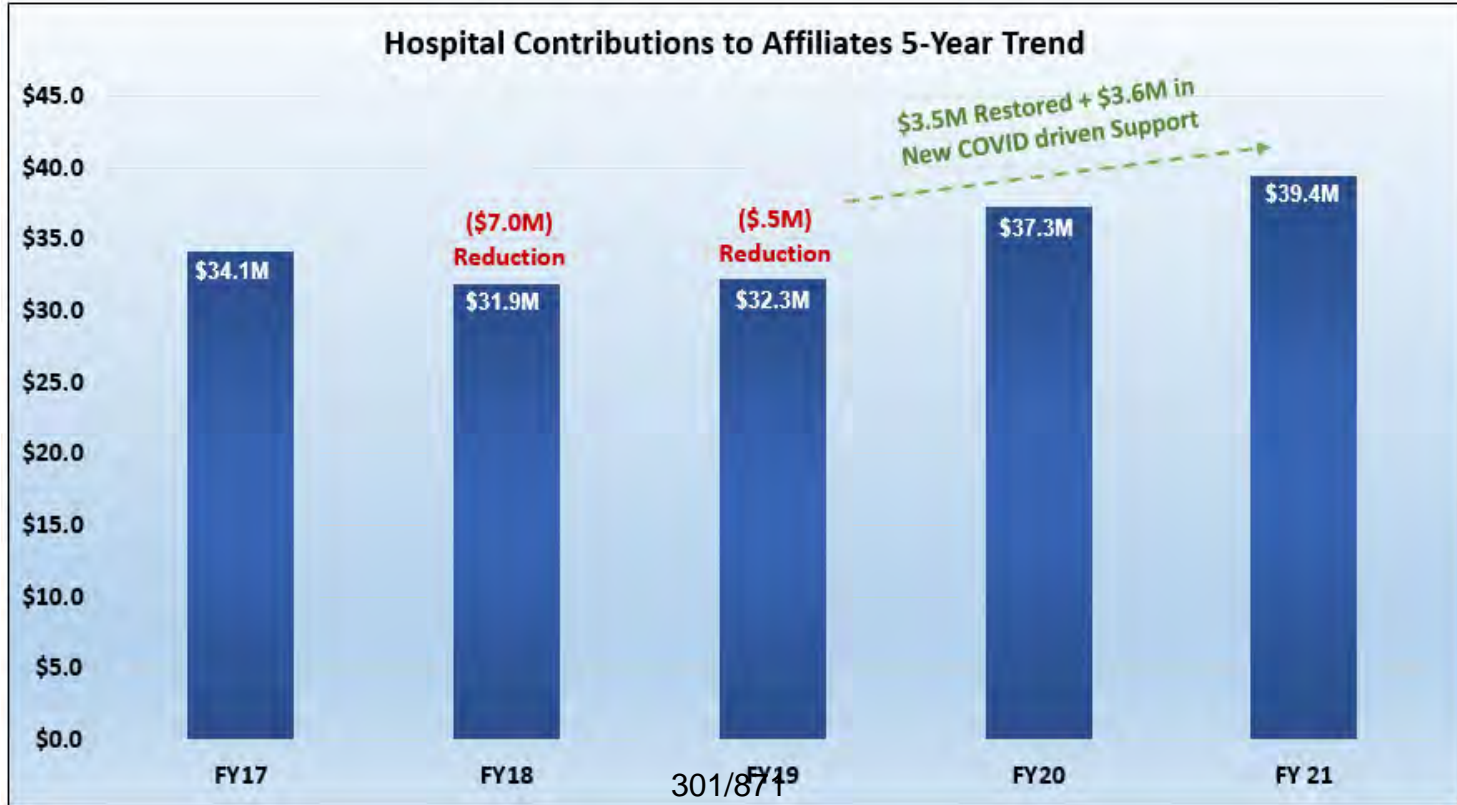
UF Health – Jacksonville



- Shands Jacksonville Medical Center (SJMC) dba UF Health-Jacksonville (UF Health Jax) operates a 695 bed academic medical center (8th St Campus) in downtown Jacksonville
- Shands Jacksonville HealthCare, Inc. (SJHC) is the corporate parent of SJMC
- SJHC is an affiliate of the University of Florida (UF)
 - President of UF has the right to appoint and remove members of SJHC’s Board
 - SJMC is one of two primary teaching hospitals supporting medical education of UF
- UF Health Jax implemented a growth strategy in 2013, which included the development of another campus (UF Health North) in the fast growing area in North Jacksonville with a MOB and outpatient services opening in February 2015 and a 92 bed hospital opening in May 2017

Transfers to University of Florida

5-Year Trend (FY 2017 – FY 2021)



Growth Strategy



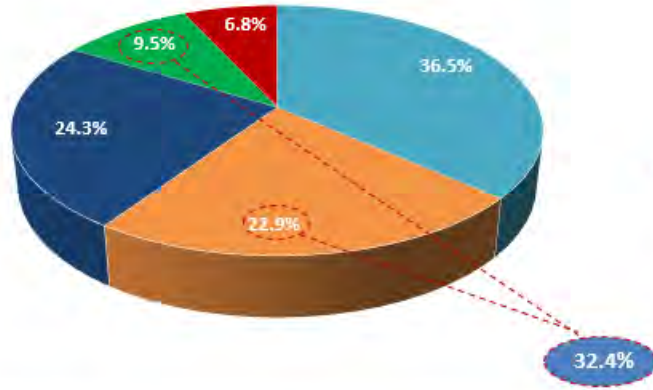
UF Health North



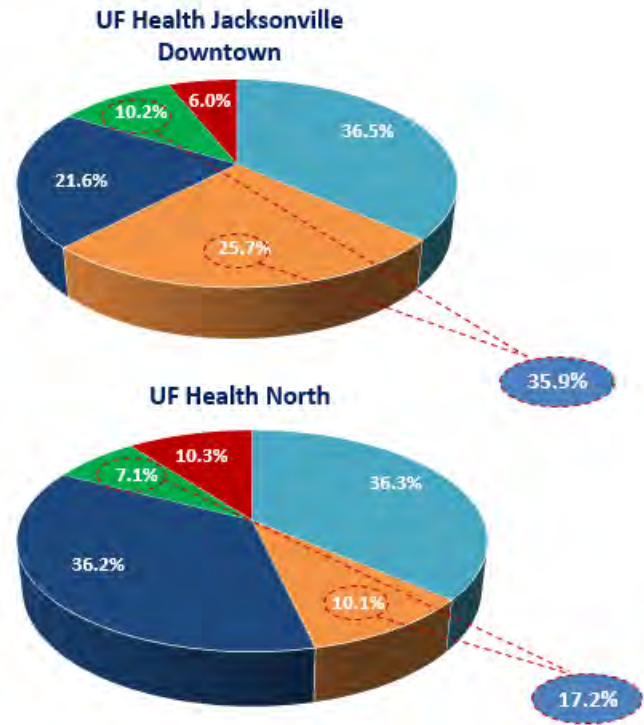
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Significant Improvement in Payor Mix with UF Health North Growth Strategy

- Medicare
- Medicaid
- Managed Care / Commercial
- Self Pay / Charity
- Tricare / VA / Workers Comp / Other



Combined Medicaid, Self Pay & Charity					
FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
42.5%	40.2%	38.6%	37.8%	34.5%	32.4%



- FY 2022 to date, combined North ICU & Med Surge bed occupancy of 96%, with an overall occupancy rate of 102%.
- Improvement in combined Charity/Medicaid/Self Pay payor mix from 42.5% (FY 2016) to 32.4% in FY 2021.
- FY 2021 EBITDA Margin of 16.4%



UF Health North – Phase III Second Bed Tower



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- Continue to capitalize on our “first to market” strategy
- Increase market position while capturing organic growth in inpatient admissions associated with our ED/Urgent Care strategy
- Competitive development in the North:
 - Baptist Health – Plans to build a 50,000 square foot medical office building
 - HCA Healthcare – (Memorial Hospital) purchased 55.28 acres
 - St. Vincent’s (Ascension) – purchased +/- 2.34 useable acres in 2017
- Continue to own and operate our flagship North bed tower footprint
- Continue to improve system payor mix

UF Health North
120 Bed Addition

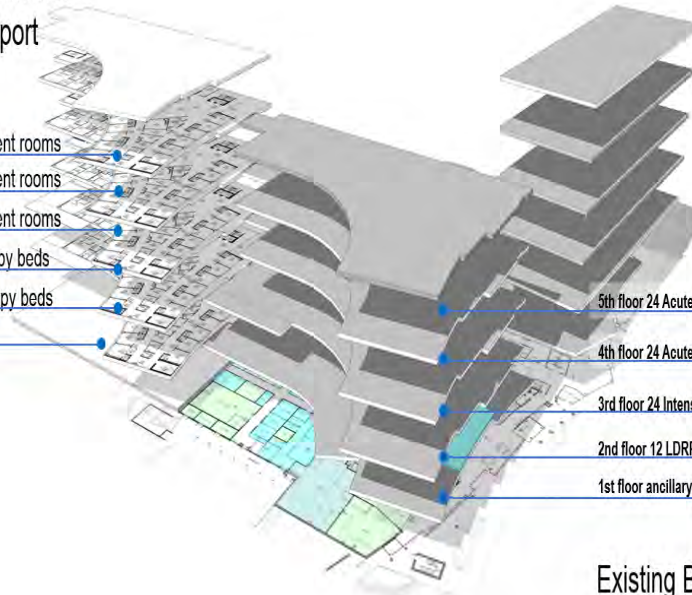


UF Health North Phase II

2nd Bed Tower Scope

Proposed Bed Pavilion 120
beds + ancillary support

- 6th floor 24 Acuity Adaptable patient rooms
- 5th floor 24 Acuity Adaptable patient rooms
- 4th floor 24 Acuity Adaptable patient rooms
- 3rd floor 24 Acute Physical Therapy beds
- 2nd floor 24 Acute Physical Therapy beds
- 1st floor ancillary services



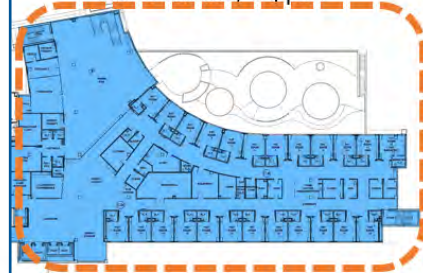
Existing Bed Pavilion

Stacking Diagram

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New Bed Pavilion

5 floors of 24 beds
1 floor ancillary support



New Bed Pavilion

Ancillary service expansion in base



- Sterile Processing Dept
- Environmental Services Expansion
- Plant and Operations Relocation
- Materials Management Expansion
- Employee Fitness relocation

UF Health North Phase II

Timeline

UF HEALTH NORTH PHASE III PROJECT TIMELINE

UPDATED TIMELINE	CY 2021				CY 2022				CY 2023				CY 2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DESIGN AND PERMITTING			RFP/AWARD	NEW TOWER												
				RENOVATIONS												
CONSTRUCTION			RFP/AWARD	NEW TOWER PRECON	NEW TOWER CONSTRUCTION						FFE	PATIENTS				
				RENO PRECON	RENO CONSTRUCTION						FFE	OCCUPY				

Completed To Date
10-01-21

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UF Health North Phase III

Project Cost (in Thousands)

New Phase III Bed Tower (Floors 1-6)		\$ 109,786
Renovation/Expansion of Existing Facility:		
Phase I MOB	\$ 4,400	
PHASE II Bed Tower	7,080	
Central Energy Plant	12,010	
Parking	4,800	
Landscaping	<u>325</u>	\$ 28,615
Escalation Buffer		\$ 10,000
Contingency		8,000
Design		7,485
Permits/Inspections		998
FF&E		<u>35,116</u>
GRAND TOTAL		<u><u>\$ 200,000</u></u>

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Incremental EBITDA & Inpatient Med Surge/ICU/Rehab (120 Bed) Occupancy Trend



North Phase III will:

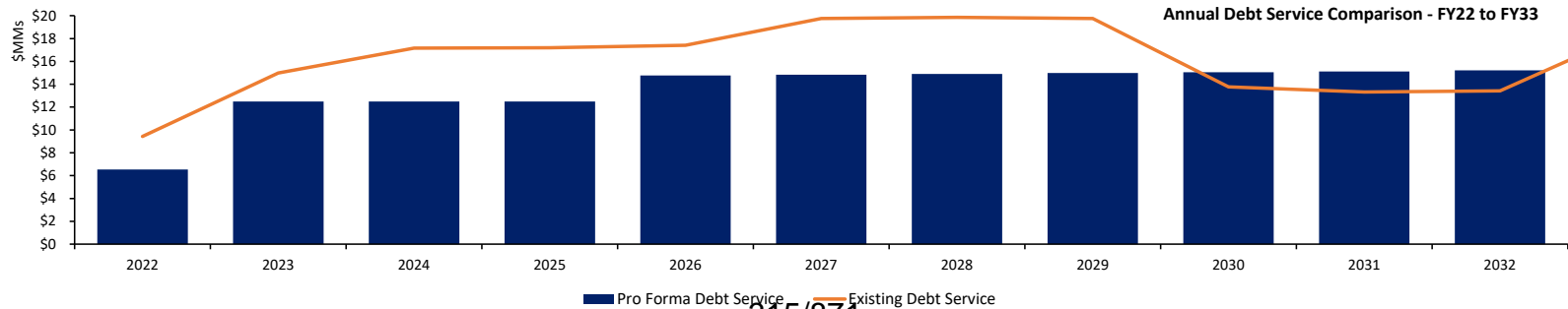
- Increase our Northside inpatient capacity by 130%
- Proactively address increasing competition
- Increase our current North inpatient volume by 64% in FY 2028
- Add \$79M in cumulative incremental EBITDARM through FY 2028

- We plan to issue long-term bonds sufficient to fund the North Tower Project and refinance a portion of our existing debt for interest and cash flow savings:
 - Series 2021A* – approximately \$220 million of tax-exempt fixed rate bonds with a 30 year maturity at an estimated average all-in cost of 3.41%
 - Series 2021B* – approximately \$85 million of taxable variable rate bonds with a 30 year maturity at an estimated initial all-in cost of approximately 0.85%
- 3rd party Credit analysts have a favorable view of our project and financing plan:
 - Moody’s and Fitch, have privately affirmed our investment grade ratings with a stable outlook (inclusive of debt issued to fund the North Tower Project)
 - We have received a preliminary indication of interest for bond credit enhancement from Assured Guaranty, a “AA” rated bond insurer, which could lower our debt service by an estimated \$10 million based on current market conditions

*Amounts and interest rates subject to change based on market conditions at the time of pricing

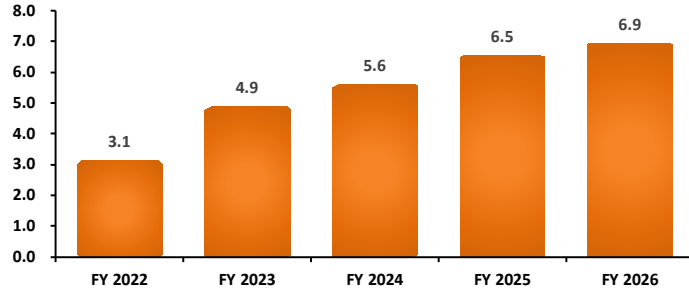
Series 2021 Financing Sources and Uses and Debt Service

	Series 2021A	Series 2021B
	Tax-exempt Fixed Rate	Taxable Variable Rate
Par Amount	\$221,790,000	\$85,555,000
Bond Premium	31,605,767	-
DSRF Release	0	6,424,000
Net Financing Proceeds	\$253,395,767	\$91,979,000
Repayment of Prior Debt	\$59,808,840	\$62,992,129
Swap Termination and COI	3,263,191	987,974
Deposit to Project Fund for North Tower Project	\$190,323,735.12	\$27,998,897.11
Delivery Date	01/27/2022	01/27/2022
All-In TIC	3.410%	1.060%
Average Life	23.92	19.47

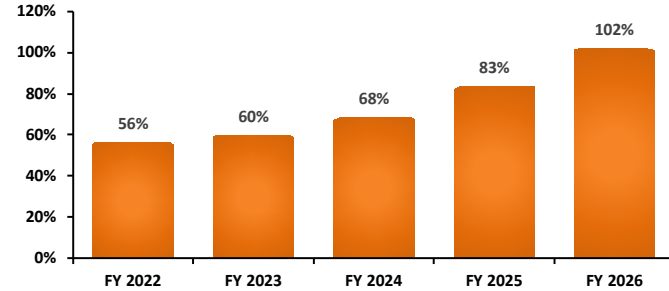


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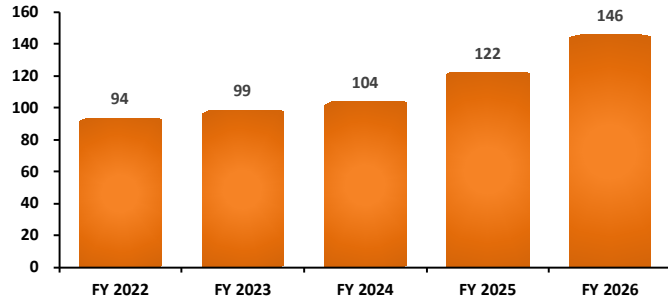
MADS Coverage



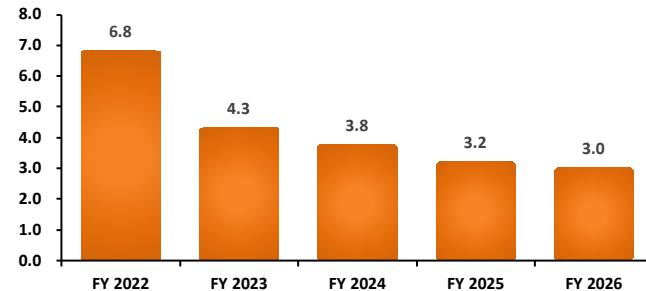
Cash to Debt



Days Cash on Hand



Debt to Cash Flows



Series 2021 Financing Key Terms

\$221,790,000*

Health Care Facilities Revenue Bonds
Series 2021A
Florida Development Finance Corp

\$85,555,000*

Health Care Facilities Taxable Revenue Bonds
Series 2021B
Florida Development Finance Corp

Structure*:	<ul style="list-style-type: none"> Series 2021A - \$221,790,000 Tax Exempt Fixed Rate Series 2021B - \$85,555,000 Taxable Fixed Rate Final maturity 2052; Interest only through 2032
Principal Payment Dates:	<ul style="list-style-type: none"> August 15
Interest Payment Dates:	<ul style="list-style-type: none"> February 15 and August 15, commencing August 15, 2022
Security:	<ul style="list-style-type: none"> Unrestricted Receivables Mortgage
Covenants:	<ul style="list-style-type: none"> Eliminating bank covenants including DSC, DCOH and Debt to Cap MTI Covenants = 1.1x MADS Coverage (<1x for two consecutive years = EOD) & [25] DCOH Covenant holiday = debt allocable to Phase III & MOB excluded from covenant calcs until in service
Use of Proceeds:	<ul style="list-style-type: none"> \$200 million for Phase III, MOB, and capitalized interest through in service date Refinance approximately \$116.4 million of outstanding debt Pay costs of issuance
Ratings:	<ul style="list-style-type: none"> Moody's – Baa3 Fitch – BBB-
Key Dates:	<ul style="list-style-type: none"> Print & Mail POS – no later than 1/3/2022 Live Investor Roadshow – 1/6 & 1x1 Investor Calls – 1/7, 1/10 Pricing – 1/11 Closing – 1/27

*Preliminary; subject to change

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Series 2021 Financing Outstanding & Pro Forma Debt

Bond Series	Principal Amount (\$000)	Mode	Provider	Avg Coupon	Final Maturity
Series 2015	\$85,000,000	TRS Variable	BANA	2.500%	2/1/2037
Series 2015, UF Health Project	7,809,348	Synthetic Fixed	Compass	2.735%	7/1/2025
Series 2013A	56,700,000	Fixed Rate	Public	5.809%	2/1/2033
Series 2013B	36,285,000	R-FLOATs	Public	2.500%	2/1/2029
2011 Shands Note Payable	11,483,757	Promissory Note	Shands	4.500%	10/1/2033
Series 2019 Bank Direct Placement	\$15,630,257	Synthetic Fixed	Compass	2.610%	9/4/2029
\$212,908,362					

Existing Debt Outstanding		Bonds Refunded		Pro-Forma Debt Outstanding	
Bond Series	Principal Amount (\$000)	Bond Series	Principal Amount (\$000)	Bond Series	Principal Amount (\$000)
Series 2015	\$85,000,000	Series 2015	-	Series 2015	\$85,000,000
Series 2015, UF Health Project	7,809,348	Series 2015, UF Health Project	7,809,348	Series 2015, UF Health Project	-
Series 2013A	56,700,000	Series 2013A	56,700,000	Series 2013A	-
Series 2013B	36,285,000	Series 2013B	36,285,000	Series 2013B	-
2011 Shands Note Payable	11,483,757	2011 Shands Note Payable	-	2011 Shands Note Payable	11,483,757
Series 2019 Bank DP	15,630,257	Series 2019 Bank DP	\$15,630,257	Series 2019 Bank DP	-
Series 2022A (Tax-Exempt)	-	Series 2022A (Tax-Exempt)	-	Series 2022A (Tax-Exempt)	221,785,000
Series 2022B (Taxable)	-	Series 2022B (Taxable)	-	Series 2022B (Taxable)	85,340,000
\$212,908,362		\$116,424,605		\$403,608,757	



**COMMITTEE ON FINANCE, STRATEGIC
PLANNING AND PERFORMANCE METRICS
ACTION ITEM FSPPM2
December 2, 2021**

SUBJECT: Expansion of Off-Campus Graduate Housing Program

BACKGROUND INFORMATION

Pursuant to an existing Student Housing Agreement between The University of Florida Board of Trustees and Provident Group – Continuum Properties L.L.C. (“Provident”) dated August 9, 2010 (“Agreement”), Provident owns and manages a residential facility known as the Continuum development situated between UF campus and downtown. The Continuum serves UF graduate students, faculty, and staff as a designated “University-affiliated housing option,” and UF Housing and Residence Life is responsible for certain programming and staffing functions at the facility for the benefit of UF students.

In an effort to alleviate the shortage of UF graduate housing, UF and Provident propose to expand the Agreement via an amendment to include an additional existing off-campus housing facility, which is yet to be determined but will be subject to UF’s approval (although two likely candidates have been identified and are being vetted). The arrangement at the Continuum will also apply to this additional facility – Provident will own and manage the facility for the benefit of UF graduate students, with UF involved in student programming, engagement, and support. Initial rental rates for the additional facility will be agreed upon after the facility is finally identified, but in any event such rates (and also those for the Continuum) will be set at, and remain, below-market for comparable off-campus housing; in the general realm of rates for UF on-campus graduate housing options; and subject to a cap on annual increases (unless attributable to uncontrollable costs).

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve, for recommendation to the Board of Trustees for approval on the Consent Agenda, an expansion of the current arrangement with Provident under the Student Housing Agreement to an additional UF-approved off-campus facility to support graduate student housing in the manner described herein.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Capstone Summary of Acquisition – Renovation Plan for Replacement

Submitted by: Christopher Cowen, Senior Vice President and Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 3, 2021.

Mori Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

Memorandum

To: Chris Cowen, SVP and CFO, University of Florida
From: Jeff Jones, Capstone, for the Provident, BoA and Harrison Street
Date: November 2, 2021
Subj: Update on Grad Family Replacement Housing Plan and Schedule

Provident Resources Group (“Provident”), in concert with the Capstone Companies (“Capstone”), has been the graduate housing provider for University of Florida (“UF”) since our non-profit and private organizations, respectively, collaborated on the acquisition of land and development of The Continuum in 2010, which has since been owned and operated by Provident, and managed by Capstone as an officially UF-affiliated UF graduate housing community. Building on this graduate housing relationship, in the fall of 2020, Provident and Capstone, with the encouragement and support of UF, undertook an extensive evaluation of apartment communities proximate to UF which could be schedule-and-cost-effectively acquired, renovated and rebranded as replacement UF graduate family housing (“GFH”).

Our shared goal with UF was to (1) identify and acquire an existing community to replace the roughly 348 apartment units UF will lose when it has to retire Maguire and University Villages by the summer of 2023, and (2) develop a well-thought-out and approvable acquisition, financing, renovation and operational plan for the new GFH community. Based upon input from UF (Financial Affairs, Student Affairs and Housing), Provident and Capstone prioritized zones around the campus suitable for the replacement GFH community, using the following criteria:

- Walking or biking distance to the campus
- Convenient access to public transportation
- Proximity to grocery and other convenience retail
- Affording safe pedestrian or bicycle access to the campus
- Ideally, located in a well-regarded local school district
- Located in a safe and relatively quiet location, suitable for grad students and families

After extensive due diligence, Provident, Capstone and UF gravitated to Varsity House Apartments (“VH”) and West 20 Apartments (“W20”), as preferred acquisition properties. These communities met the above criteria, and were owned by either (1) a strategic financial partner of Capstone (VH is owned by a fund managed by Harrison Street Capital (“HSC")), or (2) a known, willing seller (Capstone has purchased similar properties from the W20 owner in other university markets).

Varsity House. Provident and Capstone reached an understanding and agreement with HSC to acquire VH, and is ready to move forward with this purchase, subject to finalization of substantially-negotiated terms, approval of the HSC Fund in which VH is owned, and confirmation that VH could be purchased -- and held for a roughly two-year period (as required), in a REIT structure -- by Provident Continuum Properties, LLC, the SPE which owns and operates The Continuum. All of these contingencies or conditions are expected to be met, clearing the way for the contemplated VH acquisition in the spring of 2022. Importantly, Provident has confirmed that the VH acquisition and renovation can be (a) financed with tax-exempt senior and subordinate bonds (non-recourse to UF), and (b) affiliated with and operated as UF GFH, thereby qualifying VH for immunity from property taxes (in the same manner in

which The Continuum is qualified, based on UF's "equitable ownership" of the community (as confirmed by the Florida Supreme Court).

West 20. In case the acquisition of VH does not come to fruition, or is ultimately determined not to be the best choice of our two 'finalist' acquisition communities, Provident and Capstone have made an offer to enter into an LOI to purchase West 20, a slightly larger community located near VH and also deemed by the UF Housing team to be suitable for renovation and conversion to UF GFH. As with VH, we have confirmed that W20 can be (a) acquired, renovated and financed by Provident using tax-exempt senior and subordinate bond financing (non-recourse to UF), and (b) affiliated with and operated as UF GFH, thereby qualifying VH for immunity from property taxes (in the same manner in which The Continuum is qualified, as noted above).

Financing. Provident and Capstone are carrying the cost of acquisition and renovation of each of these communities -- VH and W20 -- in our distinct pro forma financial models for this graduate housing initiative. Each pro forma reflects economic viability and finance-ability for the Provident-owned portfolio of graduate housing communities comprised of The Continuum and either VH or W20 ("GHC's").

In the case of the acquisition and renovation of either combination of these GHC's, Provident and Capstone have commitments from Bank of America – Merrill Lynch ("BAML"), (senior lender), and HSC and Capstone (subordinate lenders), to provide tax-exempt senior and subordinate financing for 100% of the cost of acquisition and renovation of the selected replacement property, combined and simultaneous with the tax-exempt senior and subordinate re-financing of The Continuum. The long-term financing of these communities, combined with Capstone's long-term approach to asset management, will be financially advantageous and stabilizing for these GHC's, enhancing the availability and affordability of housing for UF graduate students and families for decades to come.

Operations, Maintenance and Asset Management. Provident will engage Capstone to market and lease these communities with the support and assistance of UF as set forth in the existing, 2010 Student Housing [Affiliation] Agreement, which is being updated and amended to add the replacement GHC, and to further set forth the cooperation of the parties in the operation of the GHC's. Provident and Capstone will be required to manage and maintain the GHC's to a UF-acceptable standard, with a disciplined approach to annual and preventative maintenance and capital renewal. The long-term maintenance responsibilities will be described in a detailed Asset Management Plan to be implemented by Capstone's management team using GHC-funded reserves (\$250 per bed from each community will be transferred annually into a 'segregated and dedicated' Reserve and Replacement Account).

Rental Rates. *Because rental rate affordability has been and will remain a paramount goal of this initiative,* Provident, Capstone and UF have collaborated intently and agreed upon (1) a below-market rental rate schedule for the initial year of operation of these GHC's, and (2) reasonable limitations on annual increases in rental rates thereafter. UF will be afforded the opportunity to have representation on a GHC Operations Advisory Committee, through which it can provide input on the annual adjustment of rental rates, helping to assure that (1) the affordability of the GHC's is maintained to the greatest extent possible, and (2) annual operating and long-term capital expense budgets are sufficient to allow the communities to be well-maintained and to achieve a high-degree of life-cycle efficiency and productivity.

Provident and Capstone are making every effort to bring this acquisition of the replacement GFH community to fruition as soon as possible, and believe it is prudent to continue working on a parallel track on the acquisition of either VH or W20. This will help assure that Provident and Capstone can complete the acquisition by spring/summer 2022, and the renovation work by summer 2023, in time for the University to retire Maguire and University Villages. We have positioned Provident as a qualified, proven and certain purchaser, ready and able with its underwriting and lending partners BAML, HSC and Capstone, to close a transaction with the owner/seller of one of these two 'finalist communities,' VH or W20, on the most competitive and advantageous terms possible. Our plan is to have one of these communities under LOI by December 1, 2021, with a commitment to close the acquisition financing in the spring of 2022 -- subject to standard due diligence and property inspection, and confirmation of key financial considerations.

This approach, and this timeframe, will allow Provident, Capstone, and our well-qualified and experienced renovation partner, Capstone Real Estate Investments, to undertake and complete the further acquisition/renovation steps within the schedule timeframes listed below. This will allow time for the renovated GFH replacement community to open in August 2023, concurrent with the closure of Maguire and University Villages.

Milestone Schedule Timeframes

- Nov-Dec 2021 Provident places VH and/or W20 under LOI
- Nov-Dec 2021 Secure BoT approval of Acquisition-Renovation Plan
- Jan-Feb 2022 Complete Due Diligence and execute Sale and Purchase Agreement on selected property
- Jan-Mar 2022 Design and plan the renovation scope, secure required permits and approvals
- Mar-May 2022 Close on financing of VH or W20 and concurrent refinancing of The Continuum
- Feb-Mar 2022 Launch UF GFH Re-Branding and begin pre-leasing of The Continuum, VH or W20
- May-June 2022 Complete pre-renovation planning and relocation of tenants as necessary/appropriate
- May-June 2022 Prepare for commencement of renovation work as apartment units become available
- Jun 22-Aug 23 Undertake and Complete renovation work
- Aug 2023 Open VH or W20 as UF's newly rebranded replacement GFH community

**REPORT OF THE CHIEF FINANCIAL OFFICER
COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS
UNIVERSITY of FLORIDA BOARD OF TRUSTEES
TUESDAY, NOVEMBER 16th, 2021 (PRE-MEETING)**

INTRODUCTION

At this meeting, we will review three action items:

- Shands Jacksonville Bond issue
- Graduate Student Housing proposal
- University of Florida Foundation Endowment payout policy (action item in Governance)

In addition, we have several items to cover at the pre-meeting and full Board meeting in December.

- Quarterly Financial Statements (in a revised format)
- Budget process and DSOs / Affiliates follow up from September meeting
- Special Projects Updates, including Central Energy Plant and Scripps Research
- Housing Fee Annual Update
- CFO Priorities Update After Year One
- Faculty Hiring Update (Jodi Gentry)
- UFICO Updates (Bill Reeser)
 - Regular Quarterly Update
 - Endowment Payout Policy Review
 - Socially Responsible Investing



As you can see, there is a full agenda and therefore we also have scheduled one on one calls to review the agenda items with many Committee members. If there are further questions or comments, please let my office know. As you can see from the photo of Stanley above, we are enjoying the return of autumn here in Gainesville as well.

FSPPM ACTION ITEMS

1. FSPPM 1 – SHANDS JACKSONVILLE BOND ISSUE

In the attachment, we have included information related to a plan by Shands Jacksonville to construct a second bed tower at the North campus, and to refinance certain outstanding debt. Included in this package is additional background information about the UF Health Jacksonville strategy, performance, and facilities, as well as information pertaining to the proposed bond issuance, which has been approved

by the Shands Jacksonville Healthcare, Inc. and the Shands Jacksonville Medical Center Inc. Board of Directors.

The total project cost is estimated at ~\$200 million, including the phase III bed tower, plus related expenditures on infrastructure, equipment, etc. and the refinancing of certain outstanding debt for a total authorized issuance not to exceed \$350 million, per resolution. The credit rating analysts at Fitch and Moody's have affirmed the investment grade credit ratings for the bonds, with stable outlooks. This is a significant positive accomplishment, as the transaction represents a considerable increase in total debt outstanding, but offsetting that was a very positive view of the strategy, pro-active positioning in Jacksonville, alignment with Gainesville and the University, and the strength of management.

It is anticipated that there will be two series of bonds—a 30-year fixed rate tax-exempt series of ~\$222 million plus premium, and a floating rate taxable series of approximately \$86 million. Both series of bonds are currently expected to price during the week of January 10th, 2022.

I want to especially recognize the efforts of Dean Cocchi, Shands Jacksonville CFO, in achieving these results.

2. FSPPM 2 – GRADUATE STUDENT HOUSING

As discussed at prior meetings, the University has continued to make progress on finalizing a revised Amendment to the existing Student Housing Agreement between the University and Provident to provide replacement graduate housing, as facilities at Maguire and University Village South (approximately 348 beds) are demolished after the Spring 2023 term. We are close to finalizing the agreement, which will allow for a limited number of graduate residences to be available in Fall 2022 and the remainder in Fall 2023.

This initiative allows us to fulfill our goal of providing a variety of graduate housing options, including family housing, to a diverse graduate student body, through a system that includes some remaining on-campus units, the replacement housing, and additional housing at the Continuum and Tanglewood. We will continue to explore opportunities to improve graduate housing options in the future based on input from this effort.

It appears the existing off-campus undergraduate housing facility known as Varsity House, located just west of existing family housing will be the site of the replacement housing, although one other property remains under consideration. Working with Provident/Capstone, we can provide an affordable option, close to campus, safe and with university support services desired by students to enrich the UF experience. We also are working closely to help Capstone acquire a tenant for the ground floor retail space that was required at the Continuum, which will improve the vibrancy of the Innovation District to the east of campus.

Using two bedroom / two bath units as an example of our focus on affordability, the current monthly rental rate at Varsity House is \$1,358. Under the proposed structure, we estimate the new rate for renovated housing will be \$975, a reduction of over 28 percent. Additionally, rents at the Continuum will decline by approximately 10 percent, from \$1,768 per month to \$1,590. The remaining on campus facilities at Corry and Diamond will remain the most affordable options at \$566-779 month (fall 2021).

It is important to note that this approach does not involve any commitment of University funding or guarantee of beds, and that Provident will be responsible for operating and maintaining the facilities. At the end of the term, the facilities revert to the University. Capstone expects to issue tax-exempt bonds in spring 2022 to refinance the Continuum, acquire Varsity House and fund necessary renovations. Additionally, equity will be provided by the current owner of Varsity House (Harrison Street). (Note that if for some reason, Varsity House does not close, there is a second property identified, but we are moving quickly since rental contracts for Fall 2022 begin shortly)

I would like to thank Colt Little, Trevor Schneider, Dean Nicole Stedman, Vice President D'Andra Mull and Tina Horvath who have been great partners with my office, especially Alan West to move this important project forward.

Additional information is included as an attachment.

DISCUSSION ITEMS

1. QUARTERLY FINANCIAL STATEMENTS

As a change in presentation from last year, the discussion of financial results for the quarter is presented as an attachment. It includes the same narrative of financial results and any significant changes and based on feedback from the September meeting it now also includes all the University direct support organizations. Thanks to our controller's office and Olga Weider for helping to assemble this information, and please let us know if there are any comments. The main takeaway is that the University remains in strong financial condition, with budget to actuals favorable across the enterprise.

Please see additional information in the attachment.

2. BUDGET PROCESS AND DSO UPDATE

We continue to work with Huron to adjust our budget process for FY23, and the work has involved the engagement of numerous stakeholders from administration, deans, colleges and support units. We are increasing transparency and working to have a model that better aligns with allocating resources to our priorities. Our slogan for the effort is: *Developing a financially and strategically balanced budget aligned with the University of Florida's values.*

A brief update on progress is included in an attachment from Huron.

Following the September meeting, we informed all DSOs and affiliates that the budgets were approved by the University Board of Trustees. As we move to have increased oversight over DSOs and affiliates, we are working closely with Crowe on the state review, and we have reviewed DSO Board membership. The Senior Vice President and CFO has been and will remain the designate on the majority of the large affiliates and DSOs. The IFAS Vice President or their designate will be the representative on the agricultural boards, the VP Business Affairs will be on the smaller practice plans, and a representative of the CFO's office will be on the other DSO boards. Quarterly, the representatives will meet to discuss any issues or concerns with the CFO. Annually, there will be a DSO "summit" where information will be shared by the DSOs with the CFO's office—we are currently working on the structure for this and expect it to occur each spring.

3. SPECIAL PROJECTS

Central Energy Plant

We continue to make substantial progress on the necessary Central Energy Plant project, which has involved (and continues to involve) significant time and involvement from many individuals at UF. We are having several weekly calls with our consultants from Goldman Sachs, Jacobs Engineering and Ballard Spahr, and have begun working to incorporate sustainability goals more visibly.

We are scheduled to receive responses to our first phase ITN the week of November 8th, and have a meeting of the selection committee scheduled for December 9th. There is an update meeting with the FCI Subcommittee on December 15th to review the status of the project. A short list of respondents and distribution of the phase II ITN is scheduled for January 2022, along with an update to the Board of Governors at their January meeting in Tallahassee. The internal Central Energy Plant team has had background meetings with a number of trustees, and we are available for any other requested discussions.

Scripps Research

As you are aware, we are moving ahead with a scheduled vote on the acquisition of the Scripps Florida campus in Jupiter. Part of the review of that acquisition has been the financial analysis, which includes limiting the potential financial exposure of the University. Since the update in September, working with Amy Hass, Dave Nelson and our attorneys at Foley Lardner, we have continued to perform due diligence on the acquisition and negotiate the agreement. A notable component of that was to limit the financial exposure of the University to not greater than the value received for liabilities, and also to have a better understanding of what those exposures might be.

We have achieved this objective, and after the acquisition will be working to facilitate the financial integration of Scripps. This includes maximizing the indirect cost recovery, quickly transitioning services to UF to avoid additional transition costs, and maintaining and increasing faculty awards. The reserves that will be transferred to help support operations has declined from \$108 million in September to approximately \$103 million currently, and while significant we will need to focus on the integration to ensure that the campus can be financially stable in the intermediate term.

4. HOUSING FEE UPDATE

When the Board approved student housing rate increases of up to 4.5% for five years at the December 2020 meeting, the Board required that the Finance Committee receive market housing information annually. No additional action by this committee is needed for the fee increase for next year to go into effect. Attached is a report from Housing demonstrating that off-campus rates continue to increase ~3% per year, which is competitive to UF and higher in dollar terms. Average UF on-campus rates are 42% less than the market average for off-campus properties.

5. CFO PRIORITIES YEAR 1 UPDATE

Last year, this office set forth a “top 10” list of strategic priorities for my first year (It actually was 11 goals since this office is made up of a number of over-achievers). I am including a presentation that provides an update on the progress we have made toward each of these goals and initiatives. Please see attachment.

6. FACULTY HIRING UPDATE

Attached is the regular quarterly faculty hiring update from VP Human Resources Jodi Gentry.

7. UFICO UPDATE

We have a significant update from UFICO at this meeting, which is envisioned to take up the majority of the discussion. Bill Reeser will discuss the rationale for adjusting the University endowment payout policy. While the action item will be taken up in Governance, the Finance Committee will assume the responsibility for reviewing the revised policy, which will be recommended in the spring to the University and University of Florida Foundation Boards. Over the upcoming months, UF, UFF and UFICO will work to present a proposal to each governing board and begin working toward implementation so that the new policy can be effective next fiscal year.

In addition to reviewing the first quarter financial returns, we also will discuss issues related to sustainability, socially responsible investing, and inclusion of underrepresented firms. We also will update on the effects of the transition to the new investment approach for University operating funds, and over the next few months we will be working toward an approach for the utilization of certain operating funds, which will be discussed at a future meeting.

UNIVERSITY
OF
FLORIDA

ENTRANCE
INFORMATION

**UF ENTERPRISE
FINANCIAL REPORT
Q1 FY2022**



QUARTERLY FINANCIALS

Financial Statements are presented under the “One UF” model, representing University of Florida Enterprise, including the University of Florida, its Direct Support Organizations and Affiliates. This presentation provides a comprehensive financial profile, which facilitates governance and strategic management.

The information presented on the following pages has three objectives:

- Enhance transparency by utilizing the university's Enterprise Resource Planning (ERP) system to facilitate decision-making and governance
- Be repeatable and readily calculated with generally accepted standards and based on established higher education financial indicators
- Provides ability to compare and benchmark results with industry standards to provide information on institutional health and/or the performance of peer institutions

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Q1 at a Glance

UF Contracts
& Grants



+12%
+\$22M*



Enterprise
Revenues



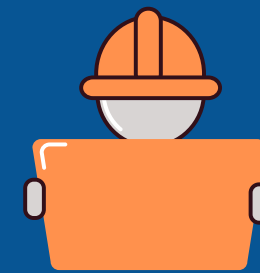
+12%
+\$244M*

Advancement



\$25M pledge for the
UF Health
Fixel Institute

J.W. Heavener
Football
Training Center



\$85M project -
UAA

Over 60K



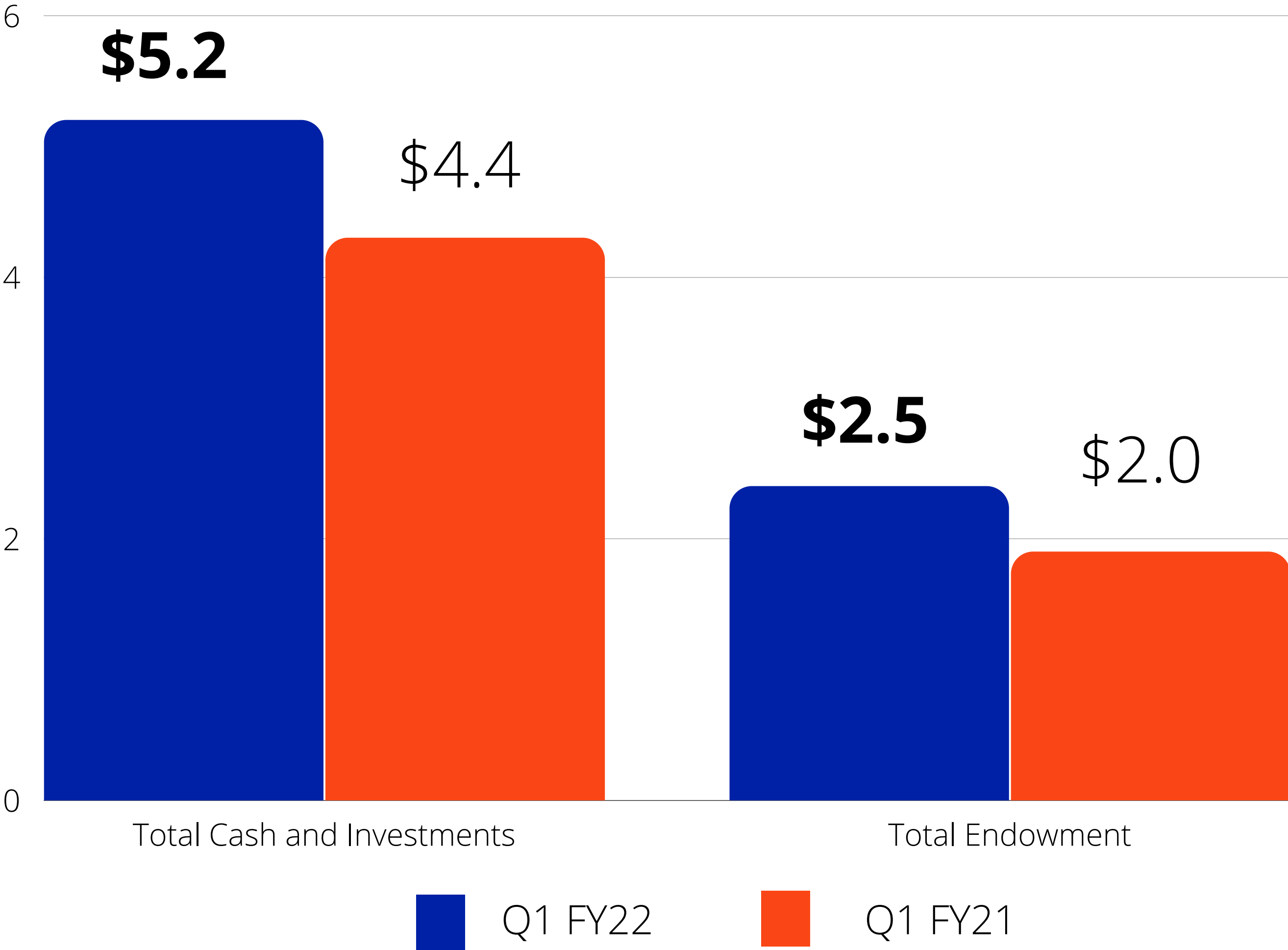
Student
Enrollment

*Compared to Q1 of FY21

332/871

UF Enterprise - Cash & Investments

- Favorable market conditions generated large gains on investments across the Enterprise.
- The same favorable conditions helped boost the Endowment by more than 25% over the past year.



*Amounts expressed in billions

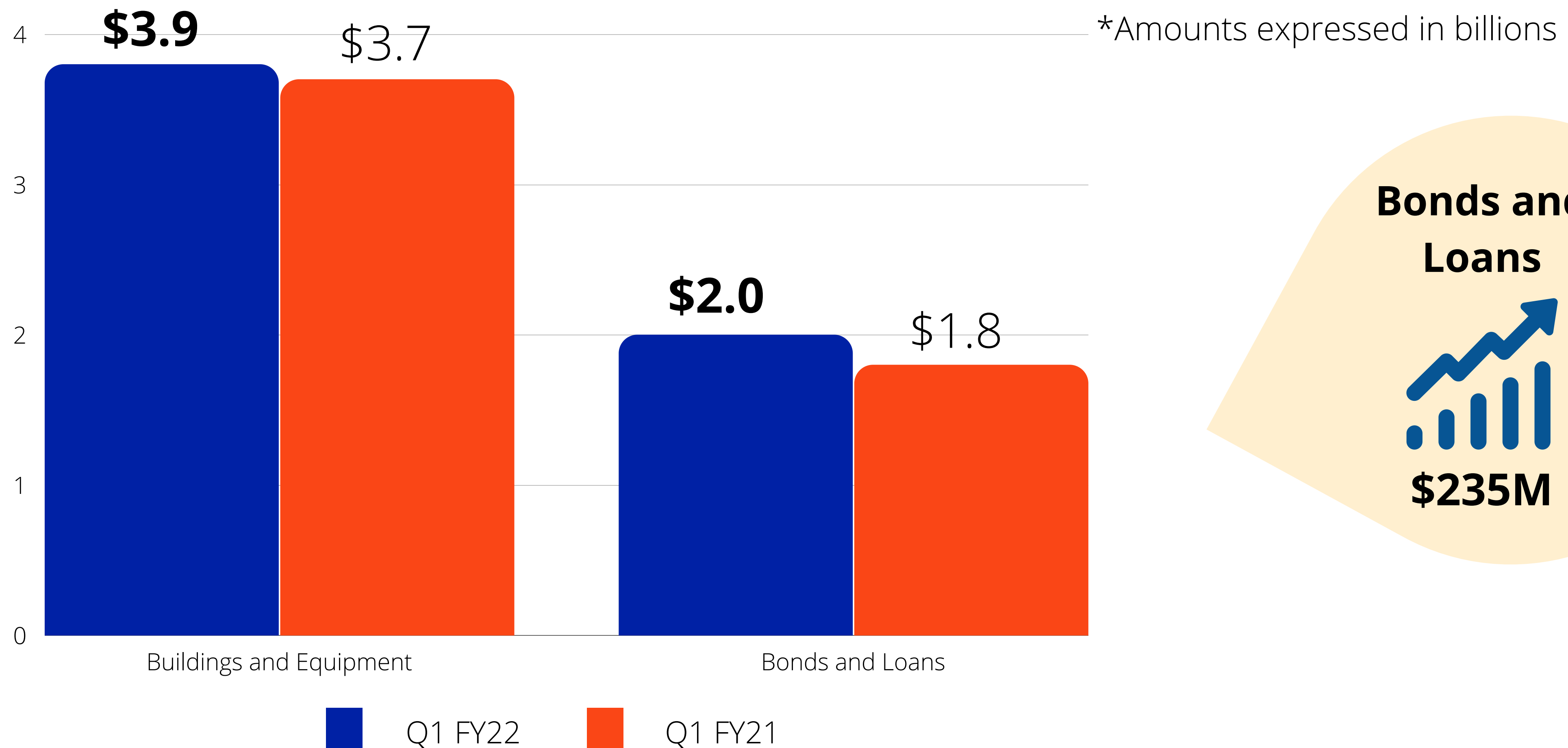
\$1.2B increase from FY21
for cash and investments and endowment

A small bar chart with four green bars of increasing height, with an upward-pointing arrow above it, indicating growth.

UF Enterprise - Capital Assets & Debt

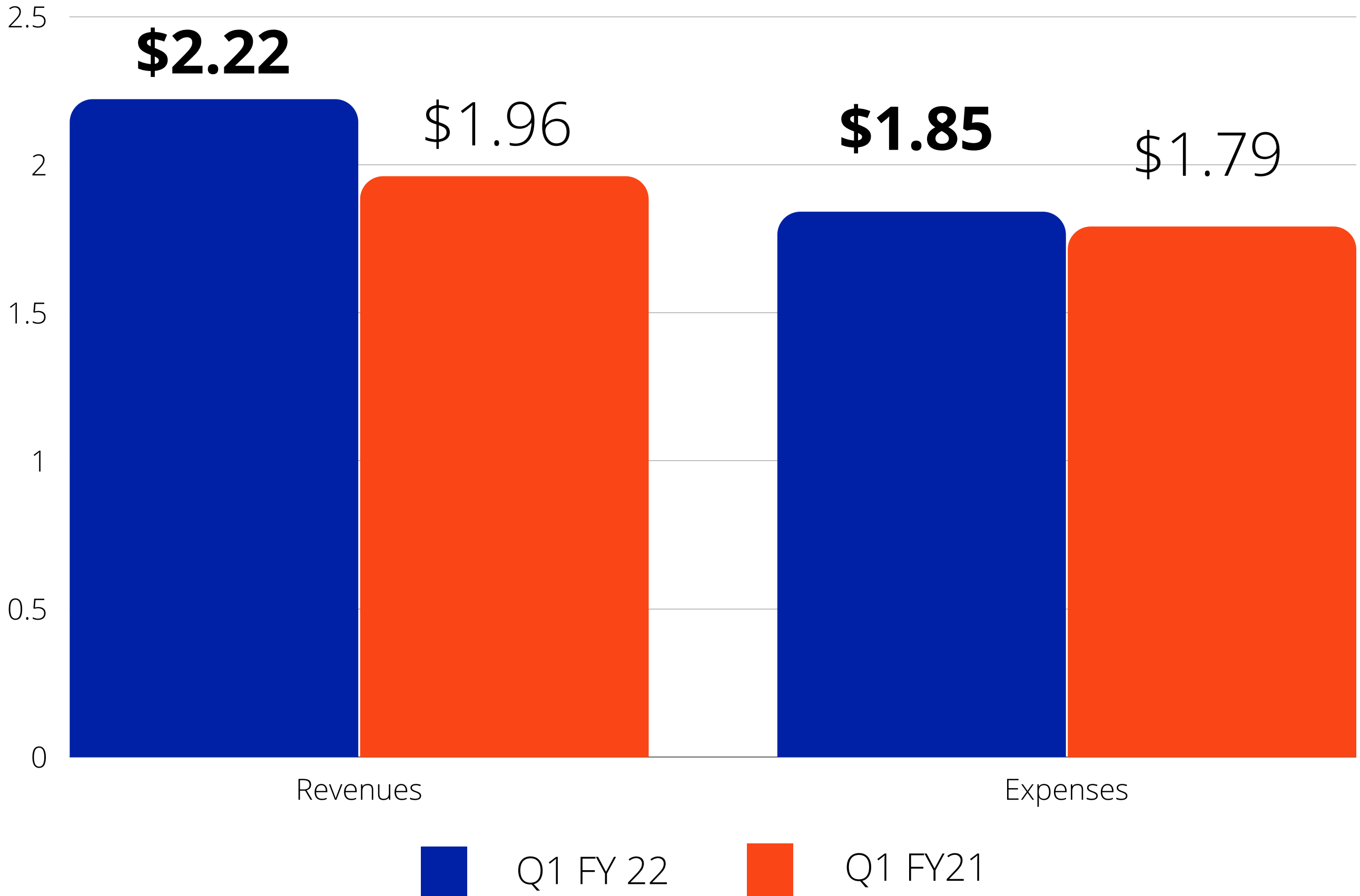
Includes the key projects shown below to advance the capital improvement plan:

- Capital Assets increased mainly due to completion of Herbert Wertheim Laboratory for Engineering Excellence (\$73M).
- New Debt acquired by UF for construction of Undergraduate Residential Complex with Honors College and UAA for J.W. Heavener Football Training Center.



UF Enterprise - Revenues & Expenses

- The UF Enterprise generated an excess of revenues over expenses of \$376M for the quarter - comparable to the prior year and largely over budget.
- Revenues were particularly strong with increased Patient Service Revenue, large contributions at the Foundation and Gator Boosters, and the receipt of CARES Act/HEERF funding at the University.
- Expenses also followed an upward trend, remaining within budget, with the increase in overall Employee Compensation and Benefits and Other Operating Expenses reflecting the growth of the University and UF Health.

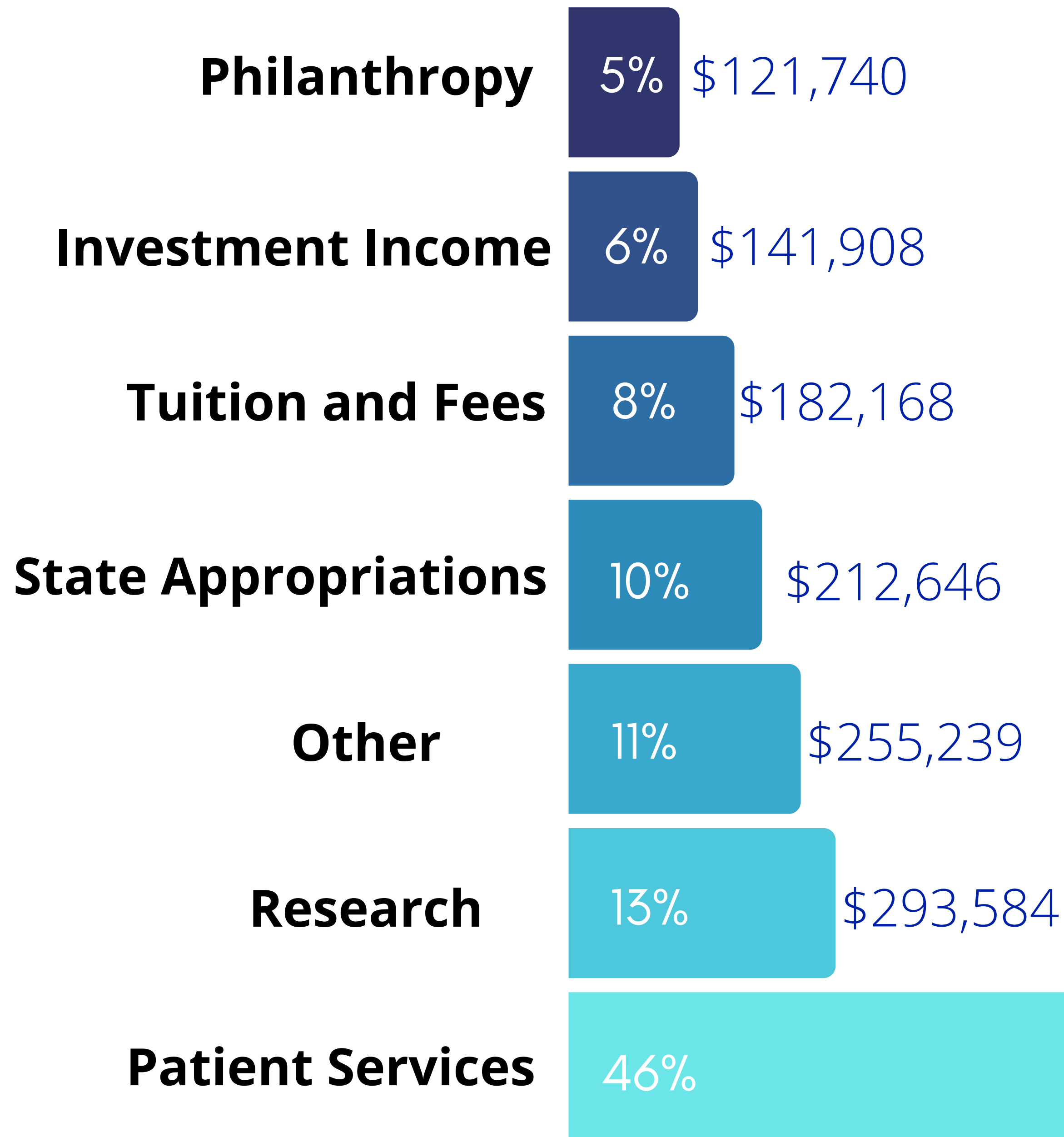


*Amounts expressed in billions

Net Performance
\$ 376 Million

UF Enterprise Revenue Sources

Q1 FY22

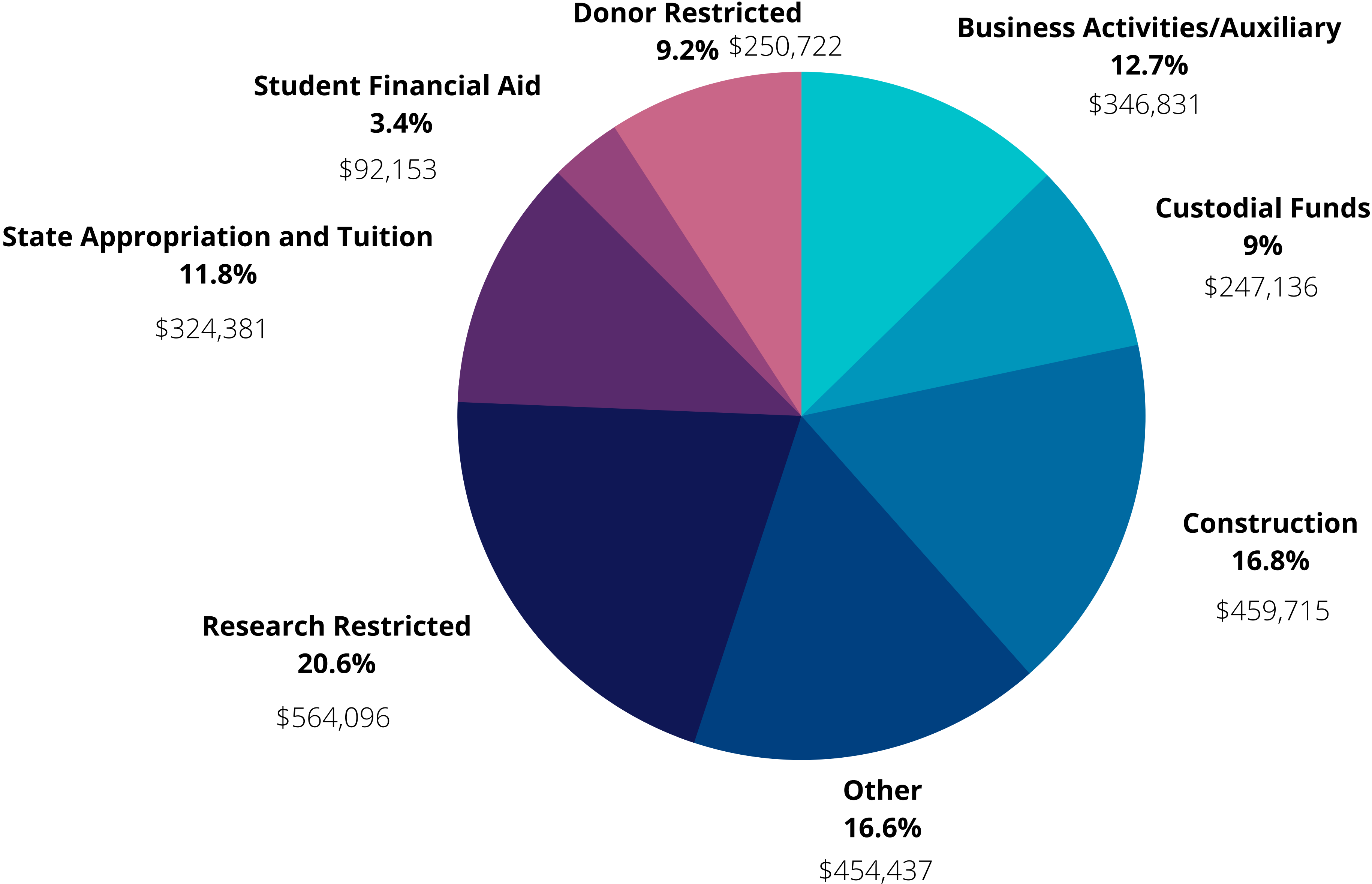


Total \$2,224,944

*Amounts expressed in thousands

UF Cash & Investments

Q1 FY22

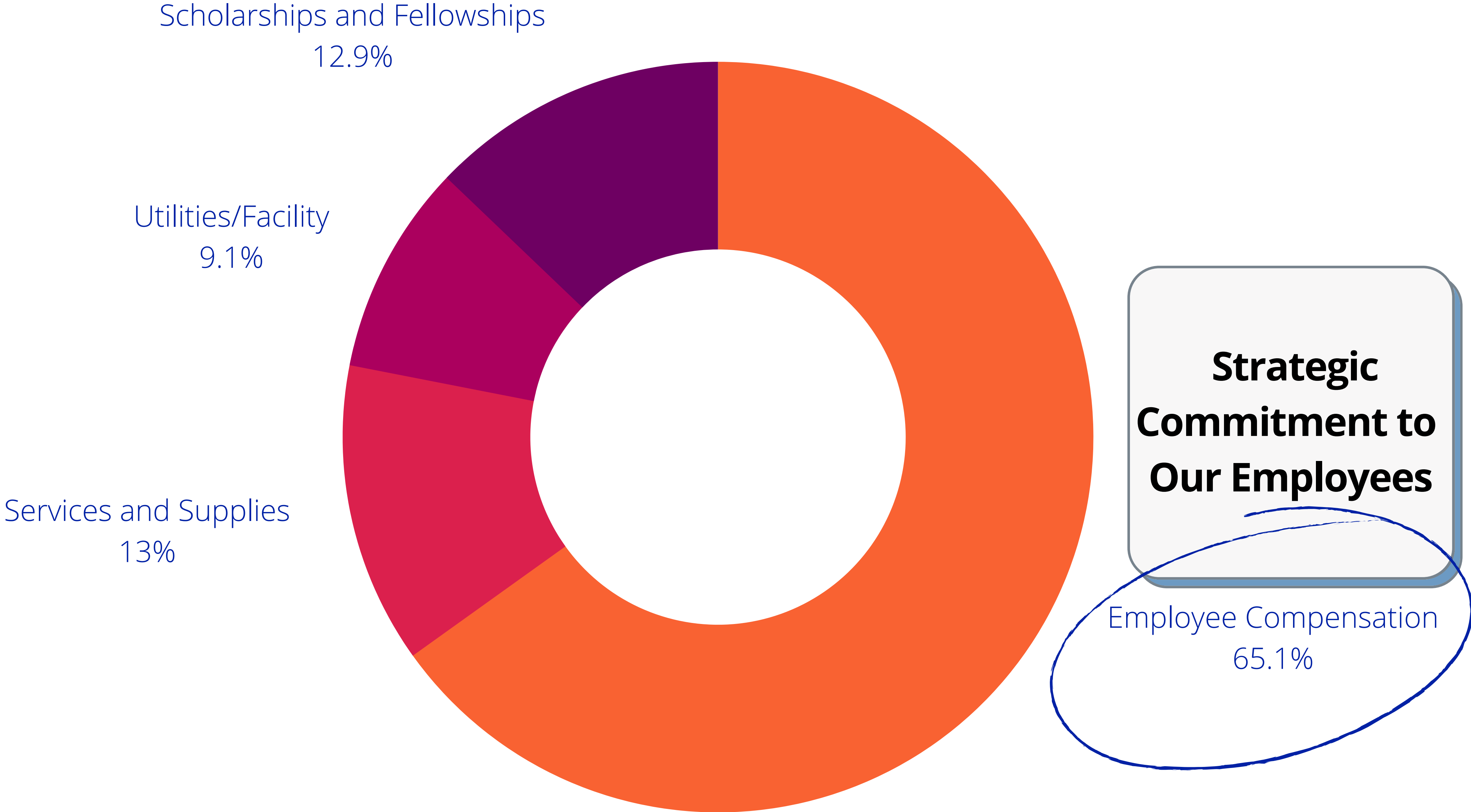


Total \$2,739,471

*Amounts expressed in thousands

UF Expenses

Q1 FY22

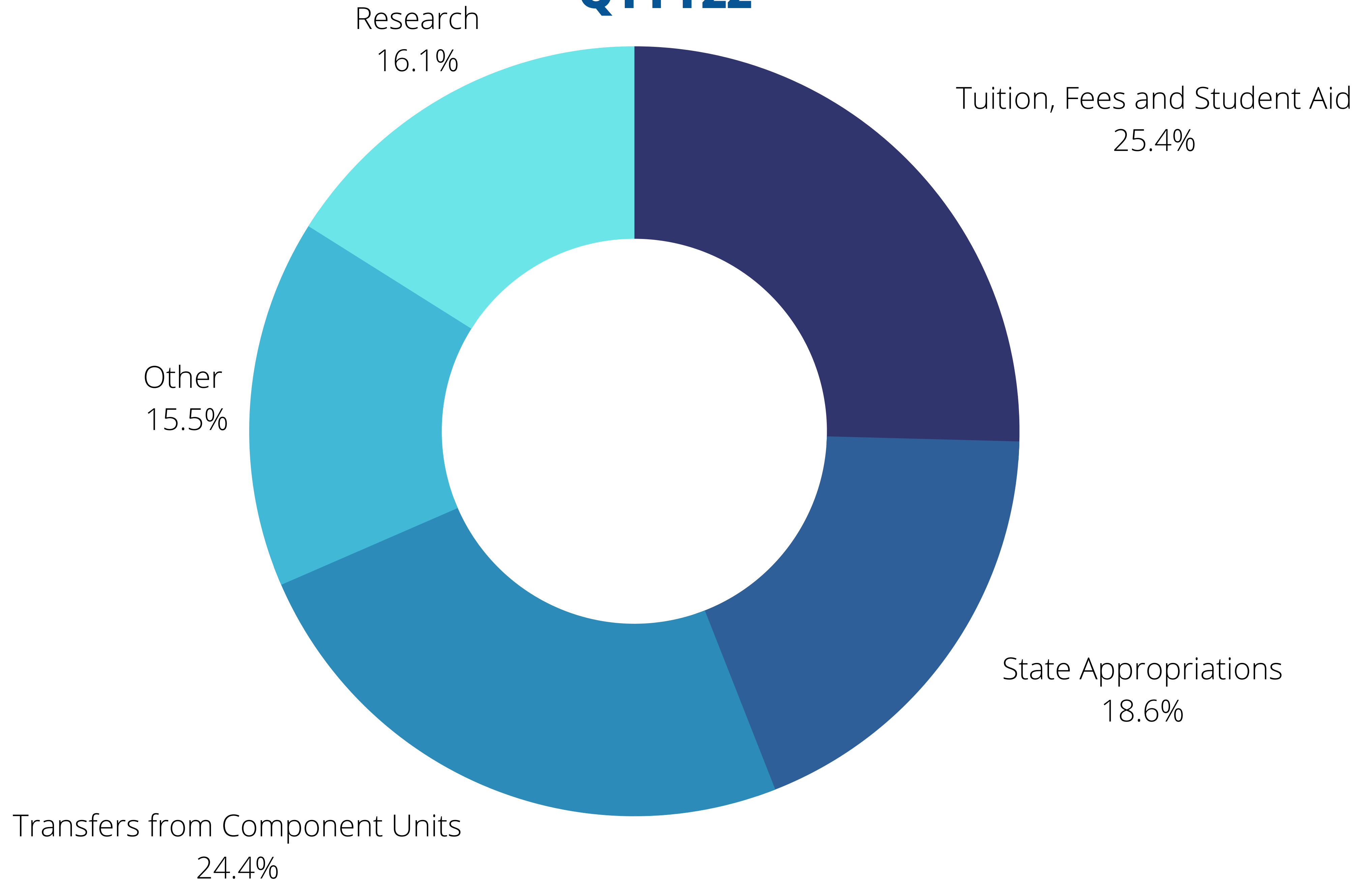


Total \$913,597

*Amounts expressed in thousands

UF Revenue Sources

Q1 FY22

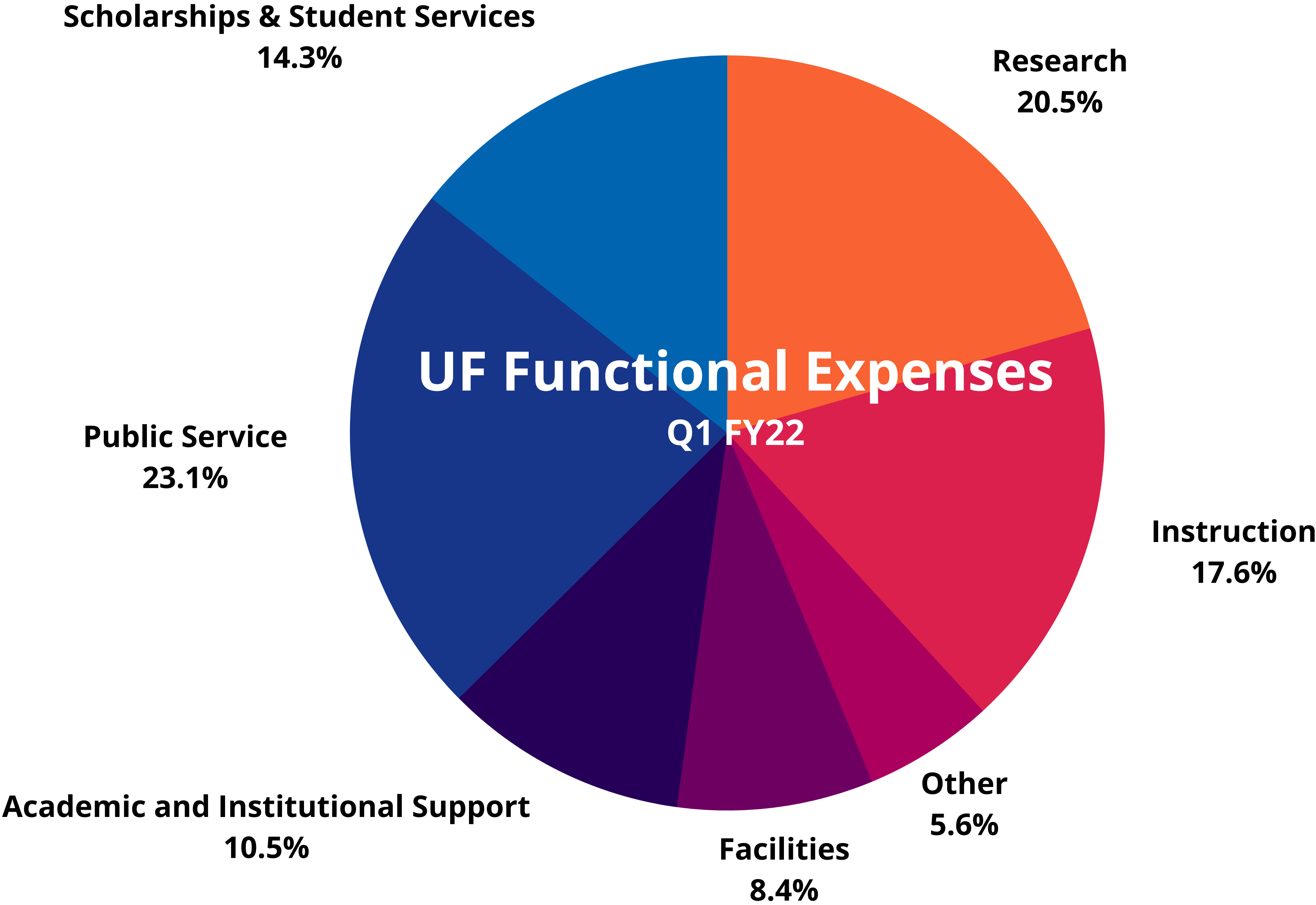


Total \$1,142,248

*Amounts expressed in thousands

UF Mission

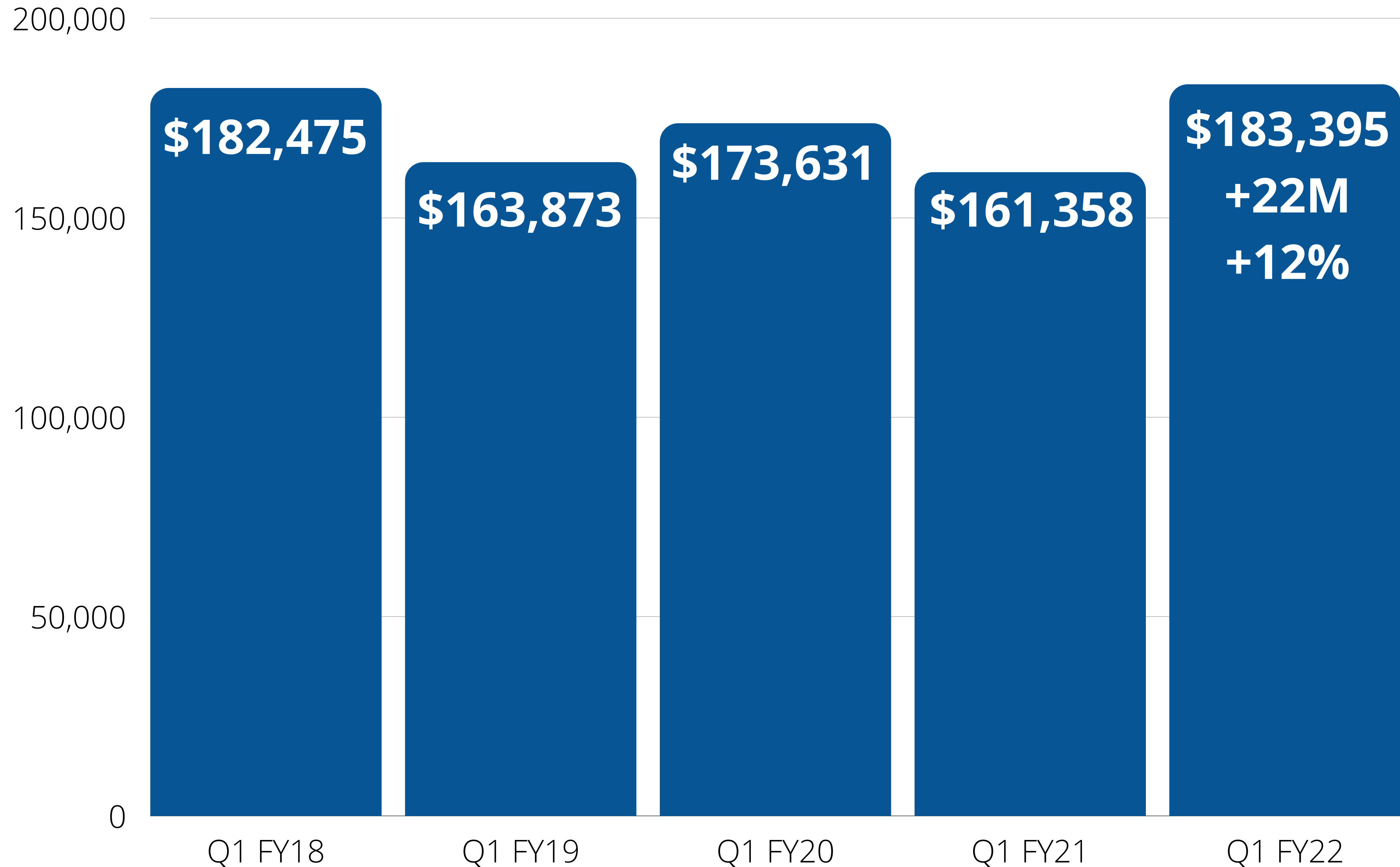
Teaching, Research and Service



UF Contracts & Grants Revenue

Q1 FY22

- Research continued its upward trend in the first quarter following the past fiscal year when the University earned the second highest amount in research funding.



*Amounts expressed in thousands

QUARTERLY EXECUTIVE SUMMARIES



Quarterly Executive Summaries

UNIVERSITY OF FLORIDA



The University's financial results in the first quarter of the new fiscal year are **particularly strong** and show a **great rebound**, especially after a challenging fiscal year 2021 in response to the pandemic.

State Appropriation

The State Appropriation largely **exceeded the prior year quarter and is on target compared to the budget**, demonstrating the strong commitment from the State to support UF as a top-5 public University. Increase from the prior year reflects:

- Additional funding toward increased faculty hiring - Artificial Intelligence initiative
- Non-recurring allocation for the New Worlds Reading Initiative, a statewide program

Contracts and Grants

Significant **increase in Contracts and Grants of \$22M** compared to Q1 FY 2021 due to increased **Federal funding** from Department of Health and Human Services/National Institute of Health (+\$8.2M) and National Science Foundation (+\$4.1M).

Sales and Services

Revenues from Sales and Services increased by \$13M in this fiscal year and \$9M above budget as Auxiliary Enterprises such as Housing and Transportation and Parking fully resumed activities.

Quarterly Executive Summaries

UNIVERSITY OF FLORIDA CONTINUED

Transfers from Component Units

The transfers from component units largely **exceeded the budget**, with **\$22 million** more transferred from practice plans compared to the same quarter in FY21, reflecting the expansion of UF Health and the increase in payroll expenses paid by the University for clinical staff.

Other Revenues

UF received one-time \$63.5M Cares Act/HEERF monies during the quarter in comparison to only \$1.5M during the same period last year. Of the total amount, \$44.7M was allocated for student financial aid.

Expenses

Expenses increased, particularly Employee Compensation and Benefits (\$117M increase) as the University continued to hire new faculty, and Scholarships and Fellowships (\$32M increase) with the distribution of new student financial aid, provided by the federal Higher Education Emergency Relief Fund (HEERF). After a year of minimal travel expenses, UF started to resume travel activities, with \$4.0 million of travel expenses incurred in the first quarter.

The financial results of this first quarter were very encouraging, showing that the University is back on its growth trajectory.

Quarterly Executive Summaries

THE UNIVERSITY ATHLETIC ASSOCIATION, INC.

During the first quarter of fiscal year 2022, the UAA has rebounded from the prior years' experience operating through the effects of COVID-19. The UAA is budgeting and operating as would be expected during a normal fiscal year. For example, ticket sales and contributions have improved to normal levels and the ticket office has sold out several football games this year. The UAA is currently operating with net income compared to a net operating loss at the same time last fiscal year.

Capital Projects

Construction of the James W. Heavener Football Training Center is underway with expected completion by summer 2022. UAA has expended \$30M of the total \$85M expected to complete the project. Support from the thriving athletic programs, generous donors, and a 2021 bond issuance has made this all possible.



About

The University of Florida Athletic Association, Inc. (UAA) conducts various inter-collegiate athletic programs for and on behalf of the University.

UF FOUNDATION, INC.

The Foundation and Advancement raised \$112M in commitments to date in fiscal year 2022.

- UF became the #1 ranked public AAU University for APR (Alumni Participation Rate)
- Two significant gifts have elevated fundraising for the quarter and continued the great momentum built over the spring and summer.
 - A \$25M pledge was received for the Fixel Institute in UF Health, which will be used to recruit faculty, expand the clinical network and build continued support for services, patients and families.
 - The UF Cancer Center received a \$7M gift, which is the largest gift to date for the them.
- Advancement officially kicked off the 18 to 24 month implementation of the new CRM with Salesforce and Ascend.



About

University of Florida Foundation, Inc. (UFF) solicits, collects, manages, and directs contributions to the various academic departments and programs of the University and assists the University in fund raising, public relations, and maintenance of alumni records. Their financial statements include the activities of the University of Florida Alumni Association, Inc.

In terms of fiscal performance, fiscal year expenses to date have aligned with expectations.

Quarterly Executive Summaries



About

Shands Teaching Hospital & Clinics, Inc. (Shands) was incorporated October 15, 1979, as a not-for-profit corporation. Shands, a major tertiary care teaching institution, is a leading referral center in the state of Florida and the southeast United States and facilitates medical education programs at the University.

SHANDS TEACHING HOSPITAL AND CLINICS, INC.

Beginning in mid-August, Shands deferred elective surgeries in response to the surge in COVID-19 cases requiring hospital care. As a result, hospital operations were significantly impacted resulting in **lower than expected surgical volume and inpatient admissions.**

- Patient days and average length of stay exceeded budget due to the typically longer stays and higher acuity experienced by COVID-19 patients.
- The surge of COVID-19 cases also impacted the **emergency department where patient visits exceeded budget.**

The revenue impact of the increase in COVID-19 patient activity more than offset the impact of lower than expected surgical cases and inpatient admissions and **drove a favorable budget variance in overall patient service revenue.**

Due to staffing shortages, Shands **paid a premium for contract labor** primarily for ICU and respiratory nurses. Personnel benefits were also over budget due to higher than expected group health insurance expense. Despite the increase from Patient Service Revenue and Salaries and Benefits, **Supplies and Services expense remains under budget** due to less surgical supplies expense consistent with lower than expected surgical volume.

Patent service revenue has been trending upwards over the past five years. First quarter of fiscal year 2022 represents a **49% increase from 2018.** In addition to high patient volumes and acuity, this increase can be primarily attributed to the acquisition of Central Florida Health in fiscal year 2020.

Quarterly Executive Summaries



About

Shands Jacksonville HealthCare, Inc. (SJH) is a Florida not-for-profit corporation. Shands Jacksonville was organized primarily to provide healthcare and related services to the community, including the City of Jacksonville and surrounding counties, and to support the teaching and research missions of the University.

SHANDS JACKSONVILLE HEALTHCARE, INC.

During the first quarter of fiscal year 2022, SJH experienced its third and highest COVID spike reaching a high point of 273 inpatient COVID cases. As a result, the Hospital realized an increase of 6-7% from the budget in both Patient Service Revenue and operating expenses for the quarter.

In addition, SJH recognized \$3.4M of the remaining CARES Act stimulus funding, which is now depleted, and has applied for the American Rescue Plan Rural Funding and Provider Relief Phase 4 funding.

As of the first quarter fiscal year 2022, SJH has a \$59M balance of Medicare advance payments that will continue to offset future allocation until 2022.

The Hospital is also preparing to issue new debt this winter, which will be used to construct a new bed tower at the North campus and refund a large portion of outstanding debt.

Finally, due to nationwide nursing shortages, the Hospital expects further salary increases due to premium pay and market pressures for competitive wages to fill vacancies.

Quarterly Executive Summaries



FLORIDA CLINICAL PRACTICE ASSOCIATION, INC.

Florida Clinical Practice Plan's patient revenues for the first quarter of fiscal year 2022 have **fully recovered from the impact of COVID.**

They continue to **expand its operations** having recently completed the build-out of a new location at the Oaks Mall in Gainesville, as well as other clinic locations.

Operations were disrupted by the impact of COVID, but this was mitigated by CARES act funding.

About

The Florida Clinical Practice Association (FCPA) bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Medicine.

UF JACKSONVILLE PHYSICIANS, INC.

University of Florida Jacksonville Physicians operating results for the 1st quarter of fiscal year 2022 were **consistent with the first quarter** of fiscal year 2021.

Although they had decreased cash flow during the 4th quarter of fiscal year 2020 as nearly all elective medical procedures were put on hold due to COVID, **operations were back to nearly normal** by the end of the first quarter in fiscal year 2021. The \$5 million received under the CARES Act, in the prior year, was more than sufficient to maintain operations.

Finally, UFJP recently secured a **\$10 million line of credit** that can be used as an additional source of liquidity to support operations.

About

University of Florida Jacksonville Physicians (UFJP) bills and collects professional fees from the clinical practice of the University of Florida physicians in order to fund and promote the educational, clinical and research missions, and to support the clinical activities, of the Jacksonville campus of the College of Medicine.

Quarterly Executive Summaries

GATORCARE HEALTH MANAGEMENT CORPORATION

GatorCare experienced a **significant increase in claims** related to the last wave of the pandemic resulting in a net loss for the quarter.

Effective January 2022, **premiums will increase by 5%** and GatorCare is expected to see a significant influx of new participants from UF Central Health, representing **additional premiums of \$28 million** on an annual basis.

About

GatorCare Health Management Corporation coordinates and facilitates the management of the self-insured health insurance plan of the University and its participating affiliated employers, collecting and paying employer and employee premiums.

UF INVESTMENT CORPORATION

During the first quarter of fiscal year 2022, UFICO **did not have any notable highlights** to report. Operations were **normal and aligned with the budget** as expected.

Management fees are based on a fixed fee, and incentive compensation can vary based on portfolio performance. Average assets managed, as of the end of the first quarter, are approximately \$4.7 billion.

About

The University of Florida Investment Corporation (UFICO) promotes the educational purposes of the University of Florida by providing investment research, advice, counsel, and management to and for the University Board of Trustees and affiliated organizations of the University.

UF RESEARCH FOUNDATION, INC.

UFRF **earned over a million from the equity sales** in the first quarter of this fiscal year. UFRF allocated increased royalties and license fees to inventors and UF units, and UFRF also transferred more research and development awards to UF to **support new hires**.

About

The University of Florida Research Foundation Inc. (UFRFI) promotes, encourages, and assists research activities of the University through income derived from or related to the development and commercialization of intellectual properties, which include inventions, discoveries, processes, and work products.

Quarterly Executive Summaries

Agricultural DSOs

FLORIDA 4-H CLUB FOUNDATION, INC.

During the first quarter of fiscal year 2022, operations have returned to normal. Registration for 4-H camps and events are back on schedule and are comparable to pre-pandemic operations.

About

The Florida 4-H Club Foundation, Inc. promotes the educational objectives of the 4-H Youth Development Program, an official part of the Florida Cooperative Extension Service.

FLORIDA FOUNDATION SEED PRODUCERS, INC.

During the first quarter of fiscal year 2022 seed revenue is not comparable to the previous years due to the **seasonality of the sales**. Royalty income is also seasonal, depending on the demand of specific plant varieties during the particular year or quarter. Variances from the first quarter budget and compared to the previous year are due to the seasonality, but **operations are considered normal** and in line with the year's expectations.

About

The Florida Foundation Seed Producers, Inc. supplies Florida farmers and producers with crop seed and nursery stock. This organization stocks foundation seed of the best known varieties acceptable to Florida climate and soils in adequate quantities and at reasonable prices.

SOUTHWEST FLORIDA RESEARCH AND EDUCATION FOUNDATION, INC.

For the first quarter of the fiscal year 2022, the Foundation experienced **normal operations** but would note a **decrease on seed and crop sales** due to decrease in demand for the year.

About

The Southwest Florida Research and Education Foundation, Inc. provides research and educational support to the University of Florida Southwest Florida Research and Education Center.

Quarterly Executive Summaries

Agricultural DSOs

CITRUS RESEARCH AND DEVELOPMENT FOUNDATION, INC.

During the first quarter of the 2022 fiscal year, CRDF was contracted to research **large-scale field trials** as part of the Citrus Research and Field Trials (CRAFT) program. This program will be the major project for the fiscal year leaving **far less funding towards CRDF's traditional research portfolio**. In addition to the state appropriations for the year, CRDF was also awarded a grant from the **National Institute of Food and Agriculture (NIFA)** for a Capacity Grant to fund research and extension activities.

About

The Citrus Research and Development Foundation, Inc. (CRDF) advances disease and production research and product development activities to ensure the survival and competitiveness of Florida's citrus growers through innovation.

UF LEADERSHIP AND EDUCATION FOUNDATION, INC.

In 2020 following the COVID-19 pandemic, the majority of scheduled programs were canceled and group revenues reached a historic low point for the foundation. Since then, **activities are beginning to recover** by pivoting to virtual events, but UFLEF is still feeling the pandemic effects. Future conference registration, sponsorship revenues and activities may still be negatively impacted depending on the COVID-19 rates, restrictions on international travel and attendance at virtual and in person events.

About

The University of Florida Leadership and Education Foundation, Inc. furthers agriculture and natural resources education and related activities, promotes agriculture and natural resources leadership, and makes contributions to and confers benefits upon the University.

UF CATTLE ENHANCEMENT BOARD, INC.

During the first quarter of fiscal year 2022, the unit expected to receive \$250,000 of State Appropriations from the Florida Department of Agriculture and Consumer Services to achieve its' primary mission. This **appropriation is higher than in the previous year** because there was not State budgetary allocation in previous fiscal year. The Board expects to receive a total appropriation of \$750,000 for the contract year 2021-2022.

About

The University of Florida Cattle Enhancement Board, Inc. promotes research, education, and extension at, or for the benefit of, the Institute of Food and Agricultural Sciences at the University of Florida on issues related to the Florida cattle industry, including, but not limited to, production, disease prevention, forage development, genetic research and technology.

Quarterly Executive Summaries

Other DSO and Affiliates

FACULTY ASSOCIATES, INC.

Clinical revenues were negatively impacted by COVID in the 1st quarter of FY21 but have since **rebounded to near pre-pandemic levels** during the first quarter of fiscal year 2022.

Virtually all the expenses are recognized through transfers to the University for salaries, equipment, and supplies.

About

Faculty Associates, Inc. bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Dentistry.

UF COLLEGE OF PHARMACY FACULTY PRACTICE ASSOCIATION, INC.

Revenue for the first quarter of fiscal year 2022 was **slightly below** what was budgeted.

About

The UF College of Pharmacy Faculty Practice Association, Inc. performs billing and collection of fees to support the educational, research, and service programs of the University of Florida College of Pharmacy.

FLORIDA VETERINARY MEDICINE FACULTY ASSOCIATION, INC.

Patient revenues began to recover during the first quarter of fiscal year 2021 and have returned to even **higher than pre-pandemic** levels as of the 1st quarter of fiscal year 2022 due to a **3% price increase** that was implemented in July 2021 for professional fees, exams, and procedures.

About

The Florida Veterinary Medicine Faculty Association, Inc. bills and collects clinical professional fees to support the educational, research, and service programs of the University of Florida College of Veterinary Medicine.

Prices being charged for consumables have also increased due to **supply shortages** caused by COVID.

Quarterly Executive Summaries

Other DSO and Affiliates

FLORIDA HEALTH PROFESSIONS ASSOCIATION, INC.

The impact from COVID caused revenue to decrease in the fourth quarter of fiscal year 2020 and the first quarter of fiscal year 2021 resulting in less transfers to the University. The first quarter of fiscal year 2022 shows a **rebound in revenue and transfers as operations have returned to normal**. Revenue for the first quarter of fiscal year 2022 is higher than pre-pandemic levels and is consistent with the budget.

About

The Florida Health Professions Association, Inc. performs billing and collection of clinical professional fees to support the educational, research, and service programs of the University of Florida College of Public Health and Health Professions.

UF COLLEGE OF NURSING FACULTY PRACTICE ASSOCIATION, INC.

Operations for the Association were negatively impacted by COVID in the fourth quarter of fiscal year 2020 continuing into the first quarter of fiscal year 2021. A disproportionate number of lower income and uninsured patients were seen at the clinics, as well as a reduction in patient visits caused by COVID, which was **offset by one-time U.S. Department of Health and Human Services Stimulus funds**. Results for the first quarter of fiscal year 2022 show that operations have normalized.

About

University of Florida College of Nursing Faculty Practice Association, Inc. performs billing and collection of professional fees to support the educational, research, and service programs of the University of Florida College of Nursing.

FACULTY CLINIC, INC.

Rental revenue remained **stable** during the first quarter of fiscal year 2022 as compared to the first quarter of fiscal year 2021.

About

Faculty Clinic, Inc. operates primarily as a facility management company that leases space to Shands Jacksonville and University of Florida Jacksonville Physicians, Inc.

Quarterly Executive Summaries

Other DSO and Affiliates

GATOR BOOSTERS, INC.

During the first quarter of 2022, football contributions have returned to normal levels, even reaching a favorable variance to the budget.

These contributions have been transferred to the athletic association to support the athletic programs and provide scholarships to student athletes. Unearned revenues from the previous year were deferred contributions that were realized in the current football season. Also, in the past, contributions were typically recorded in the second quarter for the fiscal year. This year, Gator Boosters is recognizing football contributions in the first quarter to better align with reporting and budgeting.

About

Gator Boosters, Inc. solicits funds for the benefit of the University athletic programs.

UF DEVELOPMENT CORPORATION

During the first quarter of fiscal year 2022 a new tenant was onboarded with the Development Corporation and paid their entire 7-year lease term in one lump sum during the first quarter of fiscal year 2022.

About

The University of Florida Development Corporation, Inc. develops and maintains Innovations Square where the University-owned Florida Innovation Hub is located.

UF HISTORIC ST. AUGUSTINE, INC.

During the first quarter of the fiscal year 2022 UFHSA has returned to its normal rental revenue collections after commercial rent for a few leases was waived due to COVID-19 in the prior year. UFHSA is on track with the budget, except for a building preservation project that would construct a backup generator for the Government House building that houses a visitor information center and museum gallery.

About

The University of Florida Historic St. Augustine, Inc. ensures the long-term preservation and interpretation of State-owned historic properties in St. Augustine.

Quarterly Executive Summaries

Other DSO and Affiliates

UF SELF-INSURANCE PROGRAM & HEALTHCARE EDUCATION INSURANCE COMPANY

During the first quarter of the fiscal year 2022, earned premiums were in line with the budget but **claims expense were under budget by \$2.5M**. In addition, investment income was well below budget due to the **reinvestment of investment income into SIP/HEIC's fixed income portfolio** rather being used to pay insurance claims expense.

About

The University of Florida Self-Insurance Program (the Program) was created by the Florida Board of Regents, succeeded by the Florida Board of Governors, pursuant to Section 1004.24, Florida Statutes. The Program provides comprehensive general liability and professional liability (malpractice) coverage for the University of Florida and affiliated teaching hospitals that are providing education in healthcare or veterinary services.

Healthcare Education Insurance Company (HEIC) was created on September 1, 1994, as a self-insurance mechanism created pursuant to Section 1004.24, Florida Statutes. HEIC writes coverage for the participants of the Self-Insurance Program (the Program) for loss exposure above the Program's retention. HEIC obtains excess loss reinsurance coverage from commercial insurance carriers for certain layers of exposure.



Appendices: Quarterly Financial Reports

- **UF Enterprise**

- University of Florida
- The University Athletic Association, Inc.
- UF Foundation, Inc.
- Shands Teaching Hospital and Clinics, Inc.
- Shands Jacksonville Healthcare, Inc.
- Florida Clinical Practice Association, Inc.
- UF Jacksonville Physicians, Inc.
- GatorCare Health Management Corporation
- UF Investment Corporation
- UF Research Foundation, Inc.

- **Agricultural DSOs**

- Florida 4-H Club Foundation, Inc.
- Florida Foundation Seed Producers, Inc.
- Southwest Florida Research and Education Foundation, Inc.
- Citrus Research and Development Foundation, Inc.
- UF Leadership and Education Foundation, Inc.
- UF Cattle Enhancement Board, Inc.

- **Other DSO and Affiliates**

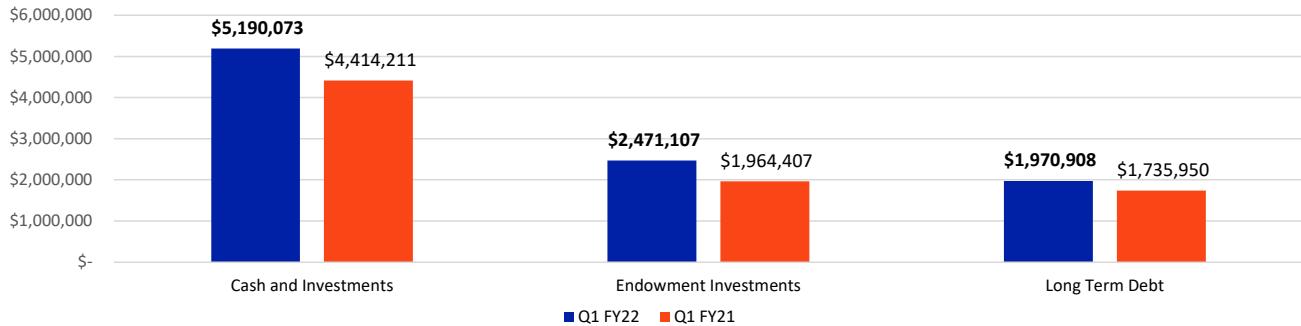
- Faculty Associates, Inc.
- UF College of Pharmacy Faculty Practice Association, Inc.
- Florida Veterinary Medicine Faculty Association, Inc.
- Florida Health Professions Association, Inc.
- UF College of Nursing Faculty Practice Association, Inc.
- Faculty Clinic, Inc.
- Gator Boosters, Inc.
- UF Development Corporation
- UF Historic St. Augustine, Inc.
- UF Self-Insurance Program and Healthcare Education Insurance Company

University of Florida Enterprise

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



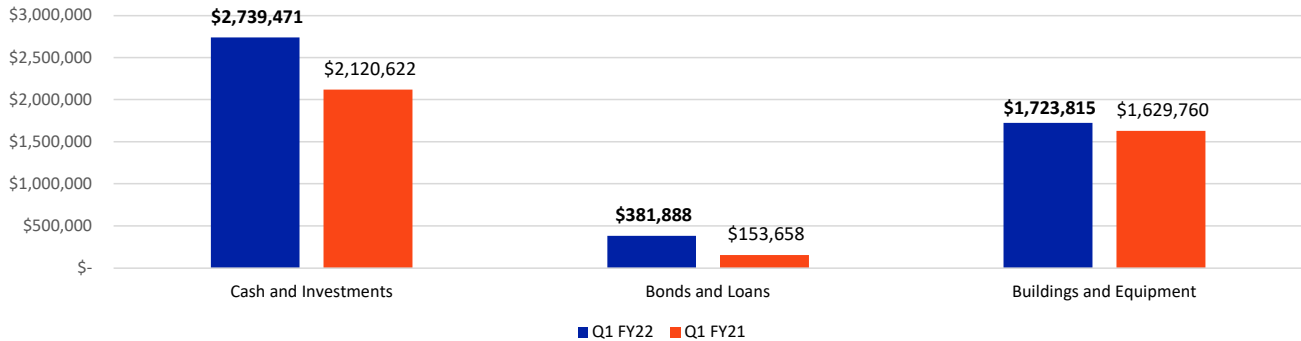
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Tuition and Fees	\$ 182,168	\$ 156,687	\$ 25,481	\$ 158,104
State Appropriations	212,646	213,888	(1,242)	179,152
Contracts and Grants	185,392	185,068	324	163,442
Federal and State Financial Aid	108,192	109,753	(1,561)	108,679
Patient Service Revenue	1,017,659	1,011,116	6,543	936,617
Sales of Goods & Services	98,912	80,462	18,449	68,487
Contributions	121,741	79,784	41,956	46,800
Investment Income	141,908	57,475	84,433	236,252
Other Revenues	156,328	65,805	90,523	82,760
Total Revenues	\$ 2,224,944	\$ 1,960,039	\$ 264,906	\$ 1,980,294
Expenses				
Employee Compensation and Benefits	\$ 999,817	\$ 991,495	\$ 8,322	\$ 843,448
Other Operating Expenses	848,851	802,361	46,490	761,480
Total Expenses	\$ 1,848,667	\$ 1,793,855	\$ 54,812	\$ 1,604,928
Net Income	\$ 376,277	\$ 166,183	\$ 210,094	\$ 375,365

University of Florida

Quarterly Financial Report

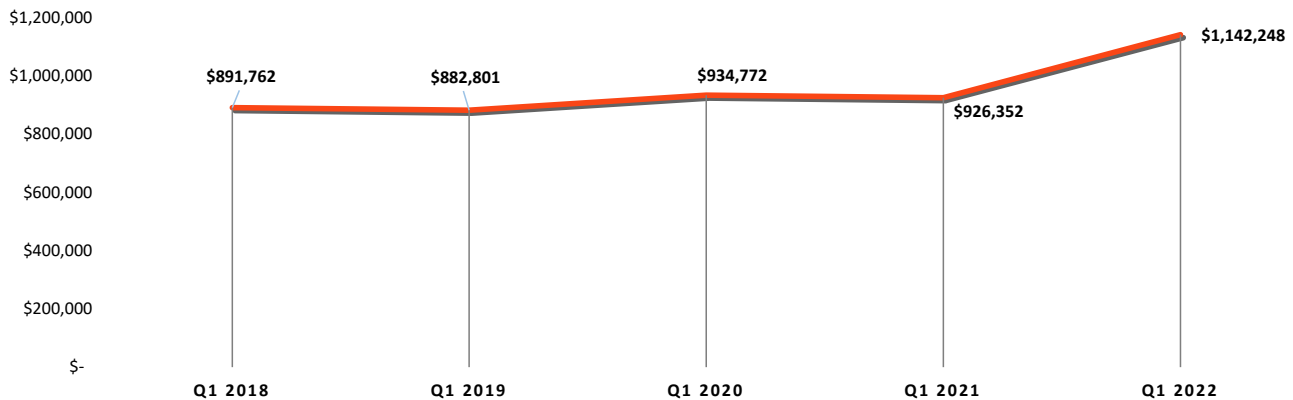
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



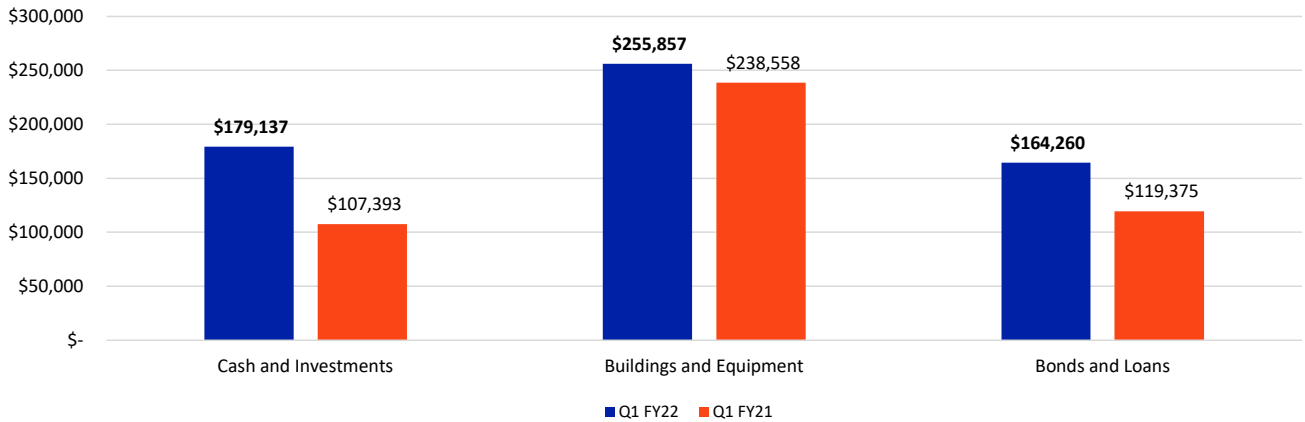
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Tuition and Fees	\$ 182,168	\$ 156,687	\$ 25,481	\$ 158,104
State Appropriations	212,646	213,888	(1,242)	179,152
Contracts and Grants	183,395	181,282	2,113	161,358
Federal and State Financial Aid	108,192	109,753	(1,561)	108,679
Investment Income	37,987	13,125	24,862	45,535
Sales of Goods & Services	49,119	40,207	8,912	35,885
Other Revenue	89,657	2,905	86,752	11,697
Transfers From Component Units	279,084	256,053	23,031	225,942
Total Revenues	\$ 1,142,248	\$ 973,901	\$ 168,347	\$ 926,352
Expenses				
Employee Compensation and Benefits	\$ 594,800	\$ 605,669	\$ (10,869)	\$ 477,165
Services and Supplies	140,858	-	-	130,304
Utilities	16,283	-	-	13,696
Scholarships and Fellowships	117,458	-	-	85,257
Total Other Operating Expenses	274,599	261,960	12,639	229,257
Depreciation	44,198	-	44,198	37,750
Total Expenses	\$ 913,597	\$ 867,629	\$ 1,770	\$ 744,172
Net Income (Loss)	\$ 228,651	\$ 106,272	\$ 166,577	\$ 182,180

Total Revenue Five Year Trend



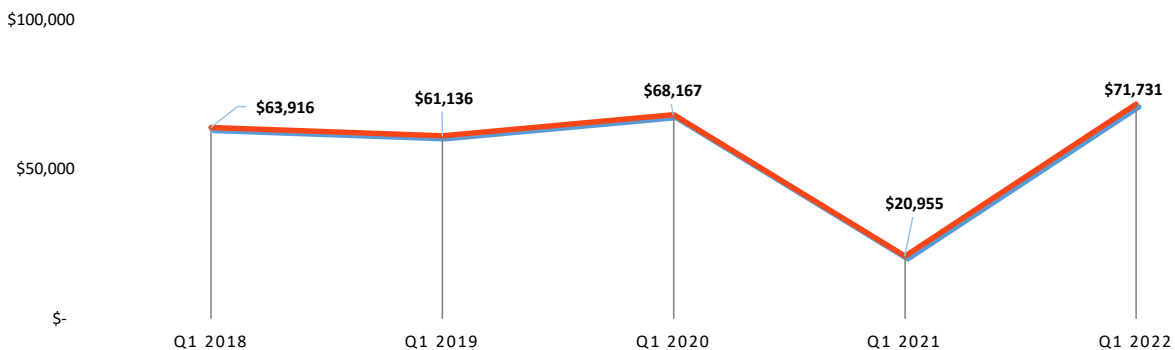
University Athletic Association, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



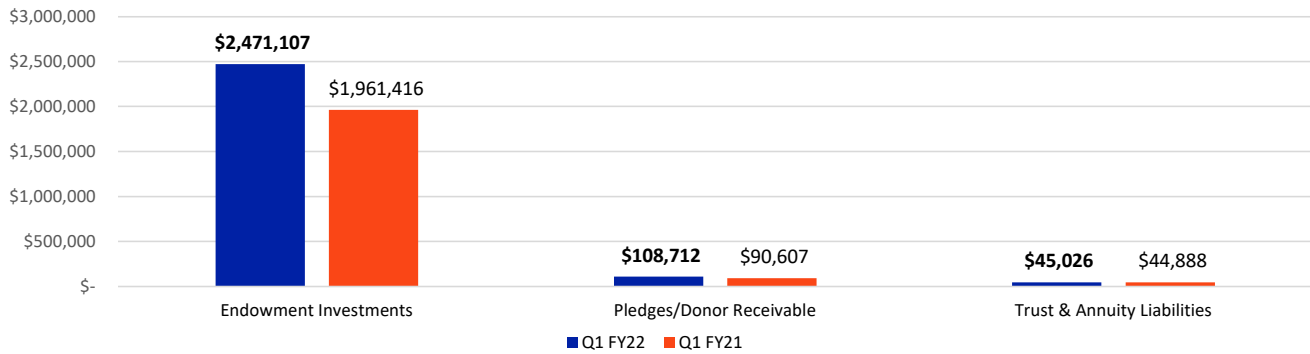
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Ticket Sales	\$ 14,629	\$ 7,451	\$ 7,178	\$ 13
SEC and NCAA Distributions	10,561	10,150	411	11,959
Contributions	33,952	28,707	5,245	54
Investment Income	(781)	219	(1,000)	3,249
Royalties and Sponsorships	5,311	4,514	797	3,049
Transfers from Gator Boosters	4,110	71	4,039	1,258
Other Revenues	3,949	3,653	296	1,373
Total Revenues	\$ 71,731	\$ 54,765	\$ 16,966	\$ 20,955
Expenses				
Employee Compensation and Benefits	\$ 12,434	\$ 12,667	\$ (233)	\$ 12,895
Football and Direct Sports Team Expenses	7,559	5,484	2,075	1,729
Scholarships	2,399	2,971	(572)	1,641
Other Expenses	11,292	8,547	2,745	16,276
Total Expenses	\$ 33,684	\$ 29,669	\$ 1,143	\$ 32,541
Net Income	\$ 38,047	\$ 25,096	\$ 12,951	\$ (11,586)

UAA Total Revenue Five Year Trend



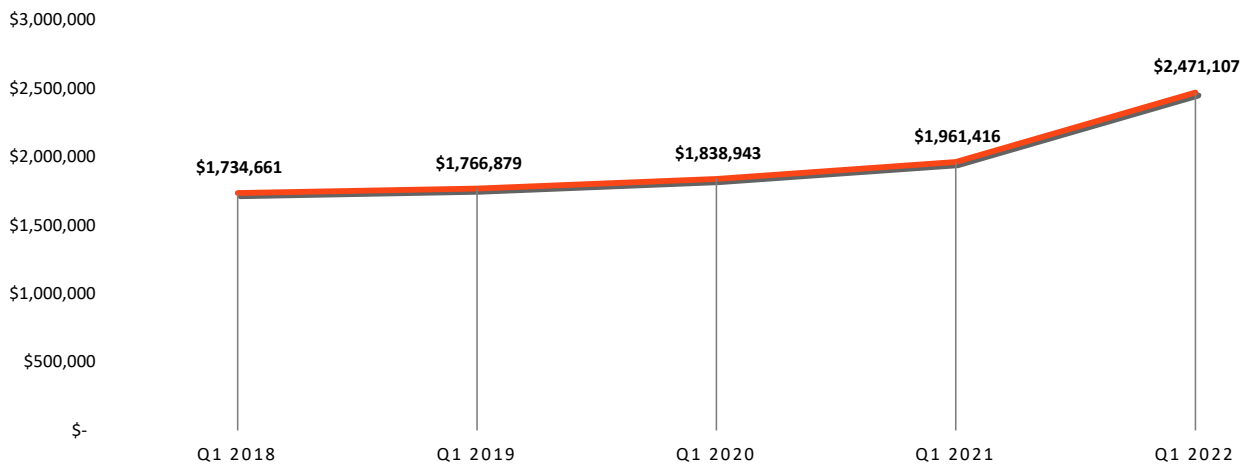
University of Florida Foundation, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



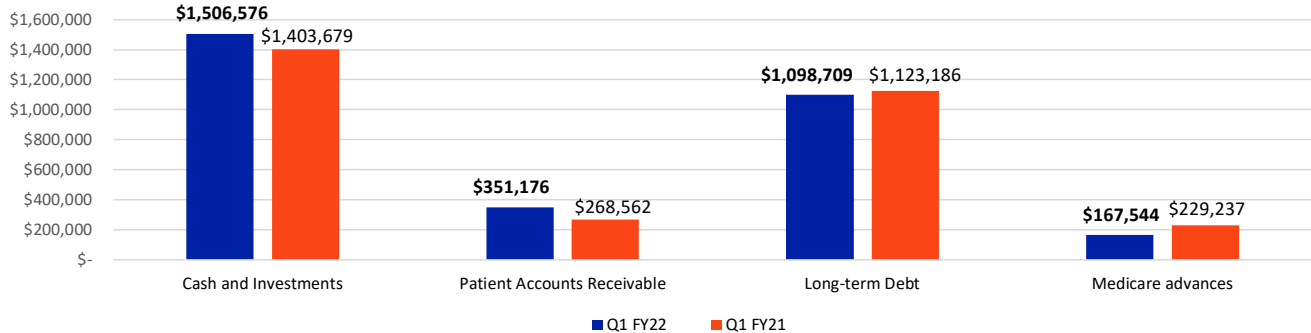
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Contributions	\$ 53,957	\$ 17,688	\$ 36,269	\$ 45,321
Investment Income	100,296	26,141	74,155	128,301
Other Revenues	6,994	4,244	2,750	16,865
Total Revenues	\$ 161,247	\$ 48,073	\$ 113,174	\$ 190,487
Expenses				
Transfers to the University/Component Units	\$ 41,197	\$ 50,319	\$ (9,122)	\$ 37,939
Employee Compensation and Benefits	5,445	4,163	1,282	3,880
Other Operating Expenses	2,760	6,386	(3,626)	6,224
Total Expenses	\$ 49,402	\$ 60,868	\$ 1,359	\$ 48,043
Net Income	\$ 111,845	\$ (12,795)	\$ 124,640	\$ 142,444

Total Endowment Five Year Trend



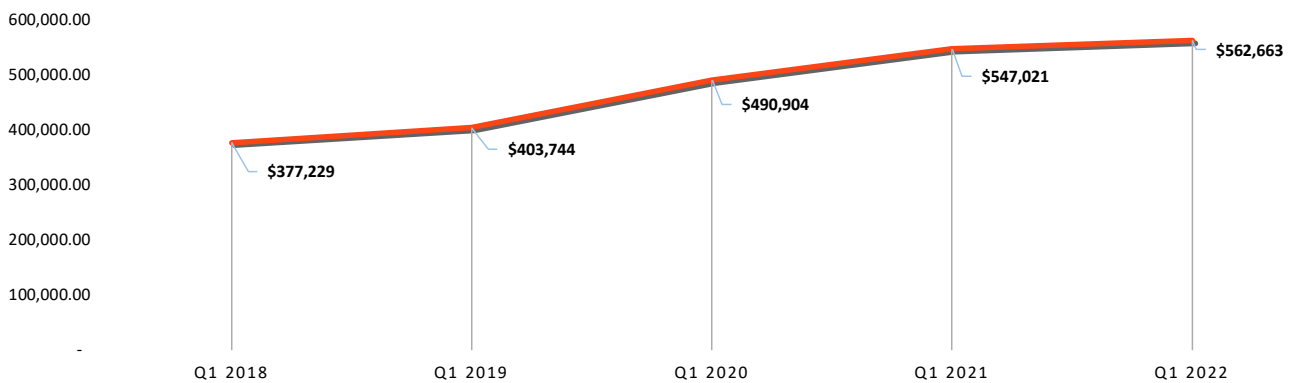
Shands Teaching Hospital & Clinics, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



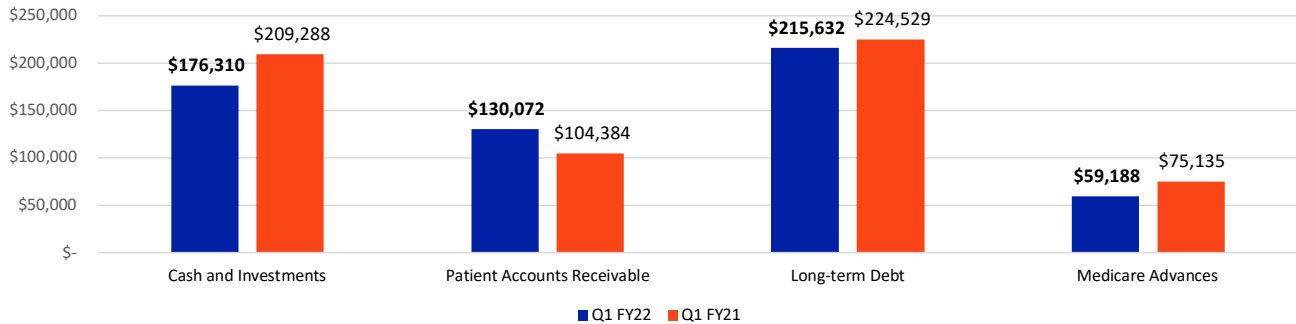
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Patient Service Revenue	\$ 562,663	\$ 551,931	\$ 10,732	\$ 523,583
Investment Income	(5,942)	-	(5,942)	37,887
Other Revenue	12,451	12,318	133	10,539
Total Revenues	\$ 569,172	\$ 564,249	\$ 4,923	\$ 572,010
Expenses				
Employee Compensation and Benefits	\$ 247,394	\$ 236,146	\$ 11,248	\$ 226,313
Supplies and Services	259,978	262,903	(2,925)	244,333
Other Expenses	53,608	53,993	(385)	53,094
Total Expenses	\$ 560,980	\$ 553,042	\$ 7,937	\$ 523,740
Net Income	\$ 8,192	\$ 11,207	\$ (3,015)	\$ 48,270

Patient Service Revenue Five Year Trend



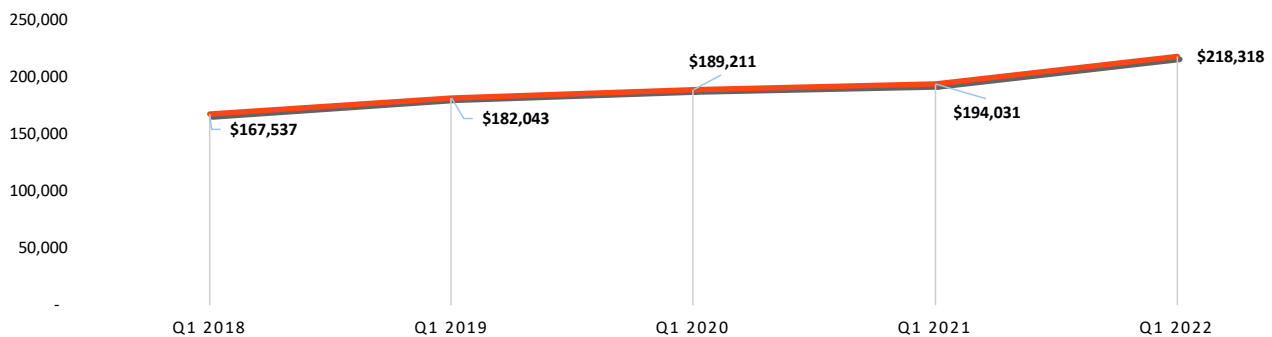
Shands Jacksonville HealthCare, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Patient Service Revenue	\$ 218,318	\$ 204,381	\$ 13,937	\$ 194,031
Investment Income	9,993	9,985	8	12,479
Total Revenues	\$ 228,311	\$ 214,366	\$ 13,945	\$ 206,510
Expenses				
Employee Compensation and Benefits	\$ 105,130	\$ 95,806	\$ 9,324	\$ 89,923
Supplies and Services	100,448	95,997	4,451	92,056
Other Expenses	20,898	21,748	(850)	18,917
Total Expenses	\$ 226,476	\$ 213,551	\$ 12,925	\$ 200,896
Net Income	\$ 1,835	\$ 815	\$ 1,020	\$ 5,614

Patient Service Revenue Five Year Trend

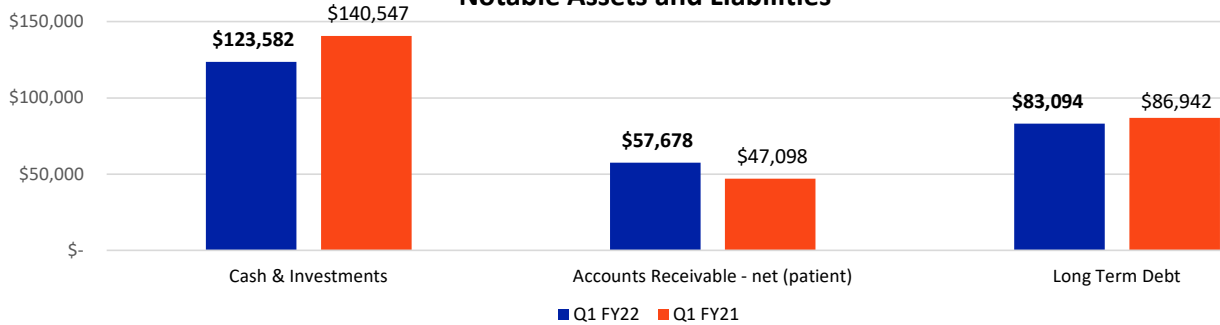


Florida Clinical Practice Association, Inc.

Quarterly Financial Report

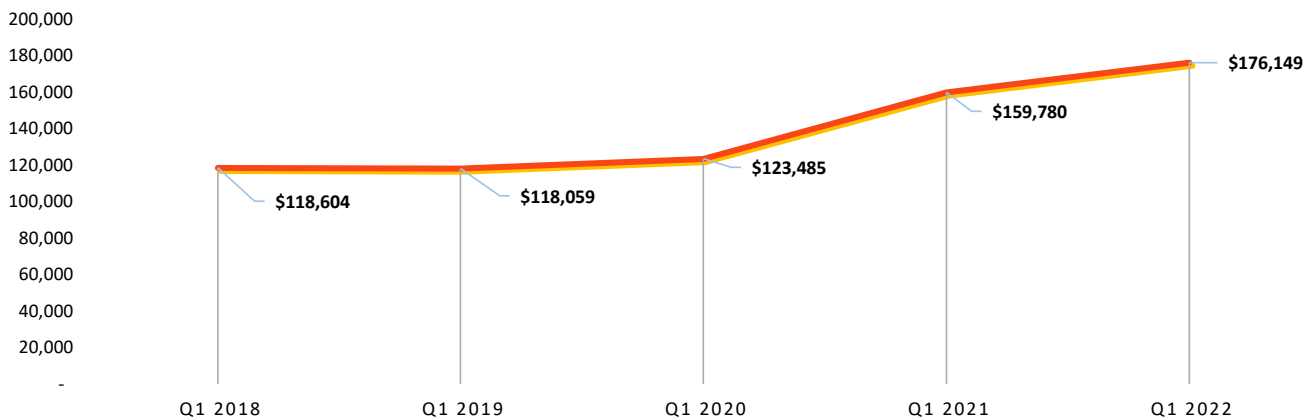
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Patient Service Revenue	\$ 176,149	\$ 192,023	\$ (15,874)	\$ 159,780
Hospital support	19,054	22,500	(3,446)	12,875
Investment Income	119	150	(31)	909
Other Revenue	566	-	566	923
Total Revenues	\$ 195,888	\$ 214,673	\$ (18,785)	\$ 174,487
Expenses				
Transfers to University	\$ 163,844	\$ 156,000	\$ 7,844	\$ 120,276
Supplies and Services	45,839	54,400	(8,561)	36,870
Depreciation	1,579	1,600	(21)	1,108
Other Expenses	507	504	3	155
Total Expenses	\$ 211,769	\$ 212,504	\$ (735)	\$ 158,409
Net Income	\$ (15,881)	\$ 2,169	\$ (18,050)	\$ 16,078

Patient Service Revenue Five Year Trend

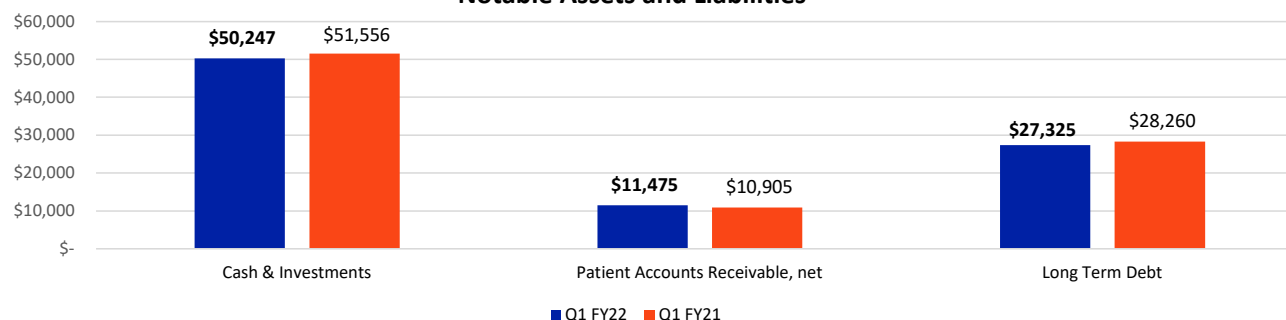


University of Florida Jacksonville Physicians, Inc.

Quarterly Financial Report

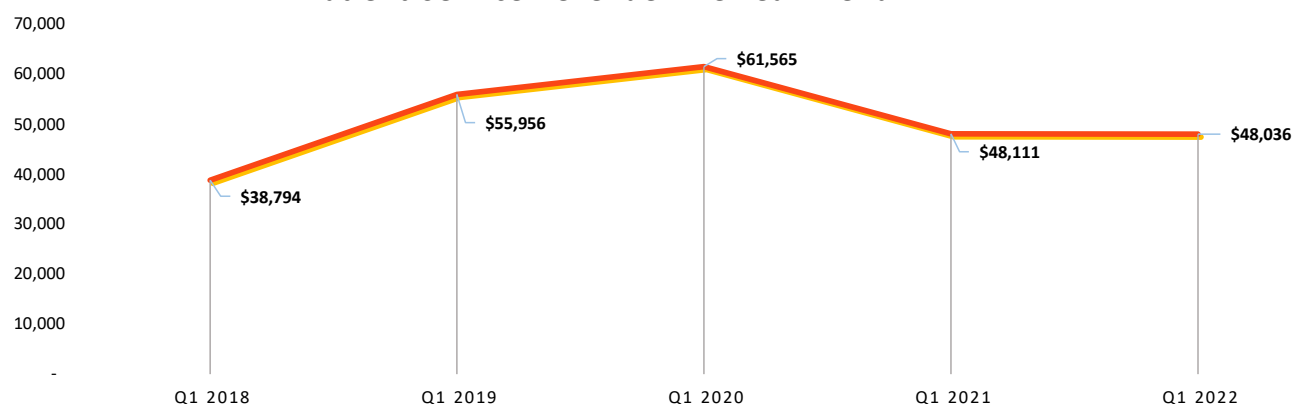
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Patient Service Revenue	\$ 48,036	\$ 50,892	\$ (2,856)	\$ 48,111
Investment Income	74	90	(16)	100
Other Revenue	38,773	39,006	(233)	38,088
Total Revenues	\$ 86,883	\$ 89,988	\$ (3,105)	\$ 86,299
Expenses				
Employee Compensation and Benefits	\$ 32,738	\$ 35,013	\$ (2,275)	\$ 31,594
Supplies and Services	3,356	3,789	(433)	3,128
Depreciation	1,566	1,545	21	1,525
Other Expenses	8,315	7,100	1,215	7,904
Transfers to UF	44,889	44,044	845	43,724
Total Expenses	\$ 90,864	\$ 91,491	\$ (1,472)	\$ 87,875
Net Income	\$ (3,981)	\$ (1,503)	\$ (2,478)	\$ (1,576)

Patient Service Revenue Five Year Trend

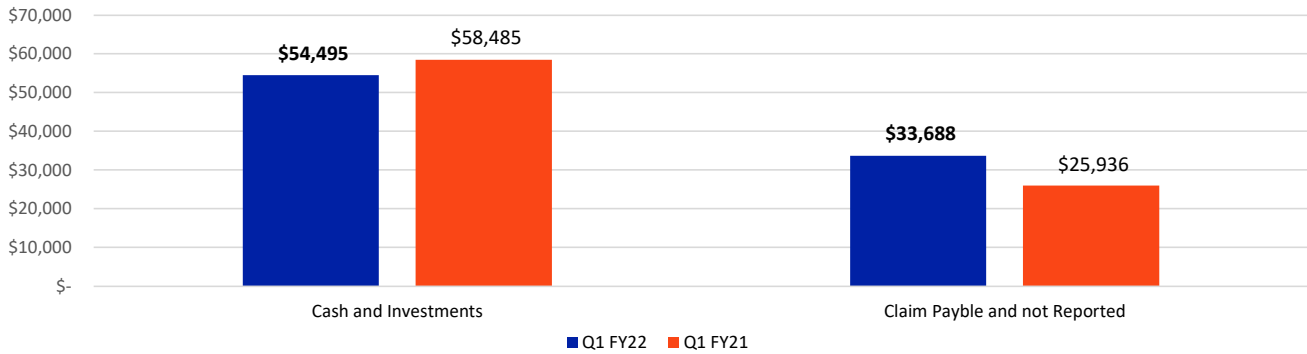


GatorCare Health Management Corporation

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



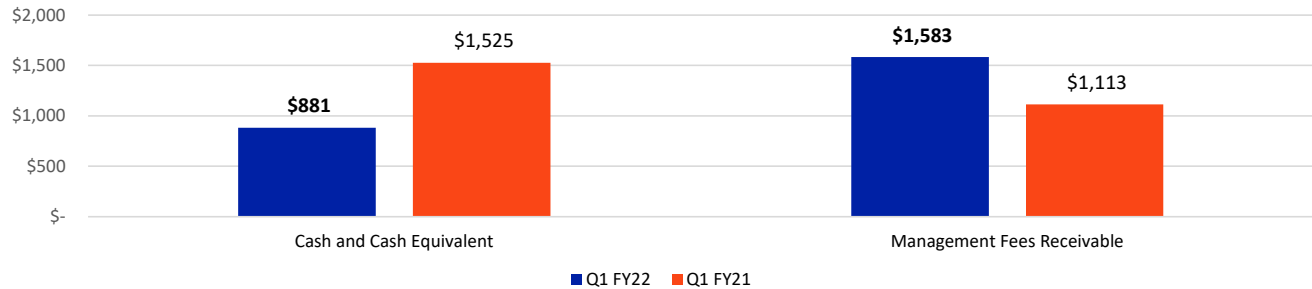
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Contributions from Participating Employers	\$ 52,761	\$ 54,602	\$ (1,841)	\$ 52,991
Investment Income	96	150	(54)	220
Total Revenues	\$ 52,857	\$ 54,752	\$ (1,895)	\$ 53,211
Expenses				
Health and Pharmacy Claim Expenses	\$ 56,999	\$ 52,157	\$ 4,842	\$ 52,900
Administrative Expenses	374	480	(106)	356
Total Expenses	\$ 57,373	\$ 52,637	\$ 4,117	\$ 53,256
Net Income	\$ (4,516)	\$ 2,116	\$ (6,632)	\$ (45)

University of Florida Investment Corporation

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets



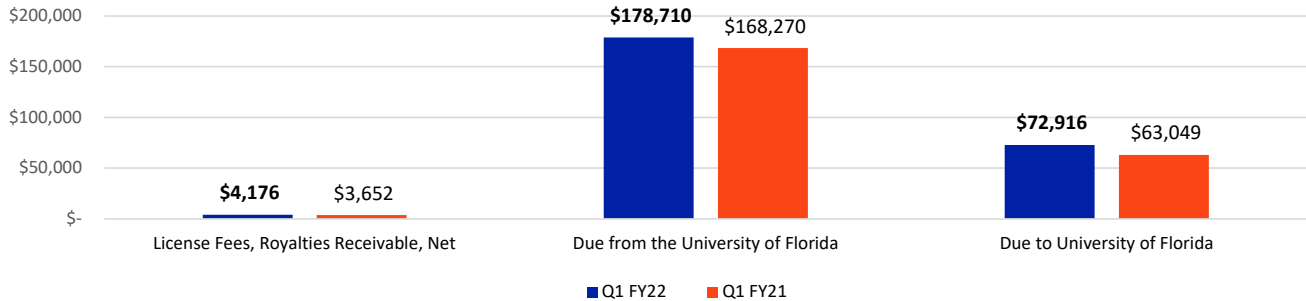
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Management Fees	\$ 1,588	\$ 1,587	\$ 1	\$ 1,321
Total Revenues	\$ 1,588	\$ 1,587	\$ 1	\$ 1,321
Expenses				
Employee Compensation and Benefits	\$ 1,312	\$ 1,313	\$ (1)	\$ 1,127
General Administration	122	130	(8)	137
Total Expenses	\$ 1,434	\$ 1,443	\$ (9)	\$ 1,264
Net Income	\$ 154	\$ 144	\$ 10	\$ 57

University of Florida Research Foundation, Inc.

Quarterly Financial Report

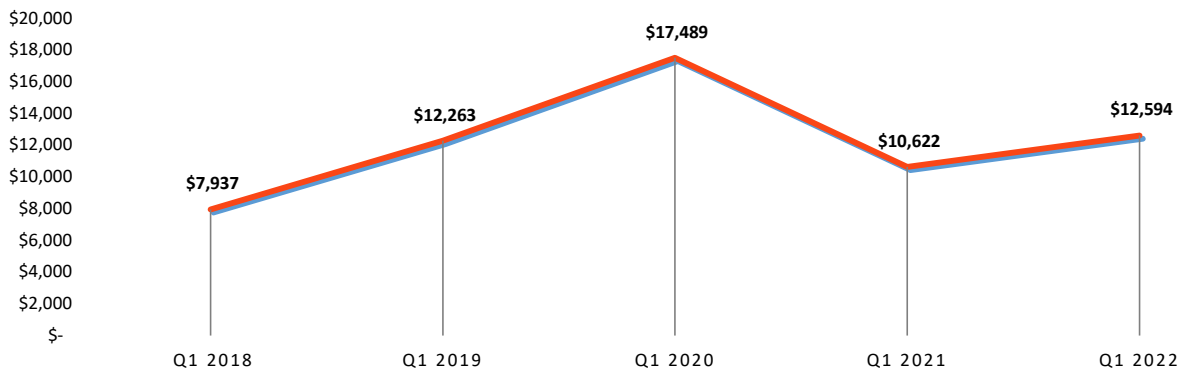
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



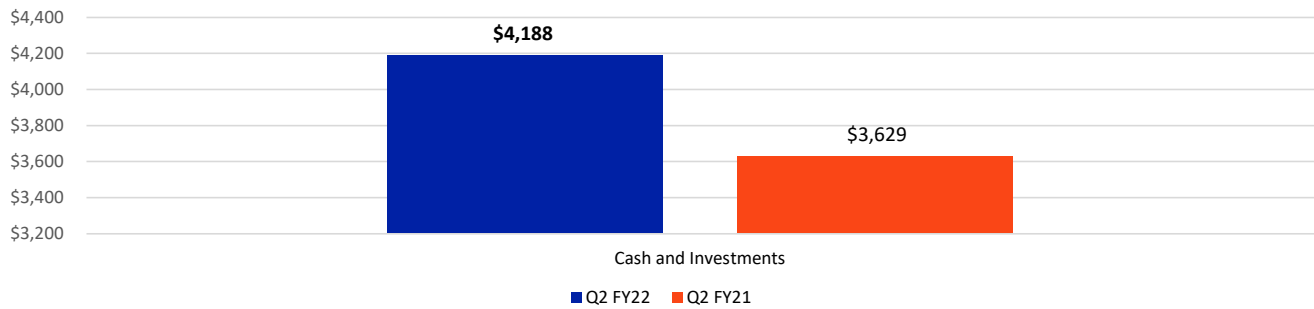
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Royalties and License Fees	\$ 12,594	\$ 12,398	\$ 196	\$ 10,622
Other Revenues	925	1,085	(160)	805
Total Revenues	\$ 13,519	\$ 13,483	\$ 36	\$ 11,427
Expenses				
Transfers to UF	\$ 11,048	\$ 9,291	\$ 1,757	\$ 8,408
Other Operating Expenses	3,396	2,369	1,027	2,145
Total Expenses	\$ 14,444	\$ 11,660	\$ 3,891	\$ 10,553
Net Income	\$ (925)	\$ 1,823	\$ (2,748)	\$ 874

Royalties & License fees Revenue Five year Trend



Florida 4H Club Foundation, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

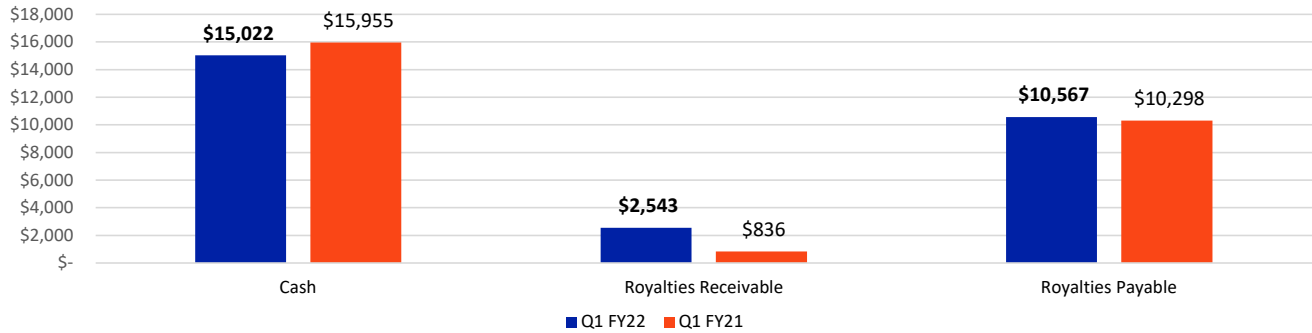
Notable Assets



Revenues and Expenses	Q2 FY22*	Q2 FY22 Budget	Variance	Q2 FY21
Revenues				
Contributions	\$ 32	\$ 30	\$ 2	\$ 3
Investment Income	7	15	(8)	10
Registration Fees	96	55	41	10
Other Revenue	2	10	(8)	3
Transfers from Component Units	59	85	(26)	52
Total Revenues	\$ 196	\$ 195	\$ 1	\$ 78
Expenses				
Program Expenses	\$ 111	\$ 145	\$ (34)	\$ 28
Transfers to the University	66	70	(4)	48
Total Expenses	\$ 177	\$ 215	\$ (38)	\$ 76
Net Income	\$ 19	\$ (20)	\$ 39	\$ 2

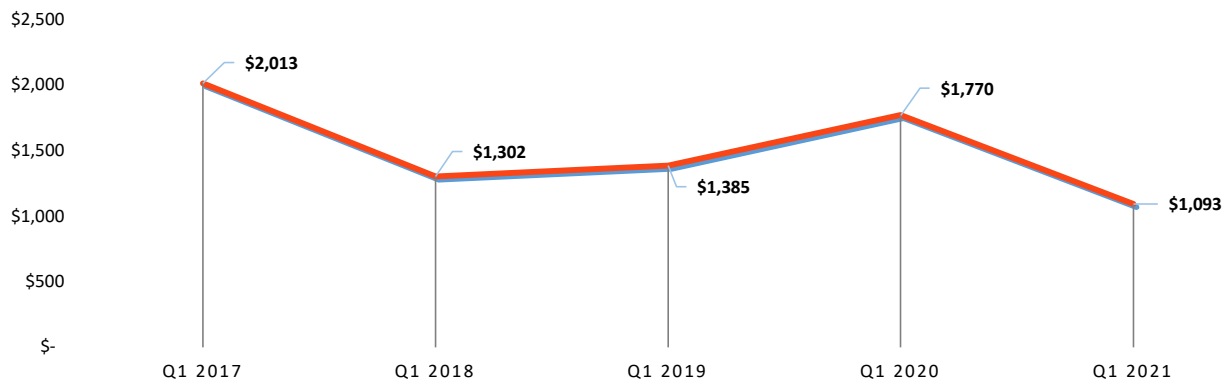
Florida Foundation Seed Producers, Inc.
Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Sales of Seed	\$ 2	\$ -	\$ 2	\$ 91
Royalties	1,093	500		1,770
Other Revenues	101	10	91	32
Total Revenues	\$ 1,195	\$ 510	\$ 92	\$ 1,893
Expenses				
Employee Compensation and Benefits	\$ 216	\$ 236	\$ (20)	\$ 156
Cost of Seeds Sold	54	55	(1)	66
Transfers to UF	15	-	15	25
Other Expenses	31	122	(91)	31
Total Expenses	\$ 315	\$ 413	\$ (98)	\$ 277
Net Income	\$ 880	\$ 97	\$ 783	\$ 1,616

Royalties Revenue Five year trend

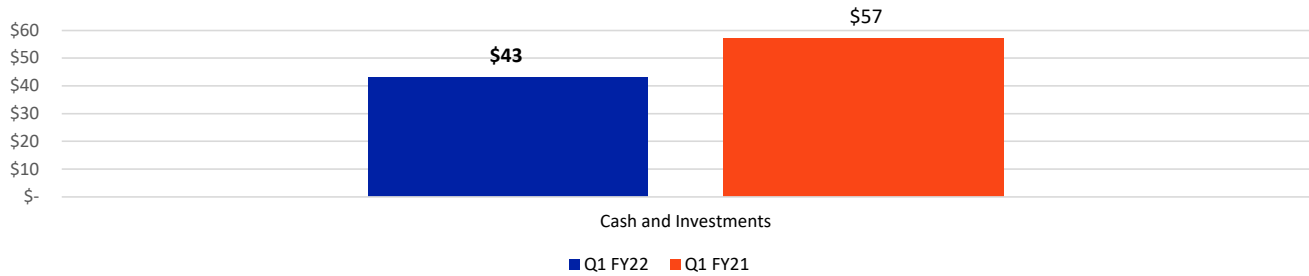


Southwest Florida Research and Education Foundation, Inc.

Quarterly Financial Report

For the three months ending 9/30/2021 *(amounts expressed in thousands)*

Notable Assets



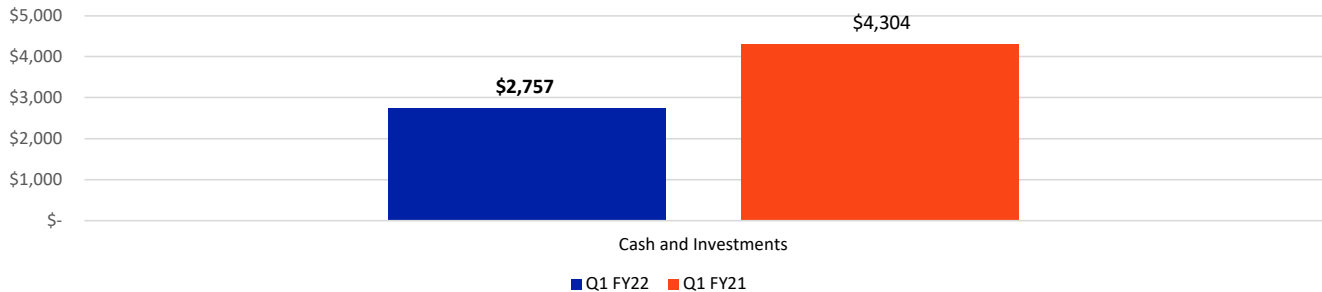
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Seeds and Crops Sales	\$ 5	\$ 12	\$ (7)	\$ 11
Other Revenue	11	19	(8)	17
Total Revenues	\$ 16	\$ 31	\$ (15)	\$ 28
Expenses				
Facilities	\$ -	\$ 2	\$ (2)	\$ 5
Agricultural Supplies	2	-	2	5
Other Expenses	56	33	23	23
Total Expenses	\$ 58	\$ 35	\$ 23	\$ 33
Net Income	\$ (42)	\$ (4)	\$ (38)	\$ (5)

Citrus Research and Development Foundation, Inc.

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets



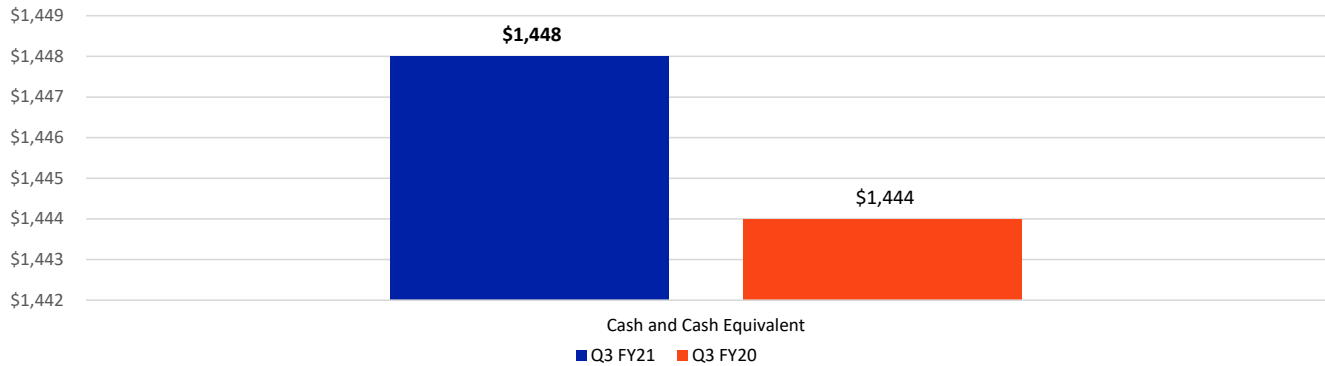
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Research Contracts	\$ 1,997	\$ 3,786	\$ (1,789)	\$ 2,084
Other Revenues	9	14	(5)	439
Total Revenues	\$ 2,006	\$ 3,800	\$ (1,794)	\$ 2,523
Expenses				
Research Projects Contracts	\$ 680	\$ 909	\$ (229)	\$ 809
Research Delivery Contracts	1,998	3,480	(1,482)	2,444
Other Expenses	219	114	106	193
Total Expenses	\$ 2,897	\$ 4,503	\$ (549)	\$ 3,446
Net Income	\$ (891)	\$ (703)	\$ (188)	\$ (923)

University of Florida Leadership and Education Foundation, Inc.

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets



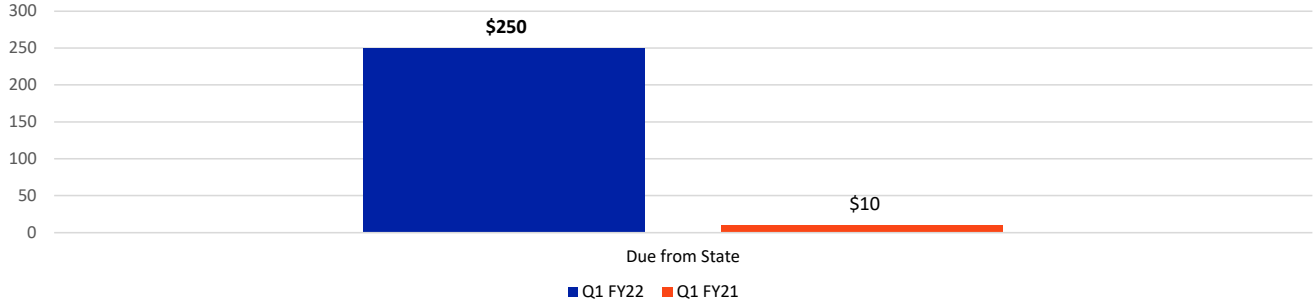
Revenues and Expenses	Q3 FY21*	Q3 FY21 Budget	Variance	Q3 FY20
Revenues				
Conference Revenue	\$ 420	\$ 304	\$ 116	\$ 189
Other Revenues	125	-	125	-
Total Revenues	\$ 545	\$ 304	\$ 241	\$ 189
Expenses				
Conference Expenses	\$ 277	\$ 230	\$ 47	\$ 90
Operating Expenses	17	19	(2)	9
Transfers to the University	142	130	12	144
Total Expenses	\$ 436	\$ 379	\$ 57	\$ 243
Net Income	\$ 109	\$ (75)	\$ 184	\$ (54)

Cattle Enhancement Board, Inc.

Quarterly Financial Report

For the three months ending 9/30/2021 *(amounts expressed in thousands)*

Notable Assets



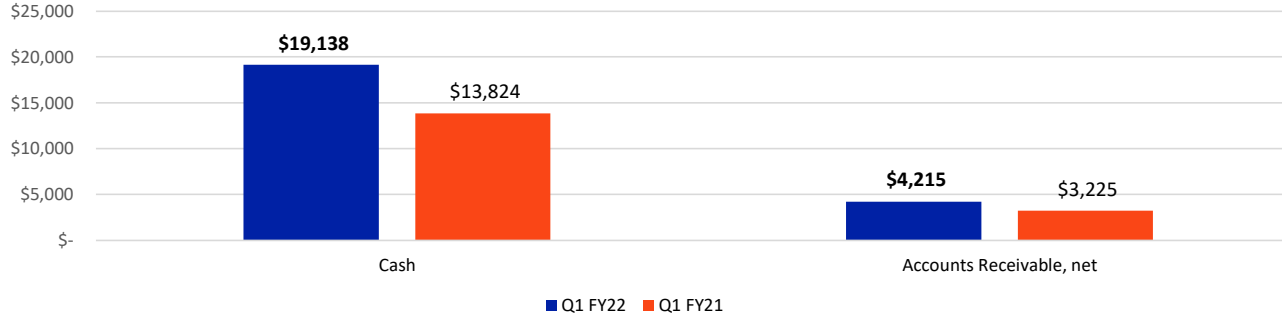
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
State Appropriation	\$ 250	\$ 250	\$ -	\$ 115
Total Revenues	\$ 250	\$ 250	\$ -	\$ 115
Expenses				
Research Projects	\$ -	\$ 250	\$ (250)	\$ 94
Cattle Marketing and Promotion	-	-	-	8
Administrative Expenses	-	-	-	13
Total Expenses	\$ -	\$ 250	\$ (250)	\$ 115
Net Income	\$ 250	\$ -	\$ 250	\$ -

Faculty Associates, Inc.

Quarterly Financial Report

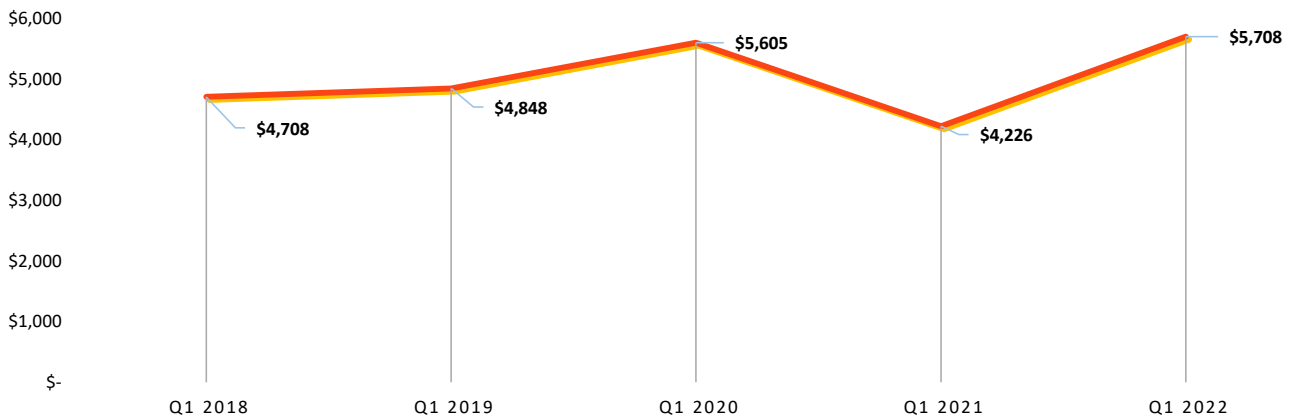
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Professional Fees	\$ 5,708	\$ 5,415	\$ 293	\$ 4,226
Investment Income	5	5	-	4
Total Revenues	\$ 5,713	\$ 5,420	\$ 293	\$ 4,230
Expenses				
Transfers to UF	\$ 5,000	\$ 5,125	\$ (125)	\$ 5,200
Credit Card Fees	187	105	82	97
Total Expenses	\$ 5,187	\$ 5,230	\$ (43)	\$ 5,297
Net Income	\$ 526	\$ 190	\$ 336	\$ (1,067)

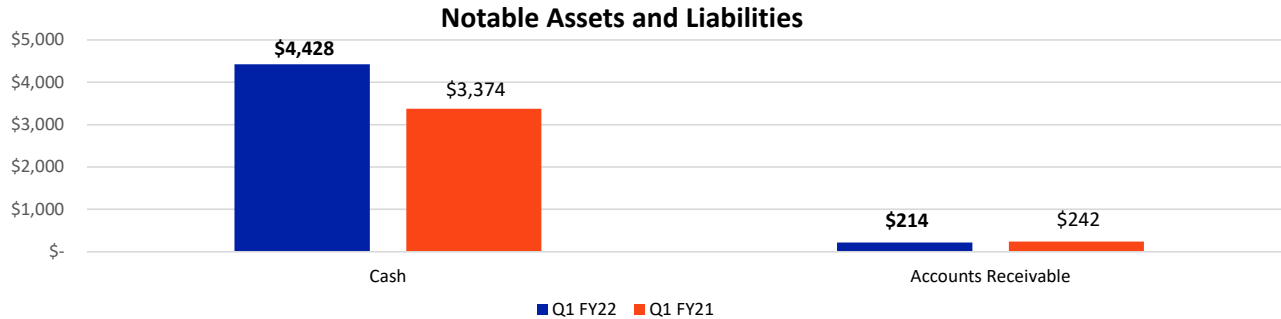
Professional Fees Five Year Trend



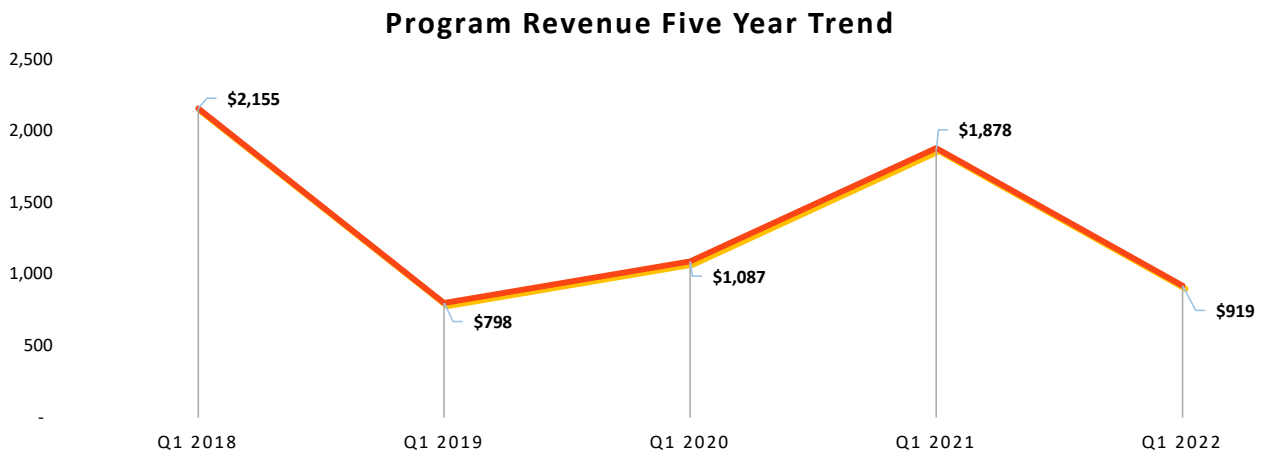
University of Florida College of Pharmacy Faculty Practice Association, Inc.

Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Program Revenues	\$ 919	\$ 1,000	\$ (81)	\$ 1,878
Total Revenues	\$ 919	\$ 1,000	\$ (81)	\$ 1,878
Expenses				
Transfers to UF	\$ 3,039	-	\$ 3,039	\$ 1
Total Expenses	\$ 3,039	\$ -	\$ 3,038	\$ 1
Net Income	\$ (2,120)	\$ 1,000	\$ (3,120)	\$ 1,877

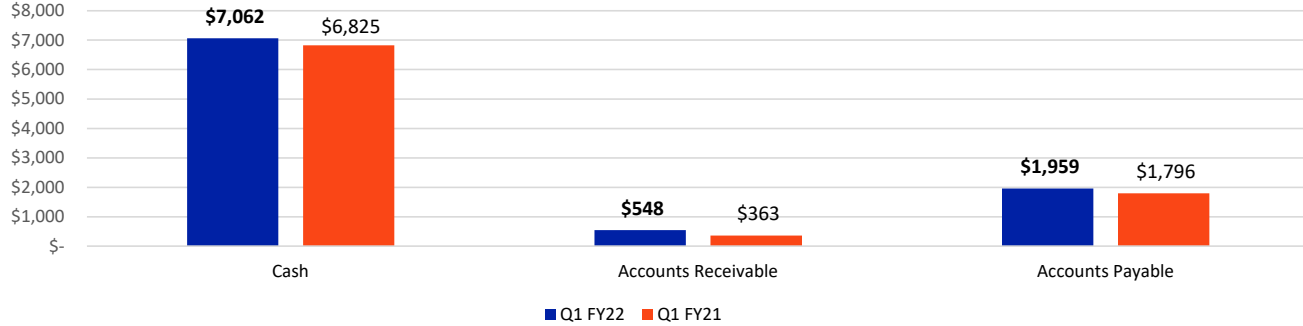


Florida Veterinary Medicine Faculty Association, Inc.

Quarterly Financial Report

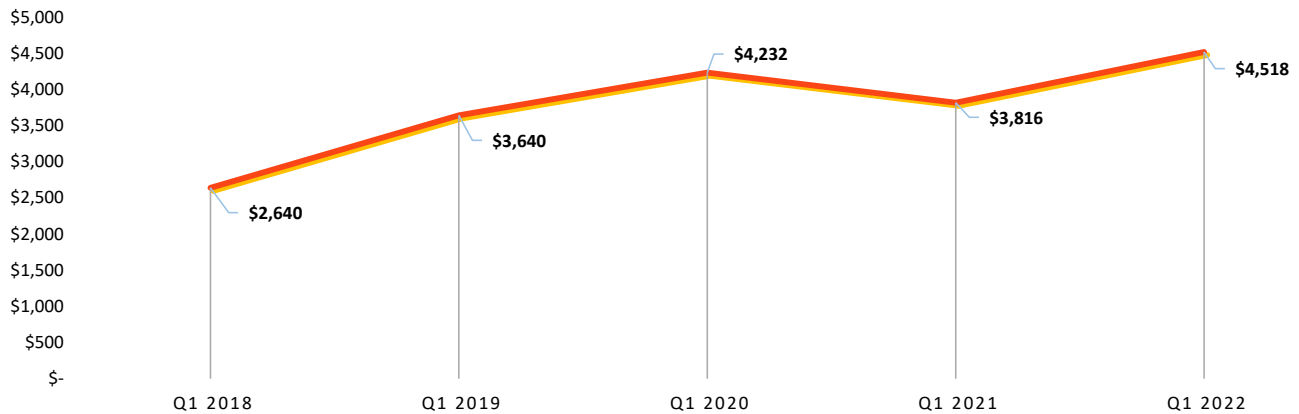
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Patient Service Revenue	\$ 4,518	\$ 4,183	\$ 335	\$ 3,816
Other Revenue	1,269	1,096	173	1,025
Total Revenues	\$ 5,787	\$ 5,279	\$ 508	\$ 4,841
Expenses				
Transfers to UF	\$ 4,228	\$ 3,153	\$ 1,075	\$ 1,327
Other Expenses	239	230	10	215
Total Expenses	\$ 4,467	\$ 3,382	\$ 1,075	\$ 1,542
Net Income	\$ 1,320	\$ 1,897	\$ (577)	\$ 3,299

Patient Service Revenue Five Year Trend

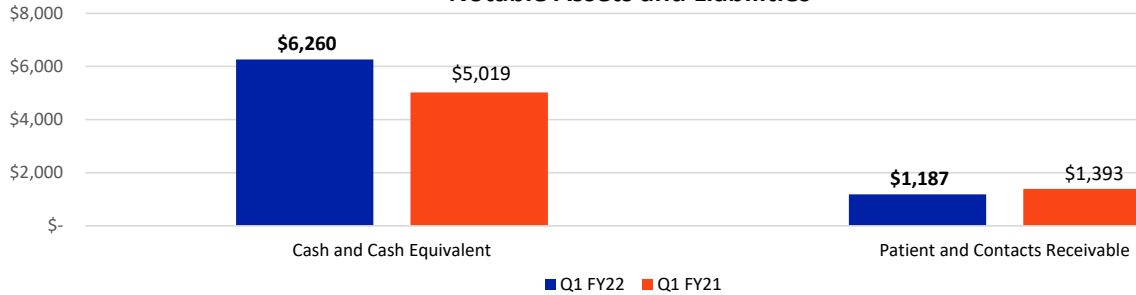


Florida Health Professions Association, Inc.

Quarterly Financial Report

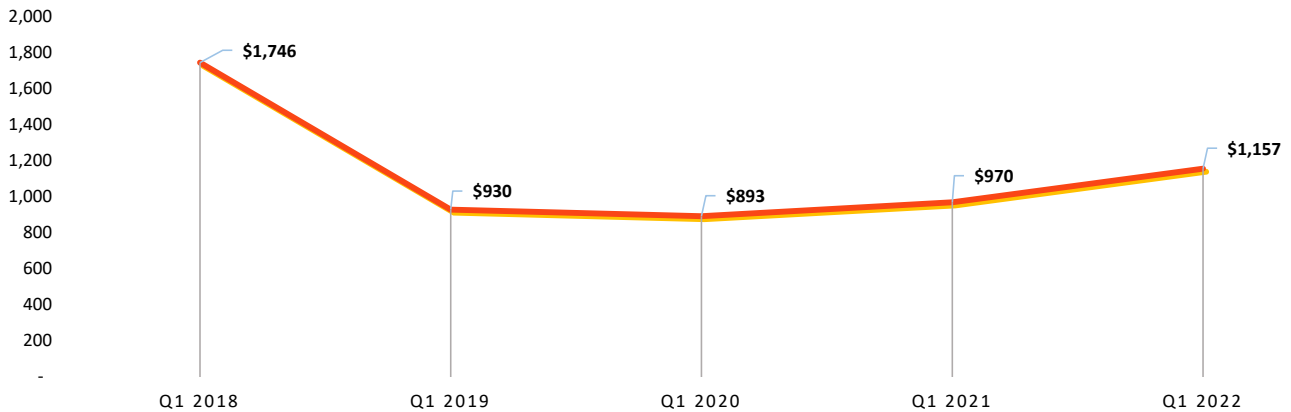
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Professional Fees	\$ 1,157	\$ 1,063	\$ 94	\$ 970
Total Revenues	\$ 1,157	\$ 1,063	\$ 94	\$ 970
Expenses				
Transfers to the University	\$ 895	\$ 804	91	\$ 671
Professional and Credit Card Fees	7	0	7	-
Total Expenses	\$ 902	\$ 804	\$ 98	\$ 671
Net Income	\$ 255	\$ 259	\$ (4)	\$ 299

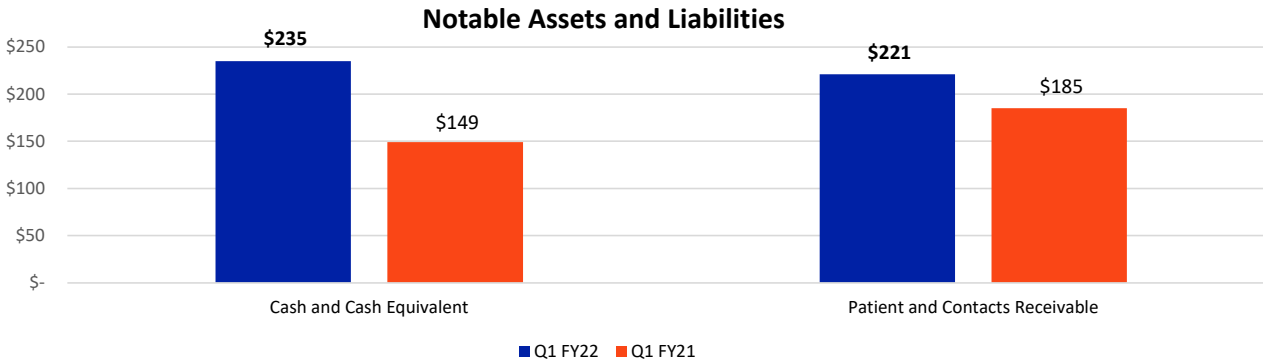
Professional Fees Revenue Five Year Trend



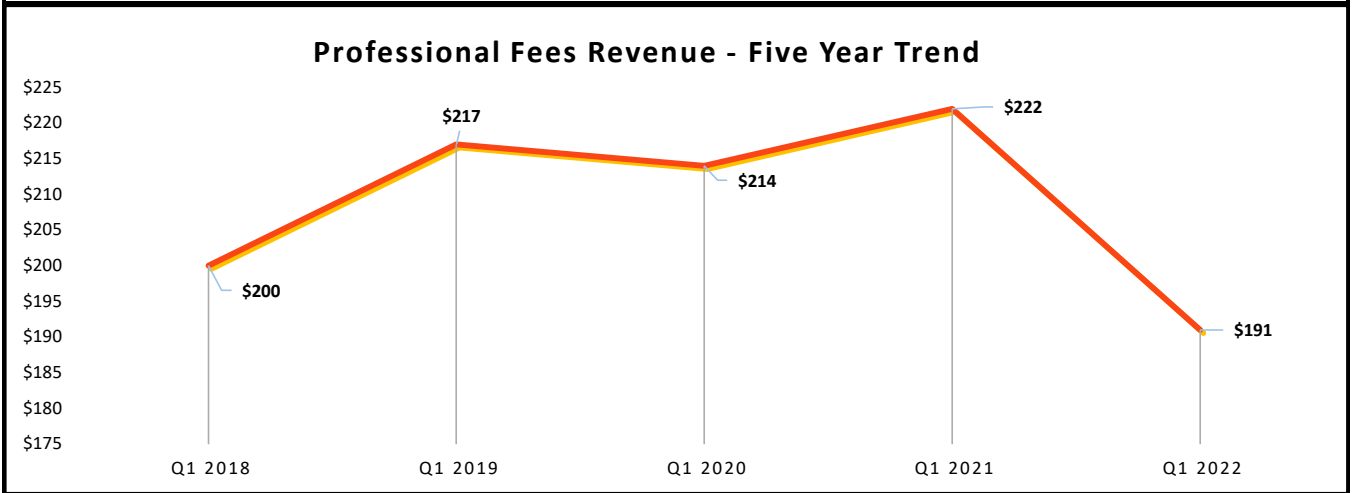
University of Florida College of Nursing Faculty Practice Association, Inc.

Quarterly Financial Report

For the the three months ending 9/30/2021 (amounts expressed in thousands)



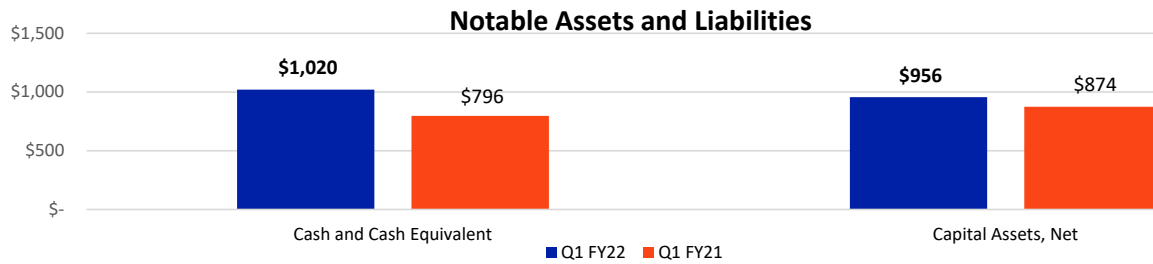
Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Professional Fees	\$ 191	\$ 228	\$ (37)	\$ 222
Total Revenues	\$ 191	\$ 228	\$ (37)	\$ 222
Expenses				
Transfers to the University	\$ -	\$ 200	\$ (200)	\$ 850
Professional and Credit Card Fees	16	16	-	15
Total Expenses	\$ 16	\$ 216	\$ (200)	\$ 865
Net Income	\$ 175	\$ 12	\$ 163	\$ (643)



Faculty Clinic, Inc.

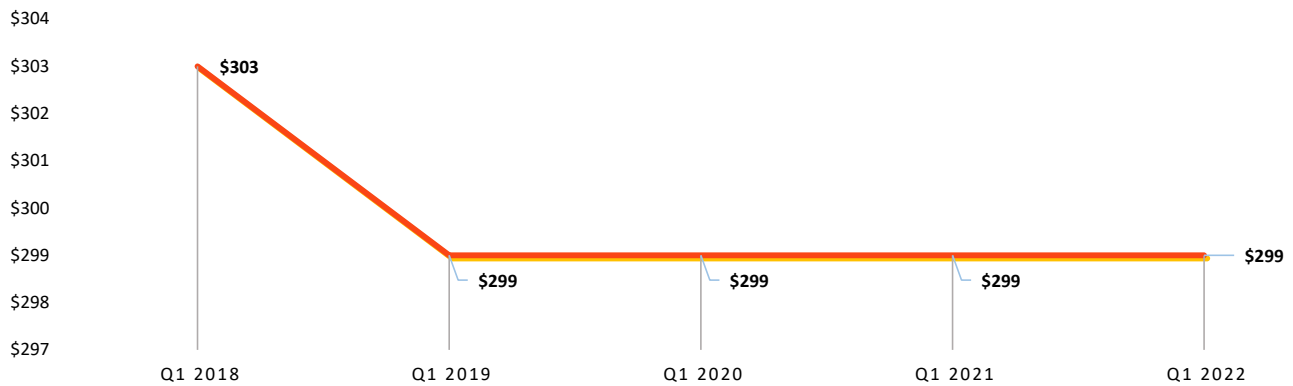
Quarterly Financial Report

For the three months ending 9/30/2021 (amounts expressed in thousands)



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Rental Income	\$ 299	\$ 299	\$ -	\$ 299
Other Revenue	83	83		84
Total Revenues	\$ 382	\$ 382	\$ -	\$ 383
Expenses				
Contract Labor	\$ 78	\$ 83	\$ (5)	\$ 73
Repairs and Maintenance	59	89	(30)	69
Depreciation	35	39	(4)	37
Utilities	76	71	5	50
Other Expenses	46	51	(5)	45
Total Expenses	\$ 294	\$ 333	\$ (35)	\$ 274
Net Income	\$ 88	\$ 49	\$ 39	\$ 109

Rental Income Revenue Five Year Trend

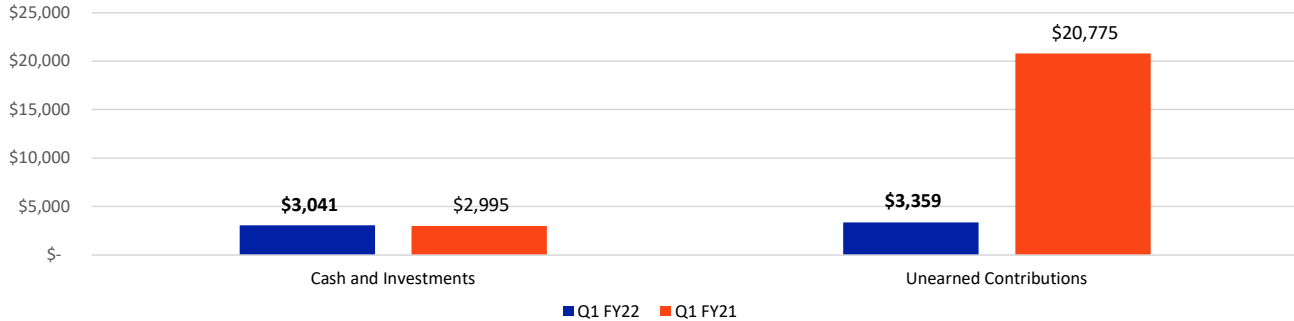


Gator Boosters, Inc.

Quarterly Financial Report

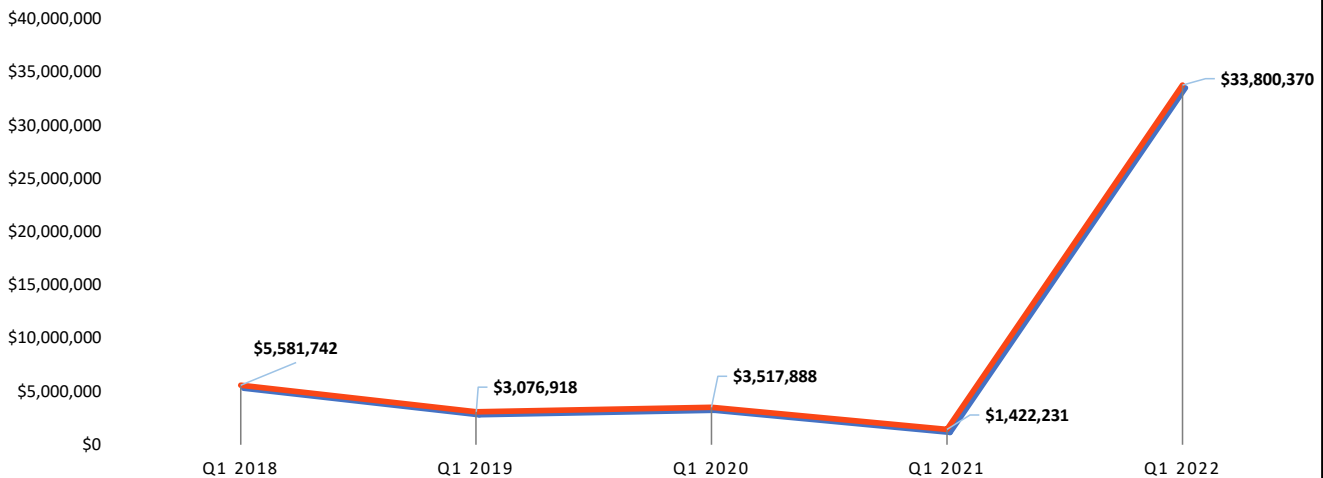
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Contributions - Football	\$ 33,800	\$ 33,359	\$ 440	\$ 1,422
Other Revenues	31	-	31	22
Total Revenues	\$ 33,831	\$ 33,359	\$ 471	\$ 1,445
Expenses				
Employee Compensation and Benefits	\$ 347	\$ 481	\$ (134)	\$ 395
Transfers to UAA	33,884	35,035	(1,151)	1,250
General & Administrative	403	463	(60)	158
Total Expenses	\$ 34,635	\$ 35,980	\$ (1,345)	\$ 1,803
Net Income	\$ (804)	\$ (2,620)	\$ 1,816	\$ (359)

Total Sports Annual Giving Contributions Five Year Trend

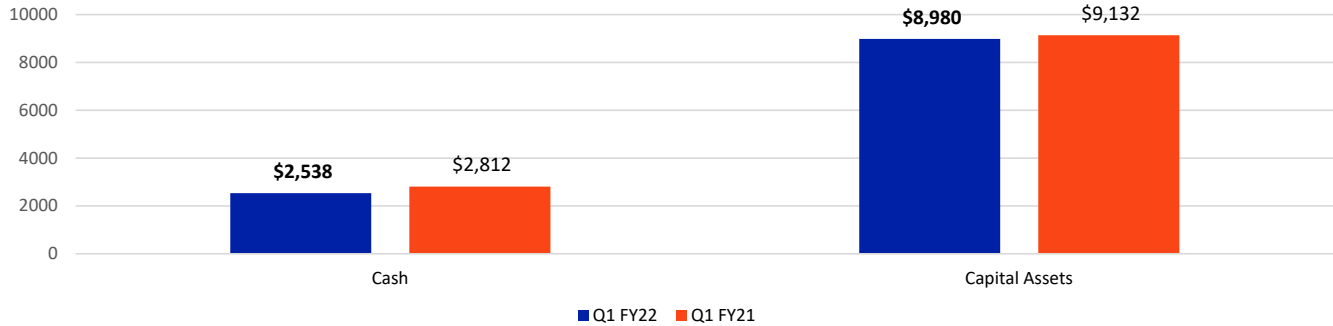


University of Florida Development Corporation

Quarterly Financial Report

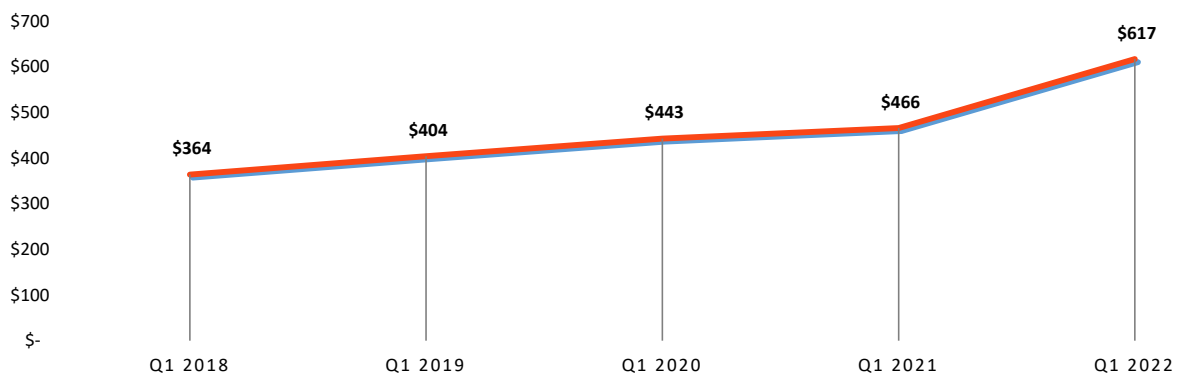
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Rent	\$ 617	\$ 476	\$ 141	\$ 466
Other Revenues	-	-	-	2
Total Revenues	\$ 617	\$ 476	\$ 141	\$ 468
Expenses				
Services and Supplies	\$ 49	\$ 65	\$ (16)	\$ 87
Property Taxes	88	88	-	68
Depreciation	183	183	-	180
Other Expenses	106	120	(14)	143
Total Expenses	\$ 425	\$ 455	\$ (52)	\$ 477
Net Income	\$ 192	\$ 21	\$ 171	\$ (9)

Rent Revenue Five Year Trend

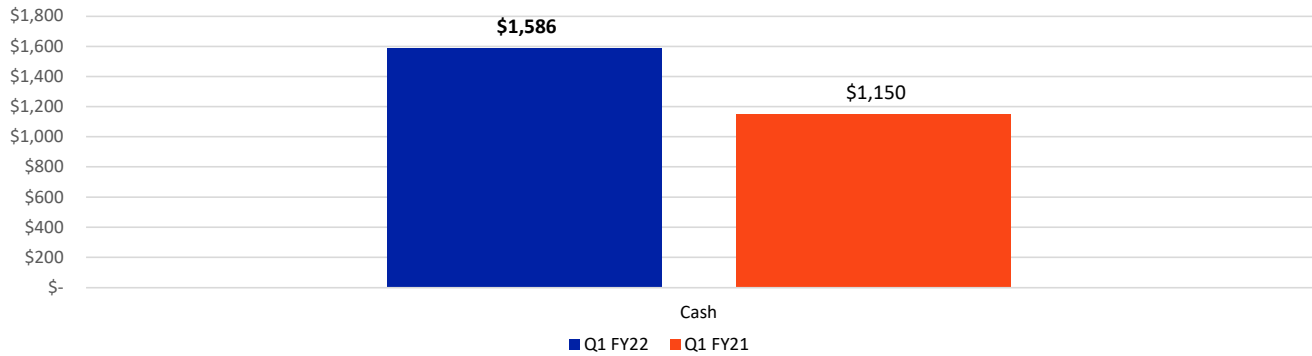


University of Florida Historic St. Augustine, Inc.

Quarterly Financial Report

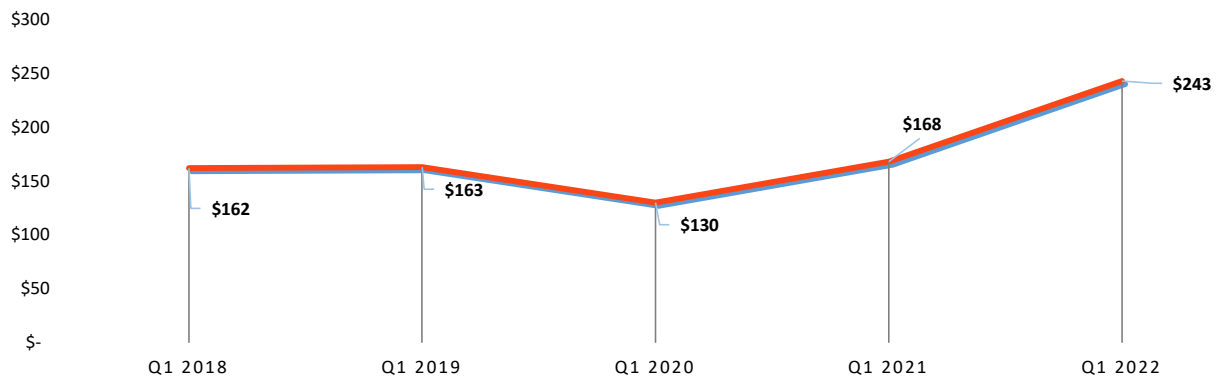
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Rent	\$ 243	\$ 178	\$ 65	\$ 168
Other Revenues	2	8	(6)	10
Total Revenues	\$ 245	\$ 186	\$ 60	\$ 178
Expenses				
Building Preservation	\$ 289	\$ 3	\$ 287	\$ 1
General and Administrative Expense	82	183	(101)	125
Total Expenses	\$ 371	\$ 186	\$ 245	\$ 126
Net Income	\$ (126)	\$ (0)	\$ (126)	\$ 52

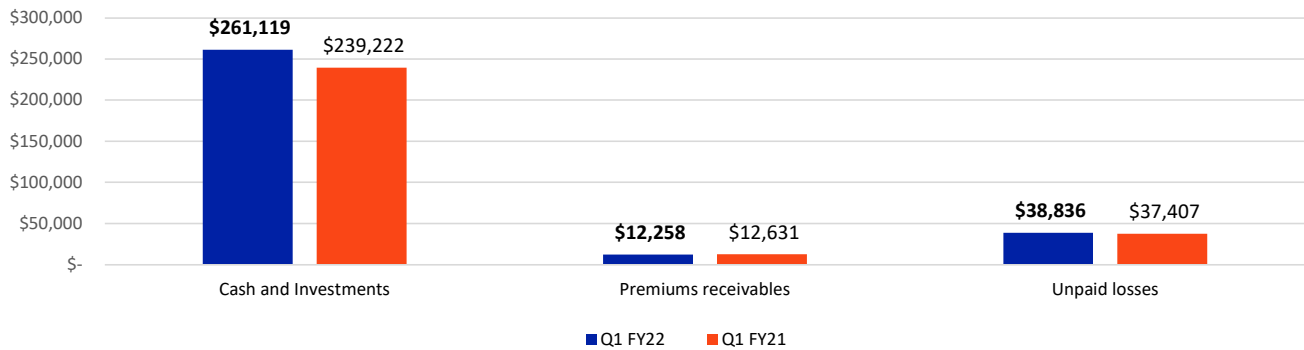
Rent Revenue Five Year Trend



University of Florida Self-Insurance Program and Healthcare Education Insurance Company

Quarterly Financial Report
For the three months ending 9/30/2021 (amounts expressed in thousands)

Notable Assets and Liabilities



Revenues and Expenses	Q1 FY22	Q1 FY22 Budget	Variance	Q1 FY21
Revenues				
Earned Premiums	\$ 2,335	\$ 2,331	\$ 4	\$ 2,634
Investment Income	54	7,595	(7,541)	7,558
Other Revenues	1,130	1,104	26	720
Total Revenues	\$ 3,519	\$ 11,030	\$ (7,511)	\$ 10,912
Expenses				
Losses and Loss Adjustment Expenses	\$ 427	\$ 2,887	\$ (2,460)	\$ 1,311
General and administrative expenses	244	422	(178)	485
Transfers to the University	1,055	1,155	(100)	769
Total Expenses	\$ 1,726	\$ 4,464	\$ (839)	\$ 2,565
Net Income	\$ 1,793	\$ 6,566	\$ (4,773)	\$ 8,347



UF ENTERPRISE FINANCIAL REPORT Q1 FY2022

**For more information about this
report, contact:**

**Office of the Senior Vice President and
Chief Financial Officer and Office of the
Controller**

**Phone: (352) 392-1321
controller-office@ad.ufl.edu**

ANNUAL OPERATING BUDGET REPORT



2021-2022
EDITION

UF Operating Budget

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Tuition & Fees	\$411,901	\$401,201	\$408,63
State Appropriations	928,335	776,781	886,881
Contracts & Grants	737,424	659,953	707,138
Federal & State Financial Aid	243,896	244,393	242,831
Investment Income	52,500	50,693	22,304
Sales of Goods & Services	160,829	147,479	145,989
Other Revenues	48,421	20,998	60,208
TOTAL REVENUES	\$2,581,306	\$2,301,444	\$2,473,985
NET TRANSFERS TO (FROM) CUs			
Hospitals and Practice Plan	\$844,258	\$713,823	\$819,723
UF Foundation (Donor Restricted)	187,186	142,000	167,937
Other	54,915	55,924	52,272
TOTAL NET TRANSFERS TO (FROM) CUs	\$1,086,359	\$911,747	\$1,039,932
TOTAL REVENUE NET OF TRANSFERS	\$3,667,665	\$3,213,191	\$3,513,917
OPERATING EXPENSES			
Employee Compensation & Benefits	\$2,478,840	\$2,292,373	\$2,351,94
Other Operating Expenses	873,199	727,394	759,521
TOTAL OPERATING EXPENSES	\$3,352,039	\$3,019,767	\$3,111,465
TOTAL REV. & TRANSFERS LESS EXPENSES	\$315,626	\$193,424	\$402,452

Amounts in thousands

UF Operating Budget

Revenue

- Significant **positive adjustment to contracts and grants. Increase of \$65.2 million**, from \$670.2 million in the preliminary budget to \$735.4 million, which reflects:
 - FY21 actual results of \$707 million, exceeding our original budget of \$660 million
 - A continued increase in sponsored research awards throughout the year, which will result in additional funding

Transfers to University

- Increased by **\$64 million from component units** and **\$90.2 million from Hospitals and Practice Plans**. These amounts reflect the final operating budgets of DSOs, as the transfers to/from should net to \$0, and again have been adjusted due to an assumption of more normalized operations.

In aggregate, University revenues are budgeted to increase from \$3.2 billion in the FY21 budget (\$3.5 billion actual) to \$3.7 billion, an increase of \$254.4 million over the preliminary budget.

UF Operating Budget

Expenses

- **Employee compensation and benefits** are budgeted at an **increase of \$70.7 million to \$2.5 billion**, (slightly under 3%). This increase primarily reflects:
 - Funding for new AI positions
 - Salary and fringe increases
 - A more normal forecast for hiring after a more cautious preliminary assumption
- **Other operating expenses** are budgeted to **increase \$124.1 million**, which is due primarily to expenditures related to the additional revenues summarized above.
- **Total revenues and transfers less operating expenses** is budgeted at a **positive \$315.6 million, representing an increase of \$59.5 million** over the preliminary budget. The budget reflects continued growth in the enterprise and positive financial performance despite an ongoing challenging environment.
- Of the budget surplus, non-operating expenses include **approximately \$200 million in ongoing construction**, down from almost \$300 million last year, but still significant.

UF Foundation & Alumni Operating Budget

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Contributions/Donations	\$125,749	\$86,761	\$174,571
Investment Income	-	-	1,284
TOTAL REVENUES	\$125,749	\$86,761	\$175,855
NET TRANSFERS TO (FROM) CUs			
UF Foundation (Donor Restricted)	(\$187,186)	(\$142,000)	(\$175,148)
TOTAL REVENUE NET OF TRANSFERS	(\$61,437)	(\$55,239)	\$707
OPERATING EXPENSES			
Employee Compensation & Benefits	\$23,118	\$21,003	\$23,268
Other Operating Expenses	18,994	15,122	17,863
TOTAL OPERATING EXPENSES	\$42,112	\$36,125	\$41,131
TOTAL REV. & TRANSFERS LESS EXPENSES	(\$103,549)	(\$91,364)	(\$40,424)

Amounts in thousands

UF Foundation & Alumni

Revenue

- **Contributions/Donations** are budgeted to **increase \$39 million** over the prior year budget to \$126 million, reflecting the assumption of a return to more normalized operations in FY22.
 - This is a **\$49 million decrease from FY21** actuals, which included the effect of a large private gift.

Expenses

- **Total Operating Expenses** are budgeted to **increase \$6 million** over the prior year budget to \$42 million, which is in line with the FY21 actual results of \$41 million.



University Athletic Association/ Gator Boosters

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
State Appropriations	\$4,839	\$4,960	\$3,546
Contributions/Donations	37,218	42,207	14,663
Investment Income	2,675	675	12,168
Licensing and Royalties	68,644	66,325	99,765
Sales of Goods & Services	35,227	33,499	23,091
Other Revenues	255	2,404	130
TOTAL REVENUES	\$148,858	\$150,070	\$153,363
NET TRANSFERS TO (FROM) CUs			
Other	(\$1,506)	(\$5,151)	(\$2,781)
TOTAL REVENUE NET OF TRANSFERS	\$147,352	\$144,919	\$150,582
OPERATING EXPENSES			
Employee Compensation & Benefits	\$66,981	\$64,196	\$61,584
Other Operating Expenses	69,714	70,610	46,612
TOTAL OPERATING EXPENSES	\$136,695	\$134,806	\$108,196
TOTAL REV. & TRANSFERS LESS EXPENSES	\$10,657	\$10,113	\$42,386

Amounts in thousands

University Athletic Association/ Gator Boosters

Revenue

- **University Athletic Association** total revenue net of transfers is forecast to **increase \$2.6 million to \$143 million**.
- **Gator Boosters** total revenue net of transfers is forecast to decrease \$0.1 million.

Expenses

- **University Athletic Association** expenses are expected to **increase \$2 million**, in line with the projected increase in revenues.
- **Gator Boosters** total expenses are expected to decrease \$0.1 million, yielding a flat budget compared with the prior year.

Shands Teaching Hospital And Clinics

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
State Appropriations	\$7,050	\$7,050	\$11,603
Patient Service Revenue	2,212,918	2,072,627	2,066,285
Contributions/Donations	3,274	8,026	8,378
Investment Income	22,508	16,000	175,997
Other Revenues	52,778	56,231	48,334
TOTAL REVENUES	\$2,298,528	\$2,159,934	\$2,310,597
NET TRANSFERS TO (FROM) CUs			
Hospitals and Practice Plan	(\$208,306)	(\$197,668)	(\$242,787)
TOTAL REVENUE NET OF TRANSFERS	\$2,090,222	\$1,962,266	\$2,067,810
OPERATING EXPENSES			
Employee Compensation & Benefits	\$973,415	\$929,871	\$941,440
Other Operating Expenses	937,458	859,586	755,049
TOTAL OPERATING EXPENSES	\$1,910,873	\$1,789,457	\$1,969,489
TOTAL REV. & TRANSFERS LESS EXPENSES	\$179,349	\$172,809	\$371,321

Amounts in thousands

Shands Teaching Hospital And Clinics

Revenue

- **Operating revenue** of \$2.3 billion is projected to **increase by \$138 million** over the prior year budget.
- The FY22 budget **assumes volumes will return to normal**, with admissions increasing 3.4% and outpatient visits increasing 4.3% from FY21 results. The assumed **volume growth is driving the majority (\$74.2 million) of the planned revenue growth** in FY22, with payor payment rate changes driving the rest.
- **Payor payments rates** are projected to **increase 0-3%**, depending on the payor, which will be partially offset by the elimination of certain favorable government payment policies due to COVID-19, including the abatement of certain scheduled Medicare cuts, and additional add-on payments for COVID-19 positive patients.

Shands Teaching Hospital And Clinics

Expenses

- **Expense growth** is being driven by:
 - Volume growth
 - Higher labor costs due to increased use of contract labor and normal merit increases
- Nonoperating revenues (expenses) are expected to **decrease by \$144.3 million** as **Shands does not budget for changes in the fair value of investments**, which were the primary driver of nonoperating activity in FY21.

Shands Jacksonville HealthCare

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Patient Service Revenue	\$772,555	\$711,708	\$789,983
Contributions/Donations	-	-	305
Investment Income	1,176	1,046	2,651
Other Revenues	15,111	11,829	86,629
TOTAL REVENUES	\$788,842	\$724,583	\$879,568
NET TRANSFERS TO (FROM) CUs			
Hospitals and Practice Plan	(\$66,359)	(\$38,112)	(\$63,372)
TOTAL REVENUE NET OF TRANSFERS	\$722,483	\$686,471	\$816,196
OPERATING EXPENSES			
Employee Compensation & Benefits	\$380,815	\$351,212	\$360,495
Other Operating Expenses	349,969	357,513	334,124
TOTAL OPERATING EXPENSES	\$730,784	\$708,725	\$694,619
TOTAL REV. & TRANSFERS LESS EXPENSES	(\$8,301)	(\$22,254)	\$121,577

Amounts in thousands

Shands Jacksonville Healthcare

Revenue

- **Operating revenue** of \$789 million is projected to **increase by \$64 million**.
- Patient volumes have decreased from historical levels during the latter part of FY20 and throughout FY21 due to COVID-19. The FY22 budget assumes **volumes will return to normal**, with **admissions increasing 2.5%** and outpatient visits also increasing from FY21 results.
- The assumed **volume growth is driving the majority (\$14.3 million) of the planned revenue growth** in FY22, with payor payment rate changes driving the rest:
 - 5% overall charge increase
 - 1% rate increase in Commercial
 - 2.5% increase in Medicare

Shands Jacksonville Healthcare

Expenses

- **Operating expenses** are budgeted to **increase \$22 million** over the prior year.
- **Expense growth** is being driven by:
 - Volume growth
 - Higher labor costs due to increased use of contract labor and normal merit increases
 - **Continued payment of COVID-19 premium pay** for nursing and respiratory staff (budgeted through December 31, 2021).
- This additional premium pay of \$8.6 million will be **partially offset by the recognition of remaining CARES Act Stimulus funding**.

UF Practice Plans

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Patient Service Revenue	\$985,938	\$845,179	\$908,215
Investment Income	1,078	893	1,132
Sales of Goods & Services	4,385	3,836	4,257
Other Revenues	-	-	26,892
TOTAL REVENUES	\$991,401	\$849,908	\$940,496
NET TRANSFERS TO (FROM) CUs			
Hospitals and Practice Plan	(\$569,593)	(\$478,043)	(\$514,203)
TOTAL REVENUE NET OF TRANSFERS	\$421,808	\$371,865	\$426,293
OPERATING EXPENSES			
Employee Compensation & Benefits	\$137,929	\$117,500	\$112,534
Other Operating Expenses	267,562	246,612	263,828
TOTAL OPERATING EXPENSES	\$405,491	\$364,112	\$376,362
TOTAL REV. & TRANSFERS LESS EXPENSES	\$16,317	\$7,753	\$49,931

Amounts in thousands

UF Practice Plans

Revenue

- **Florida Clinical Practice Association** revenues are projected to **increase \$133 million** over the prior year budget to \$662 million. This is the result of increased patient visits and the operation of new clinics, and represents an **increase of \$12 million over FY21 actuals**.
- **Florida Clinical Practice Association total revenue net of transfers** is projected to **increase \$36 million** over the prior year budget, as transfers to the University to cover increased operating costs associated with the additional revenues are factored in.
- **Other practice plans total revenues** are budgeted to **increase \$25 million**, primarily from increased patient services and investment revenues.

Expenses

- **Florida Clinical Practice Association** expenses are projected to **increase \$27 million** over the prior year budget, reflecting additional costs related to the increased revenues.
- **Other practice plans expenses** are projected to **increase \$18 million** over the prior year budget, primarily due to increased employee compensation & benefits costs.

GatorCare Health Mgmt Corp

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Investment Income	\$600	\$300	\$652
Sales of Goods & Services	273,011	1,299	212,616
Other Revenues	310	310	310
TOTAL REVENUES	\$273,921	\$1,909	\$213,578
OPERATING EXPENSES			
Employee Compensation & Benefits	\$1,921	\$1,251	\$1,103
Other Operating Expenses	260,785	554	208,453
TOTAL OPERATING EXPENSES	\$262,706	\$1,805	\$209,556
TOTAL REV. & TRANSFERS LESS EXPENSES	\$11,215	\$104	\$4,022

Amounts in thousands

Note: Actuals include employer contributions and claim expenses that are not part of the budget. FY22 budget includes an estimate of both to better reflect expectations.

GatorCare Health Mgmt Corp

Revenue

- Revenues **now include employer contributions** in order to facilitate more meaningful comparisons of budget to actual results.
- Revenues are projected to **increase \$60 million** over the prior year actuals.

Expenses

- Expenses **now include claim expenses** in order to facilitate more meaningful comparisons of budget to actual results.
- Expenses are projected to **increase \$53 million** over the prior year actuals.

UF Investment Corporation

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Sales of Goods & Services	\$6,288	\$5,316	\$5,708
OPERATING EXPENSES			
Employee Compensation & Benefits	\$5,669	\$4,704	\$5,921
Other Operating Expenses	619	612	425
TOTAL OPERATING EXPENSES	\$6,288	\$5,316	\$6,346
TOTAL REV. & TRANSFERS LESS EXPENSES	\$ -	\$ -	(\$638)

Amounts in thousands

UF Investment Corporation

Revenue

- Total revenue is projected to **increase \$1 million** over the prior year budget and \$0.6 million over the prior year actuals.

Expenses

- Total expenses are projected to **increase \$1 million** over the prior year budget and be essentially flat compared to prior year actuals.

UF Research Foundation

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Licensing and Royalties	\$37,700	\$33,300	\$39,266
Sales of Goods & Services	40	30	42
Other Revenues	2,300	2,300	2,318
TOTAL REVENUES	\$40,040	\$35,630	\$41,626
NET TRANSFERS TO (FROM) CUs			
Other	(\$36,627)	(\$35,274)	(\$30,804)
TOTAL REVENUE NET OF TRANSFERS	\$3,413	\$356	\$10,822
OPERATING EXPENSES			
Other Operating Expenses	\$12,647	\$10,240	\$7,826
TOTAL REV. & TRANSFERS LESS EXPENSES	(\$9,234)	(\$9,884)	\$2,996

Amounts in thousands

UF Research Foundation

Revenue

- Total revenue is budgeted to **increase \$4.4 million** over the prior year budget as a result of **higher licensing and royalty projections**.
- **Total revenue net of transfers** is budgeted to **increase \$3.05 million** over the prior year budget.

Expenses

- Total expenses are budgeted to **increase \$2.4 million** over the prior year budget.

Agricultural DSO's

Florida 4H Club Foundation, Inc.
Florida Foundation Seed Producers, Inc.
Southwest Florida Research and Education Foundation, Inc.
Citrus Research and Development Foundation, Inc.
University of Florida Leadership & Education Foundation, Inc.
Cattle Enhancement Board, Inc.

Agricultural Direct Support Organizations

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
State Appropriations	\$15,894	\$10,626	\$14,463
Contracts & Grants	-	-	3
Contributions/Donations	140	1,422	644
Investment Income	182	180	186
Licensing and Royalties	15,000	13,002	16,134
Sales of Goods & Services	3,343	4,616	3,402
Other Revenues	22	18	89
TOTAL REVENUES	\$34,581	\$29,864	\$34,921
NET TRANSFERS TO (FROM) CUs			
Other	(\$11,942)	(\$10,710)	(\$12,666)
TOTAL REVENUE NET OF TRANSFERS	\$22,639	\$19,154	\$22,255
OPERATING EXPENSES			
Employee Compensation & Benefits	\$1,398	\$1,382	\$1,192
Other Operating Expenses	23,704	19,550	19,692
TOTAL OPERATING EXPENSES	\$25,102	\$20,932	\$20,884
TOTAL REV. & TRANSFERS LESS EXPENSES	(\$2,463)	(\$1,778)	\$1,371

Amounts in thousands

Agricultural Direct Support Org.

Revenue

- **Total revenues** are projected to **increase \$4.7 million** over the prior year budget and decrease \$0.3 million from the prior year actuals.
- The primary drivers of these changes are:
 - **Citrus Research & Development Foundation** state revenues
 - **Florida Foundation Seed Producers** licensing & royalties

Expenses

- **Total expenses** are projected to **increase \$4.2 million** over both the prior year budget and actual results, in line with a similar increase in revenues.

Other DSO's



UF Development Corporation
UF Historic St. Augustine

UF Development Corp

**FY21-22
BUDGET**

**FY20-21
BUDGET**

**FY20-21
ACTUALS**

REVENUES

Sales of Goods & Services

\$1,904

\$1,866

\$1,950

NET TRANSFERS TO (FROM) CUs

Other

\$ -

\$ -

(\$100)

TOTAL REVENUE NET OF TRANSFERS

\$1,904

\$1,866

\$1,850

OPERATING EXPENSES

Other Operating Expenses

\$1,362

\$1,338

\$1,408

TOTAL REV. & TRANSFERS LESS EXPENSES

\$542

\$528

\$442

Amounts in thousands

UF Historic St. Augustine

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Contributions/Donations	\$5	\$5	\$15
Licensing and Royalties	165	165	173
Sales of Goods & Services	572	492	647
TOTAL REVENUES	\$742	\$662	\$835
NET TRANSFERS TO (FROM) CUs			
Other	(\$218)	(\$302)	(\$220)
TOTAL REVENUE NET OF TRANSFERS	\$524	\$360	\$615
OPERATING EXPENSES			
Other Operating Expenses	\$524	\$360	\$218
TOTAL REV. & TRANSFERS LESS EXPENSES	\$ -	\$ -	\$397

Amounts in thousands

Other Affiliates



**UF Self-Insurance Program
Healthcare Education Insurance Company**

UF Self-Insurance Program & Healthcare Education Insurance Company

	FY21-22 BUDGET	FY20-21 BUDGET	FY20-21 ACTUALS
REVENUES			
Investment Income	\$30,380	\$12,382	\$28,933
Sales of Goods & Services	12,984	13,604	15,371
TOTAL REVENUES	\$43,364	\$25,986	\$44,304
NET TRANSFERS TO (FROM) CUs			
Other	(\$4,622)	(\$4,487)	(\$3,736)
TOTAL REVENUE NET OF TRANSFERS	\$38,742	\$21,499	\$40,568
OPERATING EXPENSES			
Other Operating Expenses	\$15,797	\$11,850	\$9,551
TOTAL REV. & TRANSFERS LESS EXPENSES	\$22,945	\$9,649	\$31,017

Amounts in thousands

UF Self-Insurance Program & Healthcare Education Insurance Company

Revenue

- The **Self-Insurance Program & Healthcare Education Insurance Company** budget reflects an **\$18 million increase** in investment income compared to the prior year budget. This is more in line with prior year actuals.

Expenses

- Operating expenses are projected to **increase \$3.9 million** over the prior year budget.

ANNUAL OPERATING BUDGET REPORT 2021 - 2022

For more information about this report, contact:

**Office of the Senior Vice President and Chief
Financial Officer and Office of the Controller**

Phone: (352) 392-1321

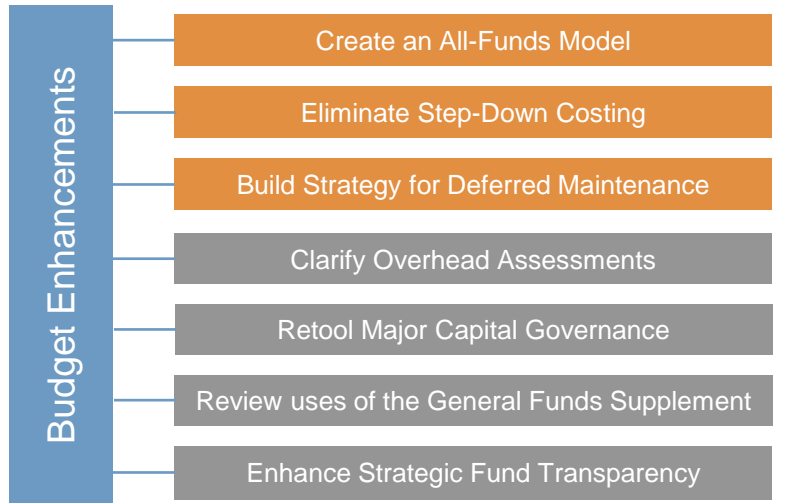
Fax: (352) 392-4760

controller-office@ad.ufl.edu

Budget Enhancement Initiative Update

UF continues to make sustained, on-time progress in enhancing the budget model. Additional stakeholder engagement has affirmed the following perspectives which are being addressed in this effort.

Identified UF Budget Enhancements



Broad Perspectives for Consideration



Increased data accessibility and reporting can improve confidence in budget forecasts



A perceived lack of clarity regarding strategic priorities for the University hinders a unified one UF direction



A lack of transparency in the budget model have led to siloed operations and potential duplication of services

Stakeholder perspectives are being continually incorporated to ensure broad buy-in to changes to the budget model. Overarching changes will be published on the University's website.

Benchmark Data with Off-Campus Market

The average rate of an on-campus apartment is \$688 per person per month. Compared to an average of \$1,028 per person per month for an off-campus apartment, UF Housing's rent is 49% less on average. Newer properties located on the immediate campus edge have an even greater premium.

On-campus traditional and suite-style units offer a similar level of affordability compared to student-oriented properties in close proximity to campus. The average per person monthly rental rates between traditional and suite-style unit types is \$725, representing 42% less than the market average for similar off-campus properties.

Figure 1: Off-Campus Market Rental Rate Comparison to UF Apartments Fall 2021
Rates (all rates are per person per month)

UF Unit Type	Average UF Rate	Student-Oriented (1 mile) Average: \$1,028
		Difference from UF
Undergrad Apartment - Single Occ.	\$770	34%
Undergrad Apartment - Double Occ.	\$661	56%
Grad/Family Housing	\$634	62%
Average	\$688	49%

Figure 2: Off-Campus Market Rental Rate Comparison to UF Non-Apartment Units
Fall 2021 Rates (all rates are per person per month)

UF Unit Type	Average UF Rate	Student-Oriented (1 mile) Average: \$1,028
		Difference from UF
Traditional - Single Occ.	\$670	53%
Traditional - Double Occ.	\$615	67%
Suite - Single Occ.	\$843	22%
Suite - Double Occ.	\$770	34%
Average	\$725	42%

Figure 3: Student Oriented Off-Campus Housing Market Rental Rates (1-mile radius)

	Studio	1BR	2BR	3BR	4BR
13th Street		\$1,359	\$899	\$799	\$759
Archstone Luxury Apartments	\$1,199	\$1,469	\$949	\$779	\$785
Ashton Lane II		\$1,439	\$959	\$824	\$824
Ashton Lane Phase I		\$1,379	\$899	\$739	
Camden Court			\$919	\$809	\$784
Cascades Luxury Apartments	\$1,329	\$1,469	\$994	\$874	\$874
College Manor	\$699	\$827		\$536	
Courtyards Student Apartments			\$790		\$559
Greystone Luxury Apartments	\$1,209	\$1,424	\$924	\$814	\$809
Heritage Oaks Luxury Apartments		\$1,319	\$842		
Latitude 29		\$1,279	\$894		
LynCourt Square	\$1,300	\$1,375	\$975	\$905	\$885
Royal Village				\$764	\$724
Royale Palms		\$1,374	\$907	\$789	
Sabal Palms				\$804	\$804
Social 28			\$949	\$869	\$789
Solaria 1024	\$1,265	\$1,499	\$974	\$814	\$859
The Estates at Sorority Row	\$1,215	\$1,489	\$939	\$874	
The Hub		\$1,525	\$1,115		\$855
The NINE of Gainesville		\$1,439	\$999	\$919	
The Standard at Gainesville		\$1,525	\$1,310	\$1,045	\$915
Average	\$1,174	\$1,387	\$958	\$821	\$802

NOTE: Average rent for student-oriented properties within a 1-mile radius of campus is \$1,028. This is derived from average rent for unit types listed above (\$5,142/5).



CFO GOALS YEAR ONE UPDATE

Chris Cowen, Senior Vice President and Chief Financial Officer



Goal 1

Centralization of Resource Management

Controller's Office Center for Excellence

Centralized staffing to drive strategic initiatives

Created the *Controller's Office Center for Excellence* by centralizing staffing to achieve strategic goals through training, innovation, data, and implementation of efficient processes. Initiatives of the *Center for Excellence* include:

- Training and outreach, including Fiscal Onboarding for new hires or employees, targeted resources for faculty or staff, and bite-sized learning videos
 - Financial data solutions, including developing data quick tips and best practices, improving financial report availability for campus, and partnering with other core offices to design dashboards and visualizations
 - Talent management, including a "living the values" campaign to operationalize the division's core values, position competency profiles, and creating or promoting professional development opportunities
-

Talent Retention Program

Division-wide employee realignment and generalist support

Created a talent retention program to allow for realignment of employees across the division and create generalist positions that allow for cross-training and support of multiple areas.

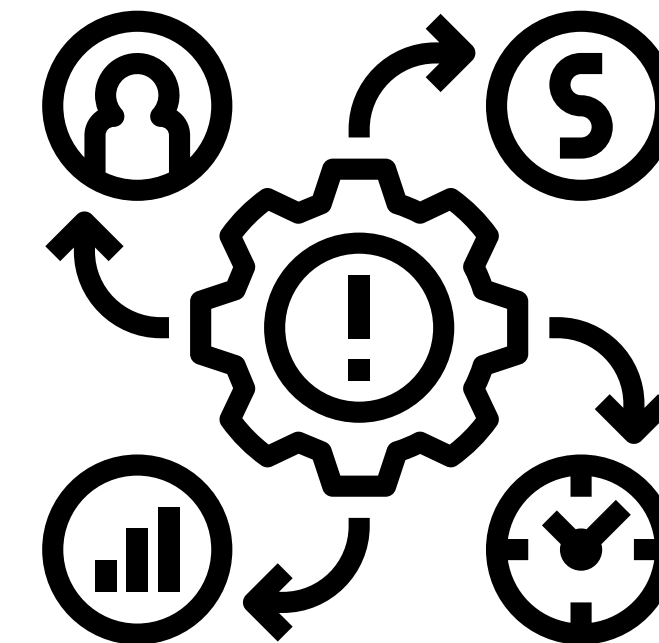
Goal 2

Improved Budgetary Process and Multi-Year Planning



Phase 1 Engagement with Huron Consulting

Designed to enhance the university budget model and determine how the institution can better leverage funding sources with varying restrictions to address critical campus needs.



Identified Seven Budget Model Initiatives

Identified seven initiatives to enhance the university budget model as part of the engagement with Huron Consulting, with plans to move to phase two of implementing these initiatives in the upcoming fiscal year.

Goal 3

Financial Impact Requirement for Capital Projects

Proforma Process

Established proforma process for capital projects

Developed a proforma process to help evaluate financial position for capital projects.

Draft Planning Templates

Financial Planning and Draw Down Schedule

Created a draft Financial Planning Template and Draw Down Schedule to be utilized during the capital project planning phase.

Goal 4

Methodology to Generate Resources for Deferred Maintenance

Proforma and Template Budgeting

Required budgeting for deferred maintenance

Capital projects are required to budget for deferred maintenance in the proforma and Financial Planning Template to ensure sustainability.

Goal 5

Continued Efforts Regarding Strategic Debt Management

New Undergraduate Residential Complex with Honors College

\$217,957,137 Bond - Largest in State University System

As part of the New Undergraduate Residential Complex with Honors College, the Division of Bond Finance and Board of Governors staff were brought in early for collaboration. The total amount of \$217,957,137 includes the refunding. The 2021A new money bond was \$215,550,000.

Strengthen relationships for better partnerships

Work closely and consult early with Division of Bond Finance, Board of Governors and Ratings Agency staff. A municipal advisor and outside consultants have been retained to support evaluation of financial affairs, budget review, and provide an additional perspective.

Goal 6

Alignment of Relationships with component units, including Athletics, the Foundation and UF Health in Support of “One UF”



DSO and Affiliate Governance

CFO or designee will be appointed to the DSO and Affiliates boards.



Semi-Annual Summit

Semi-annual summit will be conducted with DSO and Affiliates, including their University liaisons, to ensure regular engagement between the CFO and these organizations.



Quarterly Analysis & Discussion

All DSO's and Affiliates will be submitting variance analysis to the CFO on a quarterly basis, ensuring regular engagement.

Goal 7

Incorporation of a “Step Zero” in CFO Activities to Avoid Business as Usual and Seek Input from the Broad Campus Community

CFO Round Table

Established a forum of financial leaders

To support knowledge-sharing and a collaborative community related to finance, my office will be launching a monthly round table discussion with the primary financial representatives of each unit starting in November.

Increased Visibility and Communication

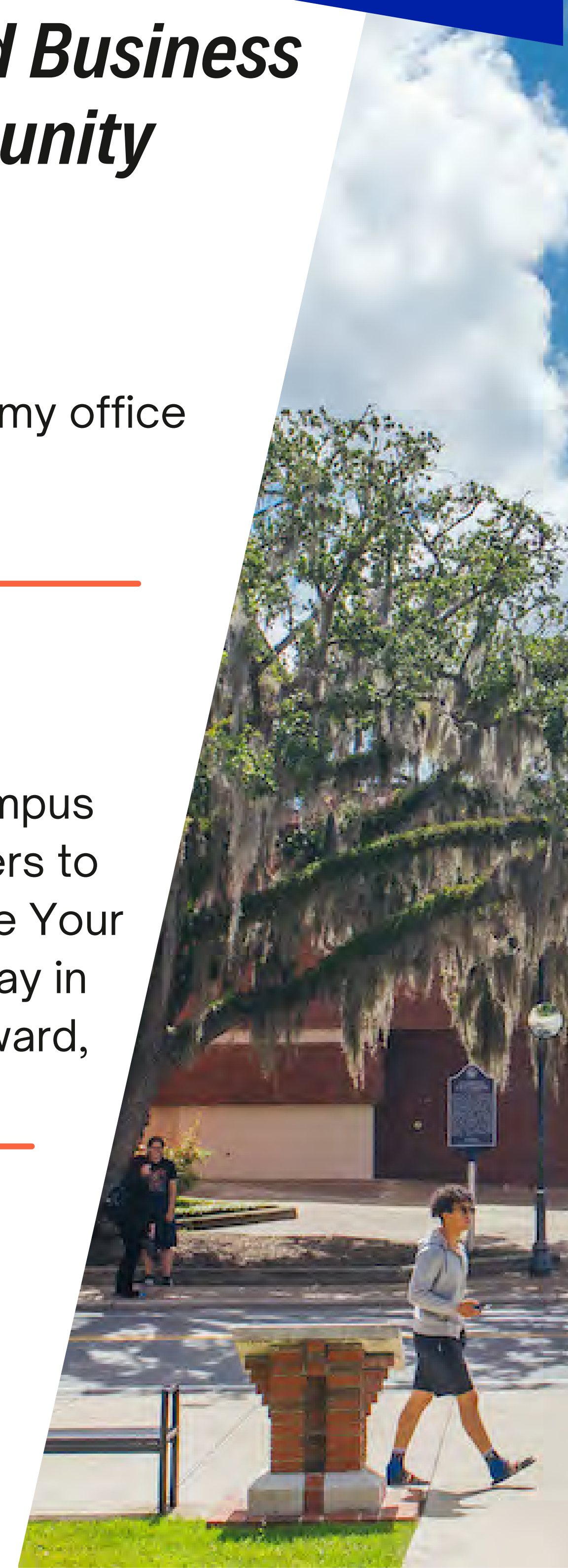
"Current Initiatives," "Stay in Touch," and "Share Your Thoughts" websites

Created a “Current Initiatives” webpage to increase transparency and provide campus visibility into the current status of division projects. Increased ways for stakeholders to communicate and get involved with the division. This included developing a “Share Your Thoughts” web form where stakeholders can share their feedback, creating a “Stay in Touch” website that compiles the variety of ways the division communicates outward, and designing a one-click sign-up for listservs.

Data to Decisions Project

Enterprise-wide project focused on ease of data use

Developed a Data to Decisions project, incorporating users across campus and throughout all the core offices to participate in working groups to identify and develop cross-functional solutions for campus data, streamline processes and improve reporting.



Goal 8

Report on CFO Efforts to Enhance our Collective Commitment to Diversity



Members of the CFO Division participated in the seven-week **Business Diversity, Equity and Inclusion in the Workplace Certificate program**. Throughout the program, CFO division employees joined in conversation about topics covered and next steps for the division.

Collaborated with Penn State and coordinated a **book club for the book Traveling Black**, ending with a discussion between both schools and author Mia Bay.



For the New Undergraduate Residential Complex with Honors College bond issuance, **some of the bond sales went to historically underrepresented banks** to support DEI efforts.

Established position competency profiles for leadership postings in the CFO Division based on recommendations by UFHR to minimize bias during hiring and increase the diversity of applicant pools.



Expanded recruitment and posting to include a wider pool of applicants by advertising in minority focused associations.

Ensured that all interviews of supervisory positions include questions regarding the candidate's understanding and ability to operationalize the concepts of diversity, equity, and inclusion.



Goal 9

Enhanced Investment of Operating Funds

Updated Investment Policy and Structure

Close collaboration with UFICO

Continue working closely with University of Florida Investment Corporation (UFICO) to update the investment policy and structure to provide enhanced investment of operating funds.

Goal 10

Eventual Implementation of ERP Systems

Travel & PCard Solution

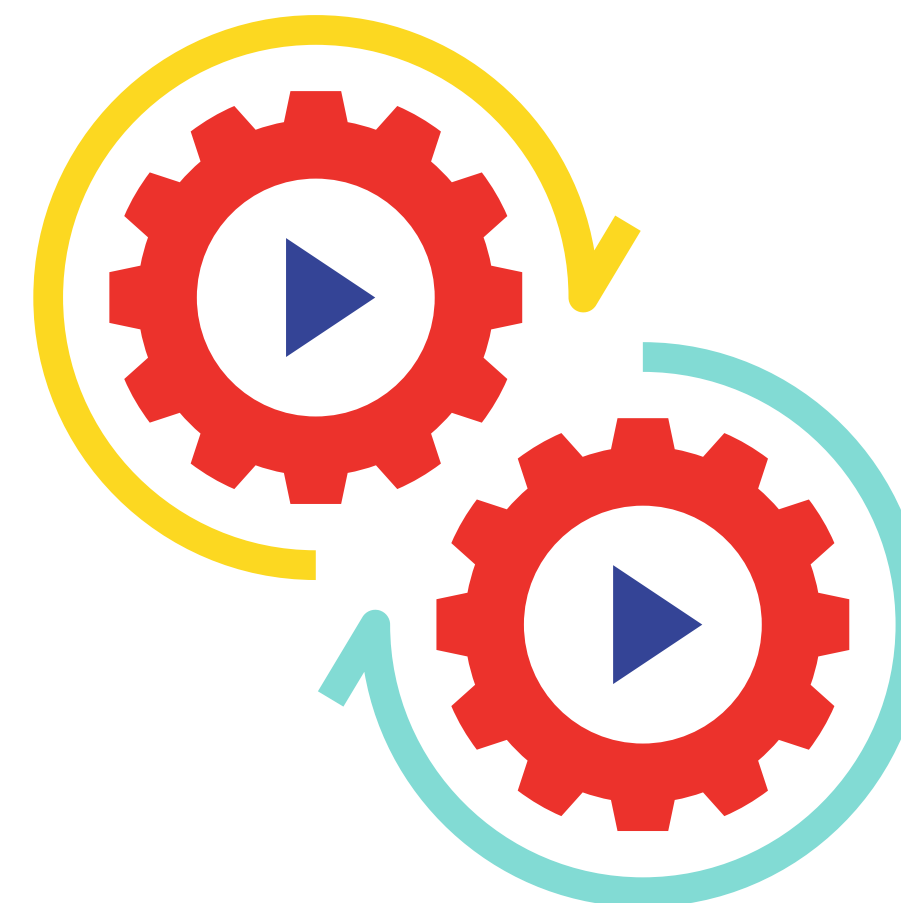
SAP Concur

Selected a new enterprise-wide travel and PCard solution, SAP Concur, to meet the expanding needs of UF travelers and provide increased visibility and compliance capabilities for travel, with an anticipated launch in summer 2022.

Budget Solution

Workday Adaptive Planning

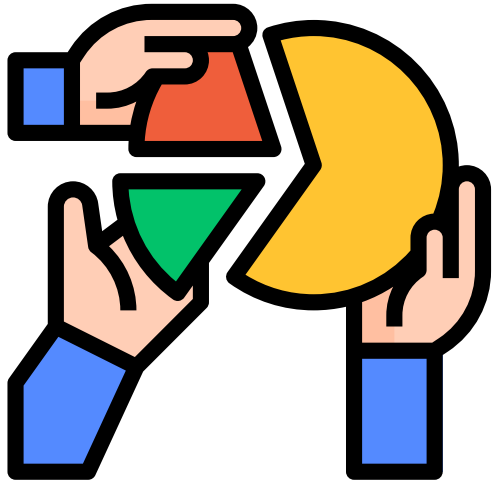
Selected a new enterprise-wide budget solution, Workday Adaptive Planning software, with an anticipated launch for the FY23.



Goal 11

Support Colleagues for Professional Growth and Creative Ways to Approach Decision Making

Created **new role and department within the CFO's Office** for the Assistant Vice President & Treasurer, Alan West, enabling the growth of an existing employee.

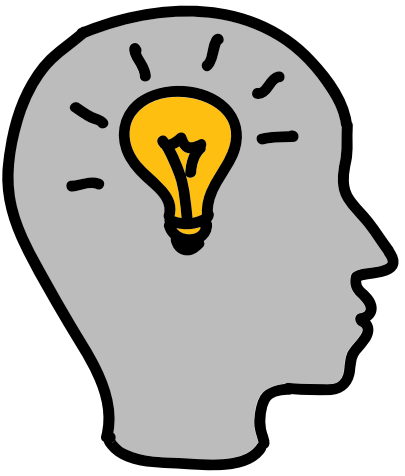


Re-launched the **CFO Division job shadowing program** to support employee development and peer learning.

F&A employees designed and presented at the inaugural Connected by UF (CxUF) conference. Groups including the Controller's Office, General Accounting & Financial Reporting, Effort, Payroll Services, UF Surplus and others educated campus on using technology for finance process improvements, building a student internship program, and the effect of departmental transactions on enterprise operations.

Obtained **CPE provider certification** for the University Controller's Office to provide staff needing professional education to obtain it via several training courses offered by UFHR Training & Organizational Development and the CFO Division.

Began a **“Living the Values” campaign** with a core value focus each month to align the core values with the daily actions of employees at all levels. The focus includes training courses, TED talks and other resources to aid staff growth.



Supported and encouraged employees to **grow skills through UF leadership programs**, including the Advanced Leadership for Academics and Professionals, Manager's Cohort, and Strategic Communications Academy.



Goal 12

Improved Reporting to the Finance Committee and Board including Peer Financial Benchmarking

Quarterly Report Package

Redesigned based on peer best practices

Re-designed quarterly reporting package based on best practices from peer institutions, allowing information to be presented in an easier to understand format, showcasing key statistics and KPI's critical to the UF Enterprise operations.

For more information about this report

Office of the Senior Vice President and Chief Financial Officer
P.O. Box 113240
1 Tigert Hall
Gainesville, FL 32611-3240
Phone: (352) 392-2402
Fax: (352) 846-3546



Faculty 500 Hiring Report

Fall 2021



	U.S. News and World Report			
	Full-Time Base Faculty Headcount (A)	Instructional FTE (B)	Student FTE (C)	Student-to-Teacher Ratio (D)
Fall 2011	3,591	2,075	42,438	20.5:1
Fall 2012	3,578	1,979	42,431	21.4:1
Fall 2013	3,618	2,006	42,186	21.0:1
Fall 2014	3,691	2,034	42,149	20.7:1
Fall 2015	3,792	2,104	43,455	20.7:1
Fall 2016	3,905	2,142	43,716	20.4:1
Fall 2017	4,117	2,292	43,778	19.1:1
Fall 2018	4,357	2,410	43,700	18.1:1
Fall 2019	4,537	2,457	44,100	17.2:1
Fall 2020	4,581	2,566	43,962	17.0:1
Fall 2021 (preliminary)	4,642	2,619	TBA	TBA

June 2017		UF announces plans to hire 500 new faculty positions			
	Full-Time Base Faculty Headcount (A)	Instructional FTE (B)	Student FTE (C)	Student-to-Teacher Ratio (D)	
Fall 2017	4,117	2,292	43,778	19.1:1	
Faculty Departures	410	116			
Faculty Hires	650	234			
Fall 2018	4,357	2,410	43,700	18.1:1	
Faculty Departures	330	218			
Faculty Hires	510	265			
Fall 2019	4,537	2,457	44,100	17.2:1	
Faculty Departures	273	63			
Faculty Hires	317	172			
Fall 2020	4,581	2,566	43,962	17.0:1	
Faculty Departures	276	101			
Faculty Hires	337	154			
Fall 2021 (preliminary)	4,642	2,619	TBA	TBA	
Total Activity Since Fall 2017					
New Faculty Hires—Total	1,814	825			
Net New Faculty Hires—Total	525	327			
<i>New AI 100—Hires and Accepted Offers</i>	51	39			
<i>Recruiting</i>	49	41			

Faculty AI Hiring Report

Fall 2021



College/Center	Hires	Accepted Offers	Hiring Target
College of Agriculture and Life Sciences	0	0	8
College of the Arts	3	0	3
College of Business	2	0	9
College of Design, Construction & Planning	3	0	4
College of Education	3	0	5
College of Engineering	4	1	16
College of Health & Human Performance	0	0	2
College of Journalism & Communications	0	0	2
College of Law	0	0	2
College of Liberal Arts & Sciences	8	1	12
Florida Museum of Natural History	1	0	2
Office of Research (4 half time positions .5 FTE)	0	0	2
University Libraries	0	1	1
UF Health Colleges	9	3	32
College of Public Health & Health Professions	2	2	
College of Dentistry	-	-	
College of Medicine	2	1	
College of Nursing	-	-	
College of Veterinary Medicine	-	-	
College of Pharmacy	5	0	
College of Medicine--Jacksonville	-	-	
Totals	42	9	100



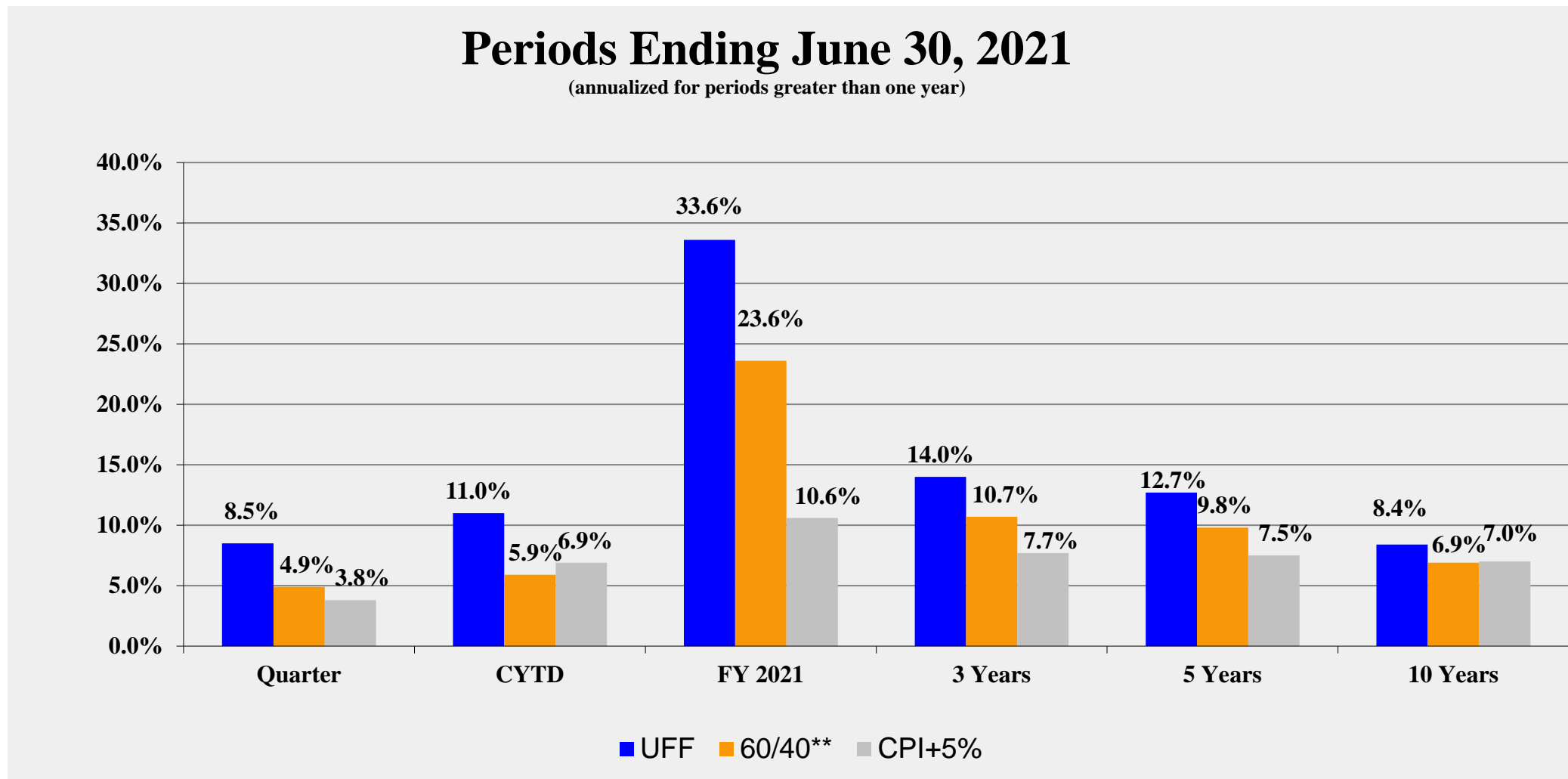
UF

University of Florida Investment Corporation

Finance, Strategic Planning & Performance Metrics Committee
University of Florida Board of Trustees
November 2021

UFF Endowment Portfolio Update

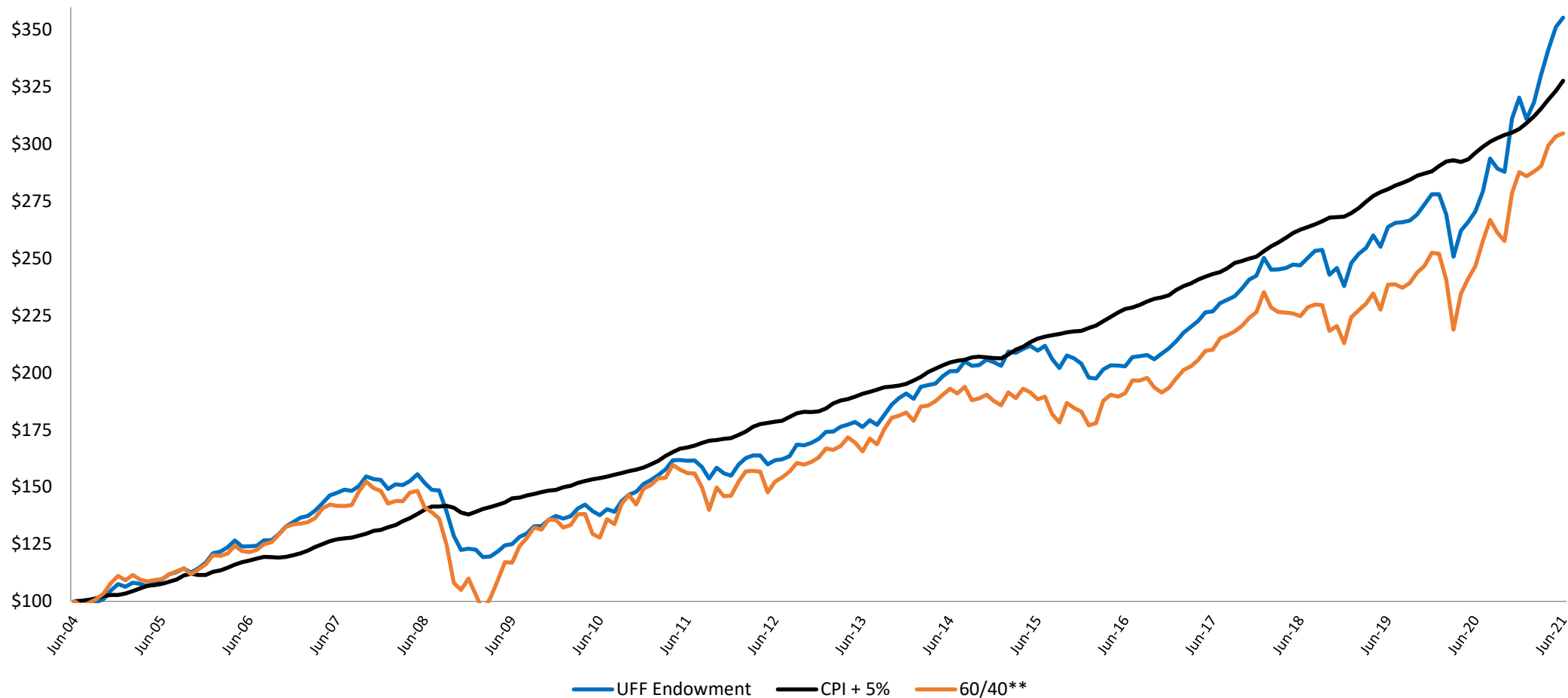
FY 2021 Final Investment Performance



** 60% MSCI ACWI / 40% Barclays Global Agg

Long-Term Performance

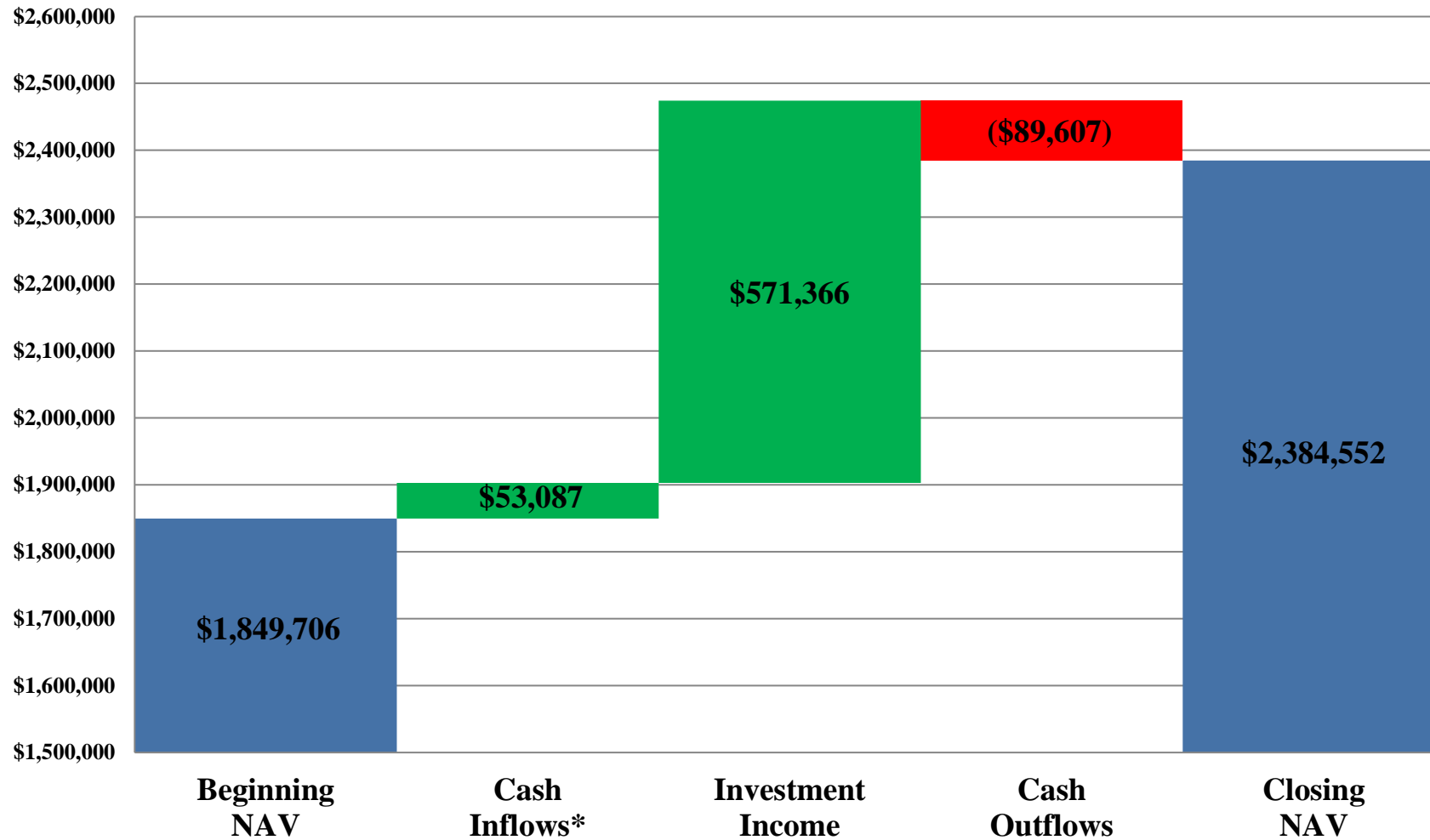
UFCIO Inception to June 30, 2021



** 60% MSCI ACWI / 40% Barclays Global Agg
 Note: Based on endowment accounting returns.

FY 2021 Financial Recap

Fiscal Year 2021 (\$000's)



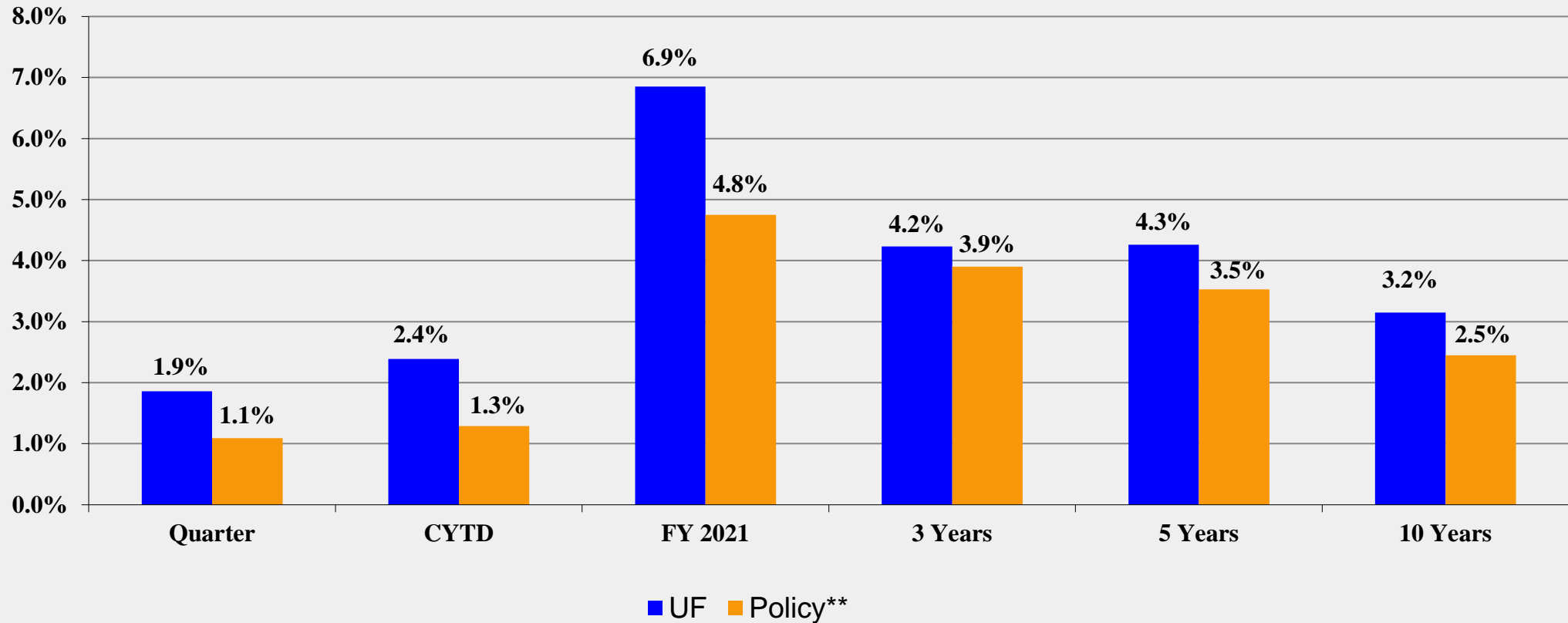
* Note: The timing of cash inflows does not always correspond with the timing of endowment gifts. The Recap is based on accounting values.

UF Operating Portfolio Update

FYTD 2021 Final Investment Performance

Periods Ending June 30, 2021

(annualized for periods greater than one year)



** Policy Benchmark: restated June 30, 2020.. Blended using actual allocations. Operating cash benchmarked to 1 Month T-Bill, Core cash benchmarked to Short Treasury Index, Strategic cash benchmarked to 1-3 Year Treasury Index. Growth allocation benchmarked to Global 60-40. Internal Loans and other portfolios are benchmarked to total pool return.

Asset Allocation
November 2021 *estimated*

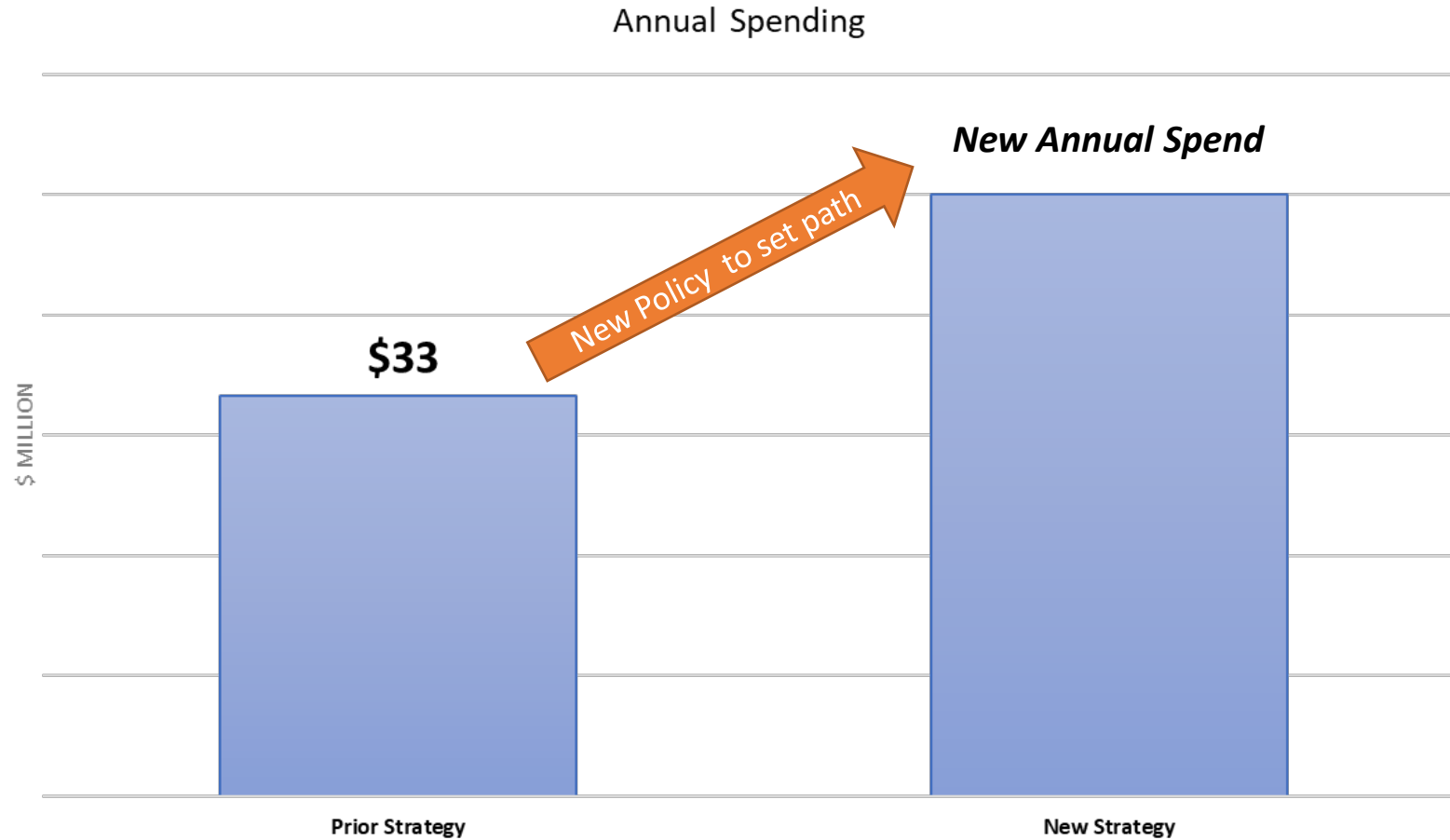
	Sub Portfolios	Estimated Current Allocation	Broad Allocation
Liquidity Allocation	SPIA Portfolio	40.8%	} 66.9%
	Short-term Treasuries	26.1%	
Growth Allocation	Long-term Pool	22.7%	} 30.6%
	Bridge Portfolio	7.9%	
Other Allocation	Internal Loans	2.4%	} 2.5%
	Other Direct Investments	0.1%	
	Totals	100.0%	100.0%

In FY2022 UFICO began implementing new Investment Policy (approved Jun 2021 BoT)

UF Operating Spending Policy

UF Operating Assets Spending Policy

New investment strategy will support increased annual spending



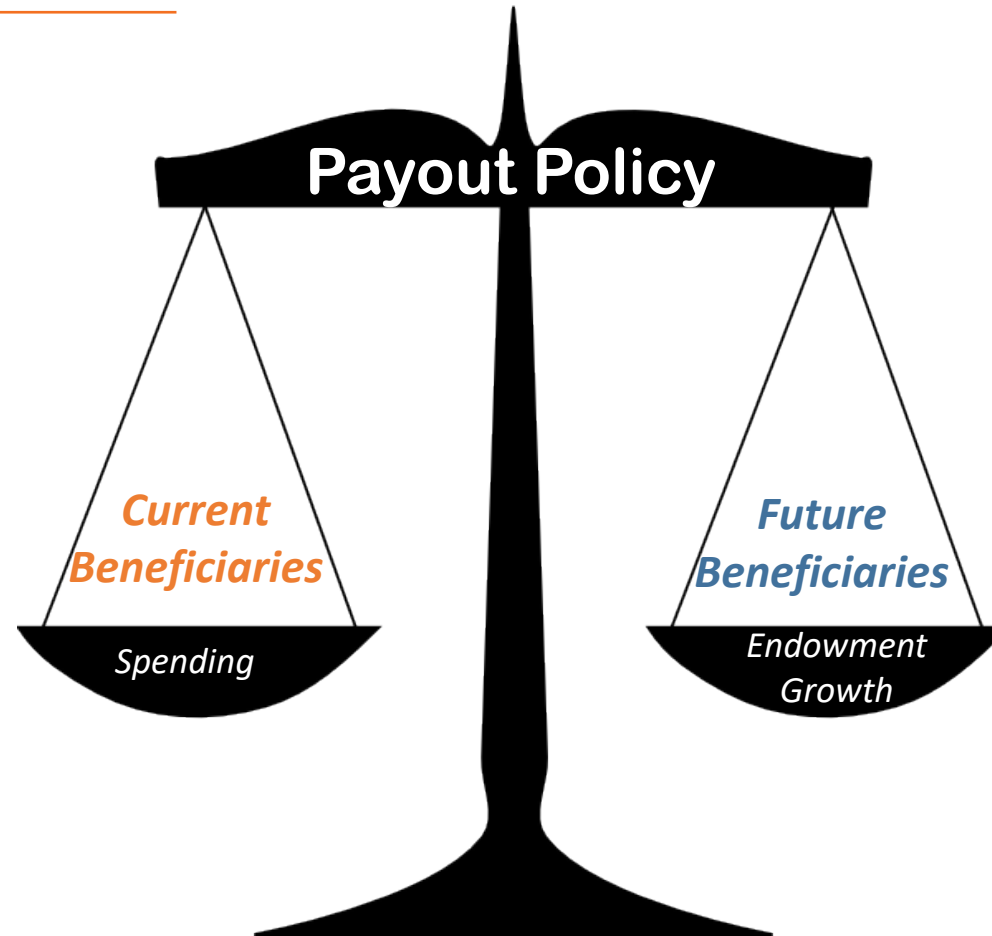
UF Operating Assets Spending Policy Next Steps

- Develop spending plan that
 - Analyzes current spending & sets path for prudent growth
 - Determines parameters for sizing operating reserves

- Goal: Draft spending policy that aligns with new investment strategy

Endowment Payout Policy

Endowment Payout Policy Role



Optimal payout policy will:

1. Balance current & future beneficiaries
2. Provide stable support to UF Operations

Endowment Payout Policy Concerns

- Portfolio volatility today higher than recent history
 - Payout volatility to be expected going forward

Key limitations driving volatility in current policy:

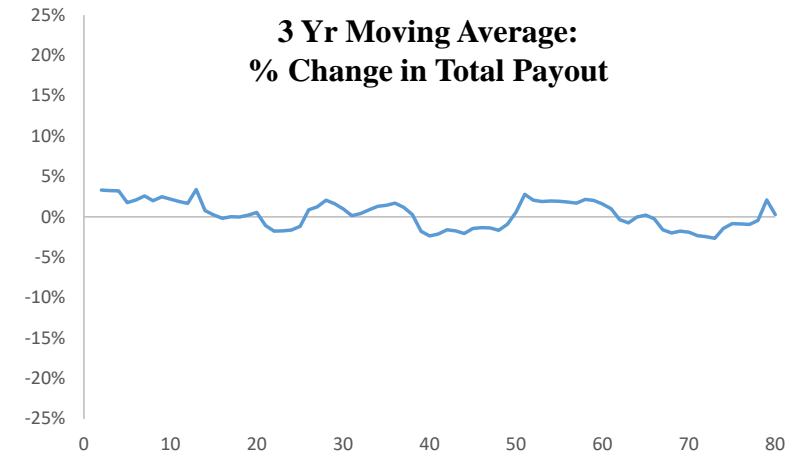
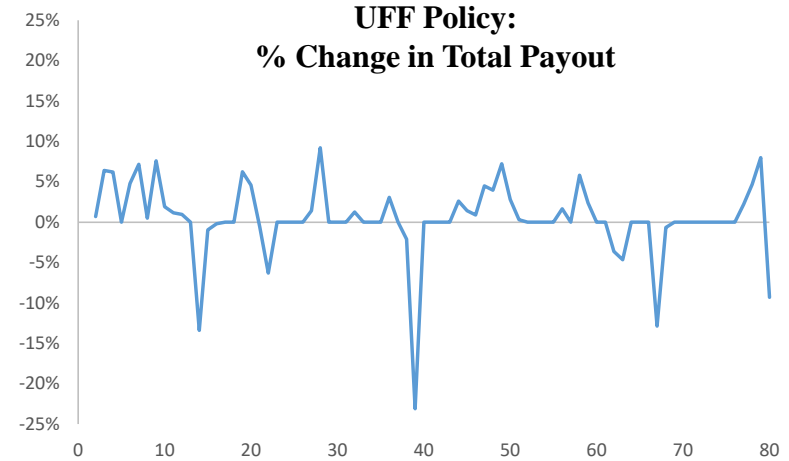
1. Based on single data point (most recent quarter-end market value)
2. Re-calculated every quarter (with limited buffer)

Can a new policy better serve UF?

Endowment Payout Policy Better policy?



Current Policy
Smoothed Policy



Smoothing period creates payout stability independent of market volatility

Note: Illustration based on one simulation.

Endowment Payout Policy

Next Steps

- Discuss new policy with UF Foundation Finance Advisory Committee (Dec 6th)
- Recommendation to UF Foundation Executive Board (Spring 2022)
- Policy implementation - TBD
- Goal: to reduce annual payout volatility & provide investment flexibility

UFICO Update

Environment, Social, Governance (ESG) Investment Considerations

- ESG investment research evolving
 - No consensus view of “ESG” factors or measurement
 - UFICO adopted ESG policy in 2019, continuing to monitor research & best practices
- UFICO seeks to invest with managers that consider all material risks impacting performance, including ESG factors
- UFICO believes underlying managers in best position to implement ESG policy customized to their process and strategy
- UFICO focused on long-term opportunities & risks, including ESG risks

ESG Considerations

Climate Change

- Given long-term focus, climate change typically a risk considered by underlying managers
- Portfolio naturally has limited exposure to energy investments today
- Recent actions & initiatives:
 - Engaged in dialog with student groups & UF Faculty Senate
 - No direct fossil fuel investments
 - No private fossil fuel related commitments since 2017
 - Manager example: One of our largest (*and best performing*) underlying managers engaging with portfolio companies to disclosure emissions & develop plan for reduction

ESG Considerations

Diversity, Equity, Inclusion

- Diversification of thought, background and beliefs can improve performance by reducing risk and/or increasing returns
- UFICO considers individual manager attributes as well as portfolio alignment when investing
- Recent actions by initiatives:
 - Broadening UFICO Board of Directors
 - Seeking to attract more diverse candidates when hiring investment staff
 - Analyzing & evaluating diversity of underlying managers

UF | UNIVERSITY *of* FLORIDA
INVESTMENT CORPORATION



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

AGENDA

Friday, December 3, 2021

~9:35 a.m.

President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL

Committee Members:

Rahul Patel (Chair), David C. Bloom, Cooper L. Brown, James W. Heavener, Morteza “Mori” Hosseini, Thomas G. Kuntz, Daniel T. O’Keefe

- 1.0 Call to Order and WelcomeRahul Patel, Chair
2.0 Verification of Quorum Vice President Liaison
3.0 Review and Approval of Minutes.....Rahul Patel, Chair
June 10, 2021
August 4, 2021
November 2, 2021
4.0 Action ItemsRahul Patel, Chair
AFSSPRSC1 Tenure Upon Hire
AFSSPRSC2 New Degrees
AFSSPRSC3 HB 1261 Career Planning for First-Year Undergraduate Students
AFSSPRSC4 Honorary Degrees
5.0 Discussion Items.....Rahul Patel, Chair
5.1 Admissions UpdateMary Parker, VP Enrollment Management
5.2 Faculty Senate UpdateDavid Bloom, Trustee
5.3 Student Body Update Cooper Brown, Trustee
5.4 Student Life Update D’Andra Mull, Vice President, Student Life
5.5 Performance Funding Update..... Joe Glover, Provost
6.0 New BusinessRahul Patel, Chair
7.0 AdjournRahul Patel, Chair



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

Meeting Minutes

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 1:15 p.m.

Time Adjourned: 2:33 p.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Morteza "Mori" Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 1:15 p.m.

2.0 Roll Call

Senior Vice President Glover confirmed a quorum. Trustee Heavener did not attend.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the March 18, 2021 meeting and May 5, 2021 pre-meeting minutes, which was made by Trustee Brown 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

Committee Chair Patel indicated that the committee went through the action items at the pre-meeting held on May 5 and asked Provost Glover to review the action items.

AFSSPRSC1 Tenure Upon Hire

Provost Glover indicated there were four Tenure Upon Hire cases but Dr. Natalia Aleksium in the College of Liberal Arts and Sciences is being removed from consideration as she has not accepted the letter offer. The other candidates have met the criteria for tenure and have been recommended to receive tenure. The three cases reviewed in detail at the pre-meeting include Dr. Christopher Gunter in the College of Agricultural and Life Sciences, Dr. David Rifkind in the College of Design, Construction and Dr. Zhoumeng Lin in the College of Public Health and Health Professions.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC1 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 Brown. 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 Degree Program Termination

Provost Glover stated that the College of Agricultural and Life Sciences is requesting to terminate the B.A. Degree in Plant Science-Community Food Systems since there has been a lack of student interest and there are currently no students enrolled.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee 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 Brown. 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 Annual Tenure Awards

Provost Glover indicated that the list of individuals contained in committee members' materials has gone through the university's process including being recommended by the Dean, the Academic Personnel Board and the Provost. In addition, the faculty have had the opportunity to withdraw their packet.

Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Committee Action Item AFSSPRSC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brown, 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.

5.0 Discussion Items

Committee Chair Patel indicated that there will be two items that are part of this committee but will be presented on the main agenda including a review of progress on the university's Artificial Intelligence strategy and a presentation from the new Graduate School Dean.

5.1 Admissions Update

Interim Vice President for Enrollment Management and Associate Provost Tammy Aagard gave an update on Admissions. Provost Glover indicated UF had a record numbers of students apply during the pandemic. Committee Chair Patel discussed students with competing offers and the recruiting that needs to be done, which will be a focus for the new VP.

5.2 UF Online

Associate Provost Andy McCollough gave a brief overview of UF Online and introduced Evie Cummings, the Assistant Provost and Director of UF Online. Dr. Cummings gave an update on UF Online noting that they have grown to a size of 4,000 students in a short time and are nationally recognized as 3rd best in the nation and 2nd best among public universities. Board Chair confirmed that UF Online's cost is 75% of normal undergraduate students, which has saved that state \$29M in tuition and fees. Trustee O'Keefe asked if these students are included in the 2, 4, and 6yr. graduation rates reported to the state, which was confirmed.

5.3 Strategic Communications & Marketing Update

Vice President for Strategic Communications and Marketing Nancy Paton began by sharing The Chronicle of Higher Education magazine which featured the University of Florida on the cover—the first time that the university has been highlighted in a cover story article. Trustee Patel confirmed that other university presidents and provosts received this article in their emails. Chair Hosseini asked if people can still vote for UF or if the deadline passed. Assistant Provost and Director of Institutional Planning and Research Cathy Lebo confirmed that the U.S. New and World Report reputation vote is still open. VP Paton reviewed the Research Promotion Initiative and its impact on creating and strengthening faculty and the university's reputation. VP Paton stated this is the first program of its kind in higher education. VP Paton shared a handout of first quarter 2021 vs first quarter 2020 key performance indicators which indicates continued and sustained growth in metrics that measure the university's strengthening national prominence.

5.4 Faculty Senate Update

Faculty Senate Chair David Bloom gave an update on matters involving faculty and graduate students. He provided two handouts.

5.5 Student Body President Update

Student Body President Cooper Brown gave an update on what initiatives student government will be doing during his tenure.

5.6 Student Affairs Update

Vice President D'Andra Mull gave an update on what student affairs has been and will be doing to keep the students engaged and involved on campus during and after the pandemic.

5.7 New Center

Provost Glover indicated that the Warrington College of Business has created a new center, Business Analytics and Artificial Intelligence Center.

5.8 New Department

Provost Glover indicated that the Department of Orthopedics and Rehabilitation is reorganizing and the Department of Physical Medicine and Rehabilitation will be an independent department.

6.0 New Business

There was no new business to come before the committee.

7.0 Adjournment

There being no further discussion, the meeting was adjourned at 2:33 p.m.

DRAFT



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

Pre-Meeting Minutes

Virtual Meeting

August 4, 2021

Time Convened: 1:02 p.m.

Time Adjourned: 1:40 p.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David C. Bloom, Cooper L. Brown, Richard P. Cole, James W. Heavener, Thomas G. Kuntz, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Fred S. Ridley, and Anita G. Zucker.

Others present:

Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel, Mark Kaplan, Vice President for Government and Community Relations and University Secretary, Nancy Paton, Vice President for Strategic Communications and Marketing, Mary Parker, Vice President for Enrollment Management, Angela Lindner, Associate Provost and Cathy Lebo, Assistant Provost, and members of the University of Florida community and the public.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 1:02 p.m. He noted that this was an information meeting only and that there would be no voting.

2.0 Roll Call

VP Liaison Glover conducted a roll call of all Committee and Board members present.

3.0 Review Agenda for September Meeting

3.1 Review Action Items

BT Tenure Upon Hire

Provost Glover indicated there are at least two Tenure Upon Hire cases but that all the materials have not come in yet. He indicated they would be shared before the board meets in September.

BT Textbook and Instructional Materials Affordability Report

Provost Glover indicated that this is an annual report that is due to the Board of Governors each year. The purpose is to lower the costs of textbooks and instructional materials. He stated that it has saved millions of dollars. The report will be available before the board meets in September.

BT University Press of Florida Annual Report

Provost Glover indicated that this is an annual report that is due to the Board of Governors each year. He stated that the Press was doing relatively well considering the pandemic. The committee will have the report before the board meets in September.

3.2 Review Discussion Item

Performance Funding

Committee Chair Patel asked Provost Glover to briefly review each of the 10-performance metrics but indicated that there would be a deeper dive at the retreat. Provost Glover presented the UF Accountability Report from the June Board of Governors' meeting that included the performance metric slides. He indicated that the Board of Governors chose 10 metrics they would score the universities on. Their performance depended on whether they would get state funding. It was important to score 90 points or better to avoid any penalties and get the maximum amount of money. There was considerable discussion regarding Metric 10 and how the Board of Governors scores on this metric. Trustee Kuntz stated he was very troubled because it was impossible to excel in points and discussed whether we could change this metric. Assistant Provost Lebo indicated she was preparing a list of possible items that this goal could be changed to. Chair Hosseini stated he was very upset about the metrics and he hopes to go back to legislators with alternative metrics. Provost Glover indicated they would look at the different possibilities of changing Metric 10 to something else.

4.0 New Business

Committee Chair Patel welcomed Vice President for Enrollment Management Mary Parker to the meeting.

5.0 Adjournment

There being no further discussion, the meeting was adjourned at 1:40 p.m.



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

Pre-Meeting Minutes

Virtual Meeting

November 2, 2021

Time Convened: 10:02 a.m.

Time Adjourned: 10:30 a.m.

Committee and Board members present:

Rahul Patel (Committee Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, James W. Heavener, Daniel T. O’Keefe

Others present:

Kent Fuchs, President, Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer, Mark Kaplan, Vice President for Government and Community Relations and University Secretary, Mary Parker, Associate Provost and Vice President for Enrollment Management, D’Andra Mull, Vice President for Student Affairs, Nancy Paton, Vice President for Strategic Communications and Marketing, Ja’Net Glover, Director, Career Connections Center, and members of the University of Florida community.

1.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 10:02 a.m. He noted that this was an informational meeting only and that there would be no voting.

2.0 Roll Call

Board Staff conducted a roll call of all Committee and Board members present.

3.0 Review Agenda for December Meeting

3.1 Review Draft Minutes

Committee Chair Patel noted that we will have minutes from the June 10, 2021 and August 4, 2021 meetings to review and approve at the December BOT meeting.

3.2 Review Action Items

AFSSPRSC1 Tenure Upon Hire

Provost Glover indicated there are five Tenure Upon Hire cases that have met the criteria for tenure and have been recommended to receive tenure. The five cases are as follows:

Dr. Jose Ignacio Reyes De Corcuera, Associate Professor, Department of Agricultural and Biological Engineering, College of Agricultural and Life Sciences

Dr. Henry Medeiros, Associate Professor, Department of Agricultural and Biological Engineering, College of Agricultural and Life Sciences

Dr. Michael Scharf, Professor, Department of Entomology and Nematology, Institute of Food and Agricultural Sciences

Dr. Suzanne Thornsbury, Professor, Department of Food and Resource Economics, Institute of Food and Agricultural Sciences

Dr. Ramona Caponegro, Associate University Librarian and Curator, Baldwin Library of Historical Children's Literature, Department of Special and Area Studies Collections

AFSSPRSC2 New Degrees

Provost Glover discussed the new degrees that have been submitted for approval by the colleges:

The College of Education is proposing a Bachelor of Arts in Education, Early Childhood Education as Limited Access that will teach individuals interested in working with diverse children and their families in preschool, kindergarten and early elementary grades.

The Herbert Wertheim College of Engineering is proposing a Master of Science with a major in Applied Data Science that will provide students with a working knowledge of techniques and software commonly used in Data Science.

The College of Design, Construction and Planning is proposing a Master of Integrated Sustainable Development that will integrate research into required core courses and collaborative studio projects. The students will learn the skills and strategies to facilitate a quadruple bottom line of ecological, cultural and social and economic sustainability and resiliency across local, state, national and international scales of the built environment.

AFSSPRSC3 State University Career Planning Implementation and Guidance

Director of the Career Connections Center Ja'Net Glover outlined the steps the University is putting into place to comply with the recently enacted HB 1261 that requires the universities to establish a mechanism to connect state university undergraduate students to career information expectations.

AFSSPRSC4 Honorary Degrees

Provost Glover indicated that there will be 2 Honorary Degrees presented at the December meeting. Once the Faculty Senate approve the Honorary Degrees at their November 18 meeting, the packets will then be furnished to the Trustees.

3.3 Informational Items

3.3.1 Admissions Update

Vice President for Enrollment Management Mary Parker will give an overview of the enrollment numbers and updates on her Division.

3.3.2 Faculty Senate Update

Faculty Senate Chair David Bloom will give an update on faculty matters.

3.3.3 Student Body Update

Student Body President Cooper Brown will give an update on student matters.

3.3.4 Student Affairs Update

Vice President D'Andra Mull will give an update on the Student Affairs area.

3.3.5. Performance Funding Update

Provost Glover will share statistics that will be reported in the Accountability Plan next year that will show how the graduation and retention rates have improved over previous years.

3.3.6 Center/Institutes

Provost Glover stated that there are 2 new centers/institutes and 1 name change. They are as follows:

New Center: Intelligent Critical Care Center (College of Medicine)

New Institute: Institute for Coaching Excellence (College of Health and Human Performance)

Name Change: Fixel Center for Neurological Disease to the Norman Fixel Institute for Neurological Diseases at UF Health

3.3.7 Degree Change

Provost Glover stated that the BA in Middle Eastern Languages and Literatures & Cultures will close as a major due to it not having any students for a long time and that it has been superseded by two other majors: International Studies and Foreign Languages and Literatures.

Committee Chair Patel stated that the bulk of the meeting in December will be a discussion on the performance of the individual college level rankings. He indicated that the University has been focused on improving at the University level based on the rankings in the U.S. News and World Report. The Board would like to understand what metrics matter to the individual departments and colleges and what they are doing to improve those rankings. Seven colleges have been asked to present at the December meeting:

- College of Liberal Arts and Sciences

- Herbert Wertheim College of Engineering

- College of Medicine

- College of Agricultural and Life Sciences

- College of Education

- Warrington College of Business

- Levin College of Law

Committee Chair Patel indicated that Provost Glover and Assistant Provost Lebo will give a brief explanation on what influences the rankings. The Deans will each have 15 minutes to present and then there will be a question-and-answer session at the end. This will be a deep dive on

what they are doing and the plan to improve. The Deans will be asked to provide a more formal plan after the meeting. The remaining colleges will be asked to present at the next BOT meeting in March.

4.0 New Business

There was no new business to discuss.

5.0 Adjournment

There being no further discussion, the meeting was adjourned at 10:30 a.m.

DRAFT



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC1
December 3, 2021**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that 8 newly appointed 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 to receive tenure. Attached is a Summary of the Tenure Upon Hire cases.

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 required.

Supporting Documentation Included: See attached [summary](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**Tenure Upon Hire Summary
December 2021**

**Dr. Jose Ignacio Reyes De Corcuera – College of Agricultural and Life Sciences
Associate Professor, Department of Agricultural and Biological Engineering**

Dr. Jose Ignacio Reyes De Corcuera earned his B.S. in Chemical Engineering from The National Autonomous University of Mexico, Mexico City in 1995, his M.S. in Chemical Engineering from Washington State University in 1998 and his Ph.D. in Engineering Science from Washington State University in 2004. His prior institution is the University of Georgia. Dr. Reyes De Corcuera has published 42 refereed journal papers and 10 book chapters. He has delivered 32 invited international lectures and 5 invited national lectures.

**Dr. Henry Medeiros – College of Agricultural and Life Sciences
Associate Professor, Department of Agricultural and Biological Engineering**

Dr. Henry Medeiros earned his B.S. in Electrical Engineering from the Federal University of Technology of Parana, Brazil in 2003, his M.S. in Electrical Engineering from the Federal University of Technology of Parana, Brazil in 2005 and his Ph.D. in Electrical and Computer Engineering from Purdue University in 2010. His prior institution is Marquette University. Dr. Medeiros has published 14 refereed journal papers and 32 refereed conference papers. He has 3 issued patents and 3 pending patent applications and is a PI on over \$1 million external grant awards.

**Dr. Michael Scharf – Institute of Food and Agricultural Sciences
Professor, Department of Entomology and Nematology**

Dr. Michael Scharf earned his B.S. in Entomology from Purdue University in 1991, his M.S. in Urban Entomology from Purdue University in 1993 and his Ph.D. in Insect Toxicology from Purdue University in 1997. His prior institution is Purdue University. Dr. Scharf has over 150 refereed publications and is a leader in the field of urban pest management.

**Dr. Suzanne D. Thornsby – Institute of Food and Agricultural Sciences
Professor, Department of Food and Resource Economics**

Dr. Suzanne Thornsby earned her B.S. in Animal Sciences from Virginia Tech in 1985, her M.S. in Agricultural Economics from Virginia Tech in 1989 and her Ph.D. in Agricultural and Applied Economics from Virginia Tech in 1998. Her prior institution is the United States Department of Agriculture, Office of the Chief Scientist where she advises USDA leadership on specialty crops market, trade, and policy issues.

Dr. Ramona Caponegro – George A. Smathers Libraries

**Associate University Librarian and Curator, Baldwin Library of Historical Children’s Literature
Department of Special and Area Studies Collections**

Dr. Caponegro earned her B.A. in English (w/Honors) from Saint Louis University (Summa Cum Laude) in 2004, her M.A. in English from the University of Florida in 2006 and her Ph.D. in English from the University of Florida in 2010. Her prior institution is Eastern Michigan University. Dr. Caponegro is a nationally recognized scholar in the field of children’s literature studies. She has five peer-reviewed articles, seven book chapters co-authorship of the documentary “Tell Me Another Story” as well as instructional guides, reference entries, reviews, and numerous radio segments.

Dr. Feifei Xiao – Colleges of Public Health and Health Professions and Medicine

Associate Professor, Department of Biostatistics

Dr. Feifei Xiao earned her B.S. in Biology from Wuhan University in 2006, her M.S. in Microbiology from Wuhan University in 2009 and her Ph.D. in Biomathematics and Biostatistics from The University of Texas Health Science Center MD Anderson Cancer Center. Her prior institution is the University of South Carolina. Dr. Xiao’s research focuses on the development and application of powerful and efficient statistical methods for high throughput genetics and genomics data, driven by the challenges arising from the modern biotechnologies such as next generation sequencing and single cell sequencing. She has 5 completed grants, including one R21 PI grant, two R01 Co-I grants, and three USC internal grants. She has published 32 papers in refereed journals with 5 in different stages of journal review.

Dr. Angela Starkweather – College of Nursing

Professor, Department of Biobehavioral Nursing Science

Dr. Angela Starkweather earned her BSN in Nursing from Seattle Pacific University in 1996, her MSN in Trauma/Critical Care from Loyola University Chicago in 2000 and her Ph.D. in Biobehavioral Nursing from Loyola University Chicago in 2005. Her prior institution is the University of Connecticut School of Nursing. Dr. Starkweather is internationally recognized for her expertise in symptom science and genomic mechanisms underlying chronic pain. She has been continuously funded as a PI/MPI since 2010 by the NIH, Oncology Nursing Foundation, American Nurses Foundation as well as receiving intramural support and she has an extensive record of peer-reviewed publications in leading journals.

Dr. Riche J. Daniel Barnes – College of Liberal Arts and Sciences

Associate Professor, Department of Anthropology

Dr. Riche Barnes her B.A. in Political Science from Spelman College in 1995, her M.S. in Urban Studies from Andrew Young School of Policy Studies, George State University in 1998, her M.A. in Cultural Anthropology from Emory University in 2005 and her Ph.D. in Cultural Anthropology from Emory University in 2009. Her prior institution is Mount Holyoke College. Dr. Barnes is a leader in African American Studies with specialized training in black social and cultural institutions in the US and throughout the African Diaspora. She is a sought-after speaker both regionally and nationally.



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC2
December 2, 2021**

SUBJECT: New Degrees

BACKGROUND INFORMATION

The proposed Bachelor of Arts in Education-Early Childhood Education major in the College of Education as Limited Access will teach individuals interested in working with diverse children and their families in preschool, kindergarten and early elementary grades. The graduates of this program will be prepared to pursue Florida's age three to grade three teacher certification. This degree is Limited Access due to adequate faculty and limited resources. The BAE in Early Childhood Education was approved by the Curriculum Committee and then by the Faculty Senate at their August 26, 2021 meeting.

The proposed Master of Science with a major in Applied Data Science in the Herbert Wertheim College of Engineering will provide students with a working knowledge of techniques and software commonly used in Data Science. This degree will help meet the demand for Data Science in multiple engineering disciplines and prepare engineering students to work as data scientists in industry. The MS in Applied Data Science was approved by the Curriculum Committee and then by the Faculty Senate at their September 23, 2021 meeting.

The proposed Master of Integrated Sustainable Development in the College of Design, Construction and Planning will integrate research into required core courses and collaborative studio projects. The students will learn the skills and strategies to facilitate a quadruple bottom line of ecological, cultural and social and economic sustainability and resiliency across local, state, national and international scales of the built environment. The MISD was approved by the Curriculum Committee and then by the Faculty Senate at their August 26, 2021 meeting.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the three new degrees listed above 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: See attached [proposals](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

**Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM**

In Accordance with BOG Regulation 8.011

(Please do not revise this proposal format without prior approval from Board staff)

University of Florida
Institution Submitting Proposal

Summer 2022
Proposed Implementation Term

College of Education
Name of College(s) or School(s)

School of Special Education, School
Psychology, and Early Childhood Studies
Name of Department(s)/Division(s)

Early Childhood Education
Academic Specialty or Field

Bachelor of Arts in Education – Early
Childhood Education Major
Complete Name of Degree

13.1210
Proposed CIP Code (2020 CIP)

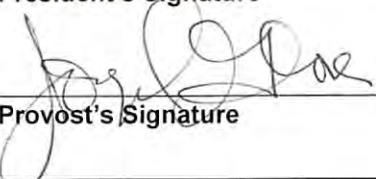
The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees

 10/22/21

President's Signature Date

Board of Trustees Chair's Signature Date

 10/20/21

Provost's Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 3 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	32	24	\$12,083	\$290,000	0	\$24,875	\$314,875
Year 2	69	51.75					
Year 3	72	54					
Year 4	73	54.75					
Year 5	75	56.25	\$8,338	\$469,000	0	\$52,500	\$521,500

Note: This outline and the questions pertaining to each section **must be reproduced** within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

Introduction

I. Program Description and Relationship to System-Level Goals

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including majors, concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.

(a) Level

Bachelor of Arts in Education

(b) Emphases, including majors, concentrations, tracks, or specializations

The emphasis of this preservice teacher preparation program is early childhood education for children age three to grade three, and the major is "Early Childhood Education". There are no concentrations, tracks, nor specializations within the program.

(c) Total number of credit hours

120

(d) Overall purpose, including examples of employment or education opportunities that may be available to program graduates

The BAE in Early Childhood Education is designed for individuals interested in teaching careers working with diverse children and their families in preschool, kindergarten, and early elementary grades. The proposed program integrates knowledge and skills for working with individuals from culturally, linguistically and economically diverse backgrounds, and with children both with and without disabilities. Graduates of the proposed program will be prepared to pursue Florida's age three to grade three teacher certification. In addition, the proposed program provides the state of Florida's Reading Endorsement and ESOL (English for Speakers of Other Languages) Endorsement. In addition to teaching children age three to grade three, graduates may also pursue careers as teaching coaches for preschool programs or as child care program administrators. The proposed program is also good preparation for further graduate studies relevant to the early childhood years, including child development and early intervention.

- B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.

The pre-proposal was presented to CAVP Academic Program Coordination review group on 11-29-18. No concerns were raised by any members. In fact, UCF's dean was very supportive of the proposal and commented how well suited the degree was to UF's expertise through the Anita Zucker Center for Excellence in Early Childhood Studies.

- C. If this is a doctoral level program please include the external consultant's report at the end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.

Not applicable, this is not a doctoral level program.

- D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).

The proposed BAE aligns with State University System (SUS) Strategic Planning Goals of

Introduction

I. Program Description and Relationship to System-Level Goals

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Bachelor of Arts in Education

(b) Emphases, including majors, concentrations, tracks, or specializations

The emphasis of this preservice teacher preparation program is early childhood education for children age three to grade three, and the major is "Early Childhood Education". There are no concentrations, tracks, nor specializations within the program.

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The pre-proposal was presented to CAVP Academic Program Coordination review group on 11-29-18. No concerns were raised by any members. In fact, UCF's dean was very supportive of the proposal and commented how well suited the degree was to UF's expertise through the Anita Zucker Center for Excellence in Early Childhood Studies.

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Not applicable, this is not a doctoral level program.

- D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

The proposed BAE aligns with State University System (SUS) Strategic Planning Goals of

Excellence, Productivity, and Strategic Priorities in the areas of Teaching and Learning, Scholarship, Research, & Innovation; and Community and Business Engagement (State University System of Florida [SUS], 2011). The goals developed for the degree clearly delineate a direct alignment with the SUS Strategic Planning Goals as follows:

STATE UNIVERSITY SYSTEM GOALS:

Teaching and Learning

- Excellence GOAL: Strengthen Quality and Reputation of Academic Programs and Universities
- Productivity GOAL: Increase Degree Productivity and Program Efficiency

The UF College of Education is the highest ranked education college in both Florida and among public institutions in the Southeast, and is ranked 15th nationally among public education colleges in the 2020 U.S. News & World Report survey of America's Best Public Schools. USA Today recently bestowed a Top 10 ranking to the college and U.S. News ranked the College's overall Online Graduate Education Programs No. 2 nationally. With the only option for teacher certification at any grade level ending at a master's degree, the UF College of Education can leverage its human capital and infrastructure resources to offer a new undergraduate program focused on certification culminating at the bachelor's degree level. Colleges of Education across the country are experiencing decreases in initial teacher preparation programs. UF can maintain a competitive advantage as a top education college with the addition of a teacher education bachelor's degree and contribute to enhancing the education field with highly effective teacher candidates who are prepared earlier than we have previously been able to offer.

Providing a shortened timeframe in which students can enter the teaching field will assist with the teacher shortage that Florida and many states nationwide are facing. Through the use of innovative instructional delivery methods and focused clinical field experiences that are embedded and supported within each course offered, students will leave the program prepared to enter the teaching field as high quality and effective educators.

Scholarship, Research, & Innovation

- Excellence GOAL: Strengthen the Quality and Reputation of Scholarship, Research, and Innovation
 - Productivity GOAL: Increase Research Activity and Commercialization Activity
- Strategic Priorities for a Knowledge Economy GOAL: Increase Collaboration and External Support for Research Activity

Through the program, students are engaged with expert faculty who have robust research agendas, teach within the program and are affiliated with the Anita Zucker Center for Excellence in Early Childhood Studies. Undergraduates have the opportunity to work alongside faculty and volunteer on research projects in order to deepen their own depth and breadth of knowledge and skills related to timely issues in early childhood education. Additionally, faculty partner with a variety of organizations and agencies that offer opportunities for students to learn alongside practitioners in the field, as well as contribute to the research and development efforts of the university system.

Community & Business Engagement

- Excellence GOAL: Strengthen the Quality and Recognition of Commitment to Community and Business Engagement
- Productivity GOAL: Increase Levels of Community and Business Engagement

BAE graduates will be prepared to serve and improve an array of education settings. The degree has been envisioned with the standards and innovations championed by leading organizations, including the National Association for the Education of Young Children (NAEYC) and Division for Early Childhood (DEC). As a result, students will be prepared with the ideals to serve in a variety of capacities working with young children and their families. It is envisioned that they will participate in field experiences that range from Early Steps to Head Start to public school classrooms to museum settings and more. Students will develop the knowledge, skills, and dispositions to serve in a wide variety of education roles within Florida and beyond.

- E. If the program is to be included in a category within the Programs of Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for**

inclusion. The Programs of Strategic Emphasis Categories are:

- **Critical Workforce:**

- Education
- Health
- Gap Analysis

- **Economic Development:**

- Global Competitiveness
- Science, Technology, Engineering, and Math (STEM)

Please see the Programs of Strategic Emphasis (PSE) methodology for additional explanations on program inclusion criteria at [the resource page for new program proposal](#).

The proposed program specifically addresses the following Areas of Programmatic Strategic Emphasis:

Critical Workforce – Education

The proposed BAE program serves the need to prepare individuals to teach in PreK through Grade 3 settings. The proposed program will promote an increase in access and efficient program completion for students to enter the workforce as highly prepared and effective educators. Students will receive instruction from world-class researchers in the field of early childhood education and engage in ongoing and supported clinical field experiences. Students will have the opportunity to practice their skills alongside experienced faculty and coaches as they connect theory to practice.

F. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.

The program will be offered at the University of Florida main campus in Gainesville, FL.

Institutional and State Level Accountability

II. Need and Demand

A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.

As evidenced by the early childhood workforce report from the National Academy of Sciences (National Academy of Sciences, 2015) and the current work outlined by the National Association for the Education of Young Children's Power to the Profession initiative, ECS has become increasingly recognized as a profession requiring teachers with specialized preparation, thus increasing the demand for a program such as this.

Nationally, employment of preschool teachers is expected to grow 12% in the next 8 years. This is a faster than average growth rate compared to other professions. (<https://www.bls.gov/ooh/education-training-andlibrary/preschool-teachers.htm>, Feb. 2018).

In Florida, teachers are identified as the #7 occupational category in undersupply (www.floridajobs.org, Feb. 2017).

Teacher projections for the next 6 years show: (Source: www.floridajobs.org)

- 11.84% increase in need of Kindergarten teachers
- 11.99% increase in need of elementary teachers

Florida DOE has identified ESOL, Reading, and Exceptional Student Education as critical teacher shortage areas. With a basis in universal design and recommended practices for all learners, this program will support the state's needs in fulfilling teacher roles that require them to be equipped with these specialized skill sets.

A major program resource is AZ CEECS, an interdisciplinary research, training and model demonstration site where top UF scholars, in fields as diverse as education, medicine, law, public health, psychology, and life sciences, collaborate with local, state, national, and international partners to advance the science and practice of early childhood development and early learning. As a result, the proposed program can draw from a multitude of resources for current and future research focused on improving the quality of early childhood experiences for children and their families.

B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.

The origin of the proposed degree program emerged from (1) an analysis of enrollment trends in current education degree programs and (2) reports from educational organizations, including "Transforming the Workforce for Children Birth Through Age 8," from the Institute of Medicine and the National Research Council and Power to the Profession from the National Association for the Education of Young Children (NAEYC).

An analysis of enrollment trends in current education degree programs at UF, as well as, nationwide, show a decline. Currently, many of the top education programs are tied to a master's degree culmination, in which students must continue their studies beyond the bachelor's degree in order to complete requirements for certification. However, enrollment in such programs are steadily declining. Most colleges of education around the country are experiencing a decline in enrollments by students, largely due to salary suppression and policies grounded in questions of teacher effectiveness, evaluation, and compensation. One report indicates the drop in initial teacher education enrollments is approximately 30% over the past 5 years. UF experienced a decline over the same period in its two undergraduate teacher education programs as potential students questioned faculty and advising staff whether the time was right to pursue a career in teaching. The decline of interest in teacher education sparked interest in colleges of education to respond to other workforce trends, such as preparing individuals for entry into the field at an accelerated rate – in this case, culminating in a bachelor's degree.

On a national level, organizations have published reports that call for a redesign of educational preparation, expectations, and standards for those moving into the teaching field. Reports listed above have made recommendations for the following as we prepare students to enter the field of early childhood education:

- Students are seeking shorter degree completion time in order to enter the field sooner for high needs areas
- Students need to be prepared to teach reading, writing and ESOL effectively
- Students must be highly prepared in a setting that promotes rigor and preeminence of the program that UF can offer: UF is ranked in the top 10 public universities nationally, specifically #5
- Content of teacher preparation programs must be focused on underserved populations within early childhood. Inclusion, intervention, and ESOL needs have been identified as teacher shortage areas and will be infused in the new program, providing more job opportunities to graduates.
- Opportunity to work with faculty research initiatives in connection with the AZ CEECS, which includes two endowed professors and two preeminence faculty in early childhood. All COE Early Childhood faculty associated with AZ CEECS conduct research directly relevant to teacher preparation and teacher professional development.

C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix C, provide data that support the need

for an additional program.

According to the Academic Program Inventory of the State University System of Florida FGCU, FIU, UCF, UNF, and USF offer a bachelor's program with CIP 13.1210. Although these programs are located in Florida, their geographic locations are varied and would not overlap with students that reside or plan to pursue studies in the North Central Florida area. The population of students that apply to UF are different to other institutions of higher education that would be of any proximity, and therefore, no expected impact for enrollment. All comments from the SUS Provost pre-proposal meeting were positive and affirmed the creation of the degree at UF. The UF College of Education offers a 5-years bachelor's plus master's program that is similar to the proposed program. We will sunset this program upon approval of the proposed program.

- D. Use Table 1 - Appendix A (1-A for undergraduate and 1-B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 30 credit hours per year and graduate FTE will be calculated as 24 credit hours per year. Describe the rationale underlying enrollment projections. If students within the institution are expected to change majors to enroll in the proposed program at its inception, describe the shifts from disciplines that will likely occur.**

Enrollment projections are modeled on student inquiries, recommendations by the COE advising office, and enrollment patterns in education courses and minors by undergraduates. By considering current students in education majors as representative of students who may be interested in the proposed program, demographics show 156 applications processed in the 18-19 academic year, 162 applications from the 17-18 academic year. Of those, roughly 2/3 are native students and 1/3 are transfers. 10% of our enrollment comes from out-of-state and/or international students. The primary audience for recruitment are native UF students, with additional focus on transfer students. We expect to draw the majority of the transfer population from Santa Fe College.

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date Appendix B to indicate that the analysis required by this subsection has been completed.**

The UF College of Education's philosophy of recruitment, retention, and degree completion is to build and maintain a community of educators enhanced by diverse experiences and backgrounds who are well prepared to serve and impact all segments of society. At the College of Education, we are determined to attract and retain highly talented and productive individuals without regard to such categories as race, religion, disability, or sexual orientation. At the institutional level, the Office of Multicultural and Diversity Affairs expands the commitment to diversity through its vision and mission. Further, an important aspect of the work of the College of Education's Office of Academic and Student Services (EduGator Central) is to coordinate and lead efforts to recruit and retain a diverse student body in the College of Education. One step toward building a rich student body was establishing a formal Recruitment Strategic Plan to guide recruitment, retention, and degree completion.

The College of Education Recruitment Strategic Plan prioritizes the implementation of efforts that aim to achieve an inclusive, affirming, and socially just educational community. Results are closely monitored and, in 2019-2020, 39% of the undergraduate COE student population was non-white. A sample of recruitment strategies include:

1. Expanding partnerships with high schools and state colleges that include significant populations of diverse students.
 - a. Contact and offer UF COE guest speakers to all high school Career and Technical Academies with a focus on education or teaching. Highlight pathways to the proposed program.
 - b. Contact all state college liaisons to request meetings with students via video conferencing to share information regarding pathways to the proposed program.

2. Designating an existing admissions/advisement staff member as a "Recruitment Specialist" for the proposed program to carry out recruitment, retention, and completion strategies.
 - a. Develop and provide professional development including diversity awareness and communications training for designates Recruitment Specialist.
 - b. Develop and require customer service and diversity trainings or request trainings from HR for all faculty and staff that work with prospective and current students.
3. Updating college-wide recruitment materials and resources that represent the full spectrum of students served and possible careers to accompany other materials used during campus recruitment activities.

The proposed BAE does not substantially duplicate programs at FAMU and FIU. Consequently, the program should not adversely impact those universities' ability to attract and retain students.

III. Budget

- A. Use Table 3 - Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 4 - Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

Projected instructional and support costs for the proposed program will be completely funded by reallocated E & G funding in Year 1. Faculty from the COE School of Special Education, School Psychology, and Early Childhood Studies will participate in the proposed program. Salary and benefits proportional to their effort from Year 1 to Year 5 will be reallocated to the new program. These faculty currently contribute to the existing Bachelor's/Master's program in Early Childhood which will be closed with the approval of the new Bachelor's program. Also, program expenses will be reassigned from college funds. Overall, no increase in E&G funding is required to launch and sustain the proposed program.

- B. Please explain whether the university intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 3.**

The program will be offered as a regular state-funded UF undergraduate degree program, not intended to be offered through Continuing Education on cost-recovery basis. The rate of tuition for resident tuition will be \$105.07 per credit hour and for non-resident tuition will include the non-resident fee of \$707.21 per credit hour a per [UF Regulation 3.0375 Tuition Cost](#).

- C. If other programs will be impacted by a reallocation of resources for the proposed program, identify the impacted programs and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

Currently, there is a program, the Unified Early Childhood ProTeach Program that ends in a master's degree and covers all the content for Age 3-Grade 3 teacher certification. As a result, resources will shift from the current program to the proposed degree program. Faculty effort will remain the same as current teaching loads will move to the proposed program. Faculty have worked together to create and develop courses, content, clinical field experiences, and assessments that will be used in the new program. It is the consensus that the new program is more tightly aligned with the current needs of the field and will offer innovative ways in which to prepare future teachers. To that end, students will have increased opportunity to learn from

faculty that are highly invested in current practice and trends in the field, discover research opportunities in which to engage and participate in intense instruction focused on evidence-based practices, improved instructional spaces, and diverse clinical settings.

D. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).

In the current program, students are enrolled in prerequisite courses as a condition of enrollment. The proposed program will have the same requirements; therefore, courses will not be impacted by offerings, but perhaps by increased enrollment. We do expect more transfers that might consider this program because they were considering another SUS program in the past. However, with UF as a four-year degree option, this could impact decisions. Additionally, we will continue to pull from current UF freshman pool.

E. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.

The College maintains robust relationships with local and distant community organizations utilizing educational opportunities that vary in the field. All facets of the early childhood field are represented in the partnerships we maintain. Some of the partnerships that would benefit students include, Head Start, Early Steps, CADE Museum, Center for Autism Related Disabilities (CARD), and School Board of Alachua County. All of the community organizations deliver services to children and families from birth through age 8. Students are able to complete internships, participate in practicum, and receive guest lectures from educators and community members working with the rich organizations with which we partner. We expect to leverage those relationships to provide similar support to students in the proposed program.

IV. Projected Benefit of the Program to the University, Local Community, and State

Use information from Tables 1 and 3 - Appendix A, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

After 5 years, the proposed program will have a total unduplicated enrollment of at least 75 students with the population representing UF FTIC and FCS upper-level transfers. The program will graduate 35-40 students per year and the majority of our graduates seek teaching positions in the state of Florida. Upon completion of the Bachelor’s degree program in Early Childhood graduates will be eligible for a Florida professional teaching certification with additional endorsements in ESOL and Reading. They will enter their first teaching positions as highly qualified teachers meeting all professional certification requirements. Additionally, given the preparation programs’ emphasis on state and national standards and evidence based practices, graduates will enter the classroom as highly qualified teachers able to positively impact learning outcomes for all students.

V. Access and Articulation – Bachelor’s Degrees Only

A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program’s approval. (See criteria in Board of Governors Regulation 6C-8.014)

Not applicable, the total number of credit hours does not exceed 120.

B. List program prerequisites and provide assurance that they are the same as the approved

common prerequisites for other such degree programs within the SUS (see link to the Common Prerequisite Manual on [the resource page for new program proposal](#)). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as “limited access.

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional “track” of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

The program prerequisites are: Faculty admissions committee approval, commitment to the teaching profession, clear fingerprint background report, 60 college credits, all General Education requirements met, 2.6 cumulative GPA, Common Course Prerequisite EDFx005 Introduction to Education with a grade of "B" or higher and passing FTCE-General Knowledge scores.

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that Florida College System transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.

1. The number of students who have met all the requirements for admission to the university and to the program in excess of available resources. **Specifically**, a limitation of adequate faculty to meet acceptable student-faculty ratios and fiscal or other resource limitations. Selection for admissions is competitive.

2. The program is of such nature that applicants must demonstrate through an audition or submission of a portfolio that they already have the minimum skills necessary for them to benefit from the program. **Specifically**, a personal statement and successful interview are required for admission.

3. The program is of such nature that in order to demonstrate potential for success in the program, applicants must attain a grade point average (GPA) and/or other standards (e.g. standardized test scores) that are above those required for admission to the university offering the program. **Specifically**, the program requires a minimum 2.6 GPA (the State requirement is 2.5) and passing scores on the FTCE General Knowledge Test.

The Faculty Admissions Committee is not provided with information about an applicant’s status as a native or transfer student. The Committee selects the best candidates from the applicant pool.

Florida Community College/State College Associate in Arts graduates and State University students who have successfully completed 60 semester credit hours of course work, including the 36 credit hour General Education Requirement, and met the requirements of Section 1008.29, F.S., will have had the unique opportunity to satisfy the Common Prerequisite of EDF X005 Introduction to Education, and therefore shall receive priority for admission over out-of- state and transfer students from private institutions.

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see link to the Statewide Articulation Manual on [the resource page for new program proposal](#)). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.

Not applicable, this is not an AS-to-BS program.

Institutional Readiness

VI. Related Institutional Mission and Strength

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

The proposed BAE in Early Childhood Education will:

Contribute to larger numbers of students' pursuing teacher preparation in early childhood education, by providing a faster route to completion as a four-year program (rather than the current 5-year program). SUS Strategic Goal (Teaching and Learning): Increase degree productivity and program efficiency.

Contribute to stronger engagement with local schools by providing a program of preservice teacher education that is rich in clinical field experiences using cutting edge research-based methods of clinical field supervision. SUS Strategic Goal (Community and Business Engagement): Increase levels of community and business engagement) and UF Strategic Plan Goal 5: A strengthened public engagement of the university's programs with local, national and international communities.

Contribute to student's career success by using research-supported methods of preparing teachers to work effectively with a wide diversity of children and families.

UF Strategic Plan Goal 2: An outstanding and accessible education that prepares students for work, citizenship and life and UF Strategic Plan Goal 6: Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

- B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

In recent years, UF has declared Early Childhood to be one of its top priority initiatives. As a result, numerous opportunities exist for collaboration in the UF community. The initiatives driven by the Anita Zucker Center for Excellence in Early Childhood Studies offer research-based and model demonstration support across the early childhood years. Expertise of faculty in critical needs areas will translate to higher expectations in the classroom and well-prepared graduates. The Anita Zucker Center includes two endowed professorships and two preeminence hires. All four of the individuals in these positions participate in the current unified early childhood program. The very active research involvement of these faculty will bring leading edge content and methods to the proposed BAE in Early Childhood program.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

The Early Childhood faculty began considering options for a more clinically rich 4-year educator preparation degree program. Undergoing an entire program change required gathering information from emerging literature, student feedback, and national organization educator preparation standards. Faculty also discussed the option of developing a minor that would be of interest to students who wanted to pursue a career focused on children from the age of birth. Through these initial discussions it was decided that a new college degree/major should be proposed that would enhance current undergraduate clinical field experience, intentionally align coursework with key experiences, focus on reflective practices to foster personal growth. The timeline presented below includes key dates and activities for the development of the new degree/major:

Planning Process

Date	Participants	Planning Activity
February 6, 2018	Dr. Tara Mathien Dr. Tina Smith-Bonahue Dr. Kristen Kemple Dr. Brian Reichow Dr. Mary McLean Dr. Tom Dana, Associate Dean of Academic Affairs	Discussion about options for proposing a new degree program. Decision made to move forward with new Bachelor's degree in Early Childhood Studies.
February 22, 2018	Dr. Tara Mathien Dr. Tina Smith-Bonahue Dr. Kristen Kemple Dr. Brian Reichow Dr. Mary McLean Dr. Pat Snyder Dr. Maureen Conroy Dr. Tom Dana	Review of preproposal with ECS faculty and COE administration
April 3, 2018	UF Provost's Office	Review preproposal ECS Bachelor Degree
May 8, 2018	Dr. Tara Mathien Dr. Mary McLean Dr. Tina Smith- Bonahue Dr. Kristen Kemple	Workgroup begins meeting bi-weekly (through summer 2019) to investigate current programs, identify best practices, national organizational standards, curricula, clinical components, etc. to inform new degree program.
November 26, 2018	Dr. Tara Mathien Dr. Nancy Waldron Dr. Tom Dana Dr. Elayne Colon Dr. Ashley MacSuga Gage Dr. Caitie Galligane Dr. Ester De Jong Dr. Alyson Adams	Discussion with School of Teaching and Learning faculty to discuss plans for new program, implications for elementary certification and current course offerings, questions, comments, and feedback solicited.
January 14, 2019	Dr. Nancy Waldron Dr. Tara Mathien	Review BOG proposal process and forms needed to complete
March 25, 2019	Dr. Tara Mathien Dr. Elayne Colon, <i>Director of Assessment and Accreditation</i>	Review standards and requirements from various stakeholders, DOE, etc.
April 1, 2019	Dr. Tara Mathien Dr. Mary McLean Dr. Tina Smith- Bonahue Dr. Kristen Kemple	Discussion of various national (NAEYC, DEC/CEC) and state standards (FEAPS, ESOL, Reading, Content Area Competencies), reflection on different tracks and outcomes for students regarding certification, next steps to prepare for retreat in May.
April 22, 2019	Dr. Tara Mathien Dr. Maureen Conroy Dr. Kristen Kemple Dr. Brian Reichow Dr. Patricia Snyder Dr. Nancy Waldron, <i>Associate Dean of Student Affairs</i> Dr. Tom Dana	Discussion of feasibility of tracking with Birth to Age 5 faculty, program course refinement, discussed UF Online, collaborated on addressing potential specializations, planned next steps in preparing for retreat.
May 13, 2019	Retreat Day 1: Dr. Tara Mathien Dr. Kristen Kemple Dr. Tina Smith Bonahue Dr. Mary McLean Dr. Elayne Colon, <i>Director of Assessment and Accreditation</i>	Discussed initial list of courses and various Florida specific requirements reviewed current field experiences on quality and diversity of placement, discussed prerequisite requirements, reviewed similar degrees in Florida and peer institutions

May 14, 2019	Retreat Day 2: Dr. Tara Mathien Dr. Nancy Waldron Dr. Kristen Kemple Dr. Tina Smith Bonahue Dr. Mary McLean Aaron Ganas, <i>COE Academic Advisor</i>	Discussed of Minor/Certificate requirements, considered possibilities for online classes, reviewed process for submitting to curriculum committee Review Florida Subject Area Competencies, plug in national and state standards to each course, consider Education Sciences path
May 27, 2019	Dr. Tara Mathien Dr. Elayne Colon Dr. Alyson Adams Dr. Caitie Galligane Dr. Ashley MacSuga Gage Additional faculty from across COE	Held an open forum for faculty from other programs to ask questions and stay informed on our process; Shared draft degree proposal and discussed possible curriculum alignment with existing courses
June 10, 2019	Dr. Tara Mathien Dr. Kristen Kemple Dr. Mary McLean Dr. Tina Smith-Bonahue	Discussed logistics and administrative procedures regarding online courses, generated a list of potential new field placements, investigated how other educator preparation programs are implementing field supervision
August 1, 2019	Dr. Tara Mathien Dr. Maureen Conroy Dr. Kristen Kemple Dr. Tina Smith-Bonahue Dominic Durante, <i>Senior Instructional Designer</i>	Online course instruction lesson from Dominic; reviewed various teaching strategies that are adaptable to the online environment, also provided new ideas and resources to promoting student engagement, collaborated on next steps
August 12, 2019	Dr. Tara Mathien Kathy Powell, <i>Project Director of Family Network on Disabilities</i> Doris Tellado, <i>Family Resource Specialist for Early Steps of North Central Florida</i>	Discussed future partnerships for Early Childhood students to work with families in Early Steps to fulfill course requirements
August 27, 2019	Dr. Tara Mathien Dr. Kristen Kemple	Review progress made on course syllabus development.
September 5, 2019	Dr. Kara Dawson, <i>Educational Technology</i> Dr. Tara Mathien	Discussion about technology content, ISTE standards for new program curricula
	Dr. Cindy Naranjo, <i>ESOL Specialist</i> Dr. Tara Mathien	Discussion about ESOL content, ESOL infusion matrix for new program curricula
September 6, 2019	Dr. Holly Lane, <i>Director of School of Special Education, School Psychology, and Early Childhood Studies</i> Dr. Tara Mathien Dr. Vivian Gonsalves, Dr. Kristi Cheney-Collante Dr. Tina Smith-Bonahue	Review Language and Literacy course needs, Reading Competencies, collaboration plans with School of Teaching and Learning
September 17, 2019	Dr. Tara Mathien Dr. Kristen Kemple Dr. Mary McLean	Refinement of the Multi-tiered Models course, planning of the Assessment course, its measure of student learning outcomes, review online state numbering system
October 8, 2019	Dr. Erica McCray, <i>Director of School of Special Education, School Psychology, and Early Childhood Studies</i> Dr. Tara Mathien Dr. Kristen Kemple	Program transition plans for supports for the new degree program – supervisor roles, course sequence and offerings

October 10, 2019	Dr. Tara Mathien Dr. Kristen Kemple Dr. Nancy Waldron Robin Rossie, <i>COE program advisor</i>	Discuss curriculum plans for new degree proposal, College Curriculum Committee issues, program transition plans
October 11, 2019	Dr. Elayne Colon Dr. Tara Mathien Dr. Holly Lane	Review FDOE guidelines for approval regarding FEAPs, Reading Competencies, and ESOL infusion
October 15, 2019	Dr. Tara Mathien Dr. Kristen Kemple	Further program revision, proposal work, prepare for open forum to be held later in the month
October 22, 2019	Dr. Tara Mathien Dr. Kristen Kemple Dr. Caitie Galligane Dr. Vivian Gonsalves Dr. Elayne Colon Dr. Lori Dassa Robin Rossie Aaron Ganas Rebecca Kidwell	Open forum to share plans for proposed program, reviewed program of study, answered faculty/staff questions, solicited feedback for proposed degree plan
December 9, 2019	Dr. Tara Mathien Dr. Kristin Kemple Dr. Nancy Waldron COE Curriculum Committee	Review and college approval of new and modified courses and new EC curriculum plan

Events Leading to Implementation

Date	Implementation Activity
November 28, 2018	Degree pre-proposal to CAVP; no formal concerns noted
December 9, 2019	New courses and degree proposal reviewed by COE Curriculum Committee
January 23, 2020	New and modified courses to UCC for review
March 12, 2020	New and modified courses approved by UCC
September 15, 2020	Degree proposal to UCC for review and approval
April 2, 2021	Degree proposal approved by UCC
May 7, 2021	Degree proposal approved by Faculty Senate Steering Committee
August 27, 2021	Degree proposal approved by Faculty Senate
December 2021	Submit to UF BOT for approval

VII. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations. Please include evidence that teacher preparation programs meet the requirements outlined in Section. 1004.04, Florida Statutes, if applicable.

This degree program would become a DOE and CAEP approved program. Currently, both the DOE and CAEP already engage with other programs within the college; therefore, this program would fall under the existing review system. The next re-accreditation visits are: Florida DOE in Spring 2021, CAEP in 2024.

VIII. Curriculum

- A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.

Students completing the BAE will be able to (SLOs):

1. Demonstrate competency in working with children, age three to grade three, in child

development, contemporary research in early childhood, cultural and linguistic diversity, strategies for engaging families, developmentally appropriate instructional practices, special services for children, screening and assessment, safety and mental and physical health.

2. Create, select and implement specific learning goals, appropriate teaching methods and instructional materials and evaluation strategies aligned with goals, using knowledge of children and developmentally appropriate practices.
3. Critically evaluate instructional effectiveness to plan future lessons and improve teaching of all students over time.
4. Effectively communicate with students, including students whose home language is not standard English, as well as parents and other school personnel.

The Academic Learning Compact is located in Appendix C.

B. Describe the admission standards and graduation requirements for the program.

Students admitted to the university as freshmen, lower division transfers, and upper division transfers would meet the minimum admission requirements for enrollment to UF. Admission to the program would also require students to complete: 36 credit General Education Program to include 24,000 words of writing, EDFX005 Introduction to the Teaching Profession, (UF students only: EDF2085 Teaching Diverse Populations and EME2040 Intro to Ed Technology), DEPXXXX Human Growth and Development or equivalent, FTCE General Knowledge Test, clear Level II criminal background report, and faculty admissions committee approval.

Graduation requirements include: Completion of upper-division program coursework with no grade below C, demonstrate FEAPS with ratings of Accomplished
Passing score on FTCE Subject Area Exam for Prekindergarten/Primary (PK-3)
Passing score on FTCE Professional Education Test
Minimum 2.6 upper division GPA and 2.6 cumulative GPA

C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.

The proposed degree program is 120 credit hours total (60 in semesters 1-4, 60 in semesters 5-8).

The curricular framework for this program has been developed by attending to the teacher education standards and competencies identified by major organizations directly relevant to the field of early childhood education. Specifically, the program addresses each of the FEAPs (Florida Educator Accomplished Practices). It also addresses all standards identified by NAEYC (the National Association for the Education of Young Children), DEC (the Division of Early Childhood of the Council for Exceptional Children), and all of the content standards for the state of Florida's Age 3 to Grade 3 teacher certification. In addition, we have included all competencies leading to both the state of Florida's Reading and ESOL Endorsements.

To continue our prior success with a similar format, this proposed program is designed as a cohort program. Students enter the College of Education in the fall and take a prescribed sequence of courses for the next 4 semesters together with all other Early Childhood Education majors who entered that same fall. There are no electives in the program, during the semesters after students enter the College of Education.

During students' first semester in the proposed program, the emphasis is on foundational courses which build knowledge and skills related to core concepts for the field, including family relationships, typical and atypical child development, multicultural considerations, differentiating instruction to meet diverse needs, and historical, philosophical, theoretical and ethical foundations undergirding the field of Early Childhood Education. In subsequent semesters, students learn and apply skills and knowledge relevant to methods of teaching, assessing, and guiding children's learning and development, which build upon the foundation of the initial semester in the COE.

Students are in clinical field placements during every semester (semesters 5-8) of the program, to enable them to observe and practice-with-guidance what they are learning in coursework. Field

work is intended as a core element of the program, with course assignments closely tied to clinical field experiences.

Equivalent critical-tracking courses as determined by the State of Florida Common Course Prerequisites may be used for transfer students.

Semester 1

- Complete coursework with minimum grades of C
- 21 ACT with writing or 1010 SAT Reading plus Math (minimum 440 on each section)
- 2.0 UF GPA required

Semester 2

- Complete coursework with minimum grades of C
- Complete 1 of 3 critical-tracking courses: EDF 1005 or EDF 2085 or EME 2040
- 2.3 UF GPA required

Semester 3

- Complete coursework with minimum grades of C
- Complete 1 additional critical-tracking course
- 2.6 UF GPA required

Semester 4

- Complete coursework with minimum grades of C
- Complete all 3 critical-tracking courses with a 3.0 critical-tracking GPA
- 2.6 UF GPA required

Semester 5

- Document passing general knowledge test scores from the FTCE (see audit and/or advisor to determine which test to take)
- Complete all General Education requirements
- Complete the university writing requirement
- Students cannot register for courses in semesters 5-8 before ProTeach admission, which is competitive and in the fall semester only. Students should meet in February with the admissions coordinator in G416 Norman Hall to complete an application for fall admission.
- 3.0 upper-division GPA required semesters 5-8
- 2.6 UF GPA required

D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.

Major in Early Childhood Education (there are no concentrations or areas of emphasis within the proposed program).

Semester 1

IDS1161 What is the Good Life/Quest 1 (GE-H)	3
State Core GE Biological or Physical Science (GE-B/P)	3
State Core GE Composition (GE-C; W6)	3
State Core GE Mathematics (GE-M)	3
State Core GE Social and Behavioral Sciences (GE-S)	3

Semester 2

EDF1005 Introduction to Education	3
EDF3110 Human Growth or DEP3053 Developmental Psychology (GE-S)	3
GE Composition (GE-C; W6)	3
State Core GE Humanities (GE-H)	3
GE Mathematics (GE-M)	3

Semester 3

EDF2085 Teaching Diverse Populations (GE-S, D)	3
GE Biological or Physical Science (GE-B/P)	3
Elective (GE-N)	3
Elective (W6)	3
Elective	3

Semester 4

EME2040 Introduction to Educational Technology	3
GE Biological or Physical or Social Science or Humanities	3

Elective (W6)	3
Elective	3
Elective	3
Semester 5	
EDF 3122 The Young Child	3
EEC 3012 Intro to Early Childhood Education	3
EEC 4712 Social-Emotional Learning & Behavior Support in ECE	4
EEC 3404 Family, Diversity & Multicultural Issues in Early Childhood	3
EEC 3941 Practicum in Early Childhood Education	2
Semester 6	
EEC 4252 Inclusive Early Childhood Curriculum, Teaching & Assessment I	3
EDF 3433 Measurement and Evaluation	2
EEX 4294 Differentiated Instruction	3
EEC 3941 Practicum in Early Childhood Education	3
EEC 3213 Language and Literacy Development in Early Childhood	3
Summer: EEC 3421 EC Math Science & Technology	6
Semester 7	
EEC 4945 Internship in Early Childhood Education	4
RED 3309 Emergent Literacy/Beginning Reading Instruction	3
TSL 4324 ESOL Strategies for Content Area Teachers	3
EEC 4253 Inclusive Early Childhood Curriculum, Teaching & Assessment II	3
Semester 8	
EEC 4212 Integrated Social Studies, Humanities, & Arts in Early Child	6
EEC 4942 Practicum in Early Literacy	3
EEC 4945 Internship in Early Childhood Education	3

E. Provide a one- or two-sentence description of each required or elective course.

IDS 1161 What is the Good Life/Quest 1: Examines the enduring question, "What is the Good Life?", from the perspectives of the humanities. Topics include the cost of the good life, how people have chosen to live as members of local and global communities, and conceptions and expressions of beauty, power, love, and health.

EDF 1005 Introduction to Education: Overview of education, teaching and schools; a survey of historical, philosophical and social foundations; and an orientation to professional education and the code of ethics. Thirty hours of field experience is required. This is the first of three prerequisite core courses for those who plan to be teachers. EDF 2085 and EME 2040 continue the sequence.

EDF 3110 Human Growth and Development: A life span survey of human growth and development beginning at conception and ending with death. Students will have the opportunity to apply general principles in appropriate educational settings.

DEP 3053 Developmental Psychology: Theory and research on psychological development from prenatal stages through adulthood.

EDF 2085 Teaching Diverse Populations: Surveys educational demographics, foundations of prejudice, elements of culture, political and philosophical roots of diversity and commonality, exceptionalities, and barriers to cultural understanding and diversity in the classroom. A minimum of 30 hours of field experience is required with 15 hours in a diverse setting.

EME 2040 Introduction to Educational Technology: Introduces computer productivity (word processing, databases, spreadsheets, painting, drawing, layouts); multimedia (media design, digital video, presentation); communications (internet, Eric); educational software (computer-aided instruction, public domain software); interactive media (linked environments, one-to-many, presentations using electronic tools); reference materials (electronic encyclopedia, atlases, clip art, libraries, internet); instructional applications (techniques); and ethical.

EDF 3122 The Young Child: Studies growth and development during infancy and early childhood.

EEC 3012 Introduction to Early Childhood Education: Provides an overview of early childhood education for all children from age three through grade 3, including legal bases, historical and cultural perspectives, organization, programming, developmentally appropriate principles and evidenced-based practices.

EEC 4712 Social-Emotional Learning & Behavior Support in ECE: Multi-tiered model approach to use of developmentally appropriate and evidence-based practices for promoting children's social-emotional learning, self-responsibility and self-regulation in early childhood programs. Practices build from focus on development of positive relationships, to environmental arrangements, to specific teaching practices, to use of individualized interventions based on functional assessment.

EEC 3404 Family Involvement and Multicultural Issues in Early Childhood: The role of family and influence of community on development and learning of young children in diverse society.

EEC 3941 Practicum in Early Childhood Education: Field experience in pre-service early childhood education.

EEC 4252 Inclusive EC Curriculum, Teaching and Assessment I: Knowledge of best practices in curriculum, management, and teaching in the early childhood years. Includes the contribution of child development theory and research to the design and implementation of appropriate early childhood programming, and discusses using theme-based units and play for integrating curriculum.

EDF 3433 Measurement and Evaluation: Surveys principles and methods of educational measurement with an emphasis on evaluation and diagnosis of students in school settings.

EEX 4294 Differentiated Instruction: Provides preservice teachers with information and expertise related to instruction to that effectively meets the academic needs of all students in inclusive settings.

EEC 3941 Practicum in Early Childhood Education: Field experience in pre-service early childhood education.

EEC 3213 Language and Literacy Development in Early Childhood: This course provides students with an understanding of the foundations of language and literacy development in young children, from age 3 to grade 3. The course includes a focus on the development of oral language, vocabulary, phonological awareness, and word reading skills.

EEC 3421 Early Childhood Math, Science, and Technology: Students will learn to teach young children mathematics and science through processes of problem-solving, reasoning, communication, and inquiry. Students will explore the appropriate use of technology to amplify the learning environment and experience in preschool and the primary grades to develop digital citizens and computational thinkers.

EEC 4945 Internship in Early Childhood: Field experience in pre-service early childhood education.

RED 3309 Emergent Lit Beginning Reading Instruction: Provides students with knowledge to support emergent literacy in young children and teaching beginning reading in the early primary grades. Designed to provide students with theoretical and practical knowledge and experiences that prepare them to teach in a variety of applicable educational settings.

TSL 4324 ESOL Strategies for Content Area Teachers: Overview of the issues relevant to ESOL learners and develops the skills to teach ESOL students in content area classes.

EEC 4253 Inclusive EC Curriculum, Teaching and Assessment II: This course is designed to develop students' skills in implementing appropriate curriculum, teaching and assessment for

young children in preschool through grade 3, across the developmental domains and academic disciplines. In this second course in a 2-course series, students will deepen their understanding of classroom-based assessment, and will focus on in-field implementation of appropriate practices in curriculum, teaching and assessment.

EEC 4212 Integrated Social Studies, Humanities, and the Arts in ECE: This course is designed to develop students' understanding of appropriate curriculum and instruction in social studies, humanities and arts for young children in preschool through grade 3, with an emphasis on integrated experiences.

EEC 4942 Practicum in Early Literacy: Provides an opportunity to practice and demonstrate competence in early literacy assessment, instruction, and intervention in an early childhood classroom setting. Apply literacy knowledge and skills with PreK-Grade 3 students. Includes both small-group and whole-class instruction.

EEC 4945 Internship in Early Childhood: Field experience in pre-service early childhood education.

F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.

This degree program is not in the science or technology disciplines. However, ISTE standards, formerly known as the National Educational Technology Standards (NETS), were infused within the curriculum content in order to ensure students are prepared to utilize appropriate technologies and resources into their future teaching careers. In addition, faculty in the Educational Technology program were consulted for course content infusion.

G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate. For degree programs in medicine, nursing, and/or allied health, please identify the courses that meet the requirements in Section 1004.08, Florida Statutes for required patient safety instruction.

The proposed program is an educator certification program, which requires Florida Department of Education approval for teacher preparation. Further, the proposed program falls under the accreditation standards of the Council for the Accreditation of Educator Preparation, a group that has accredited the College of Education since 1954. Concurrent with the degree approval, required submissions to FL DOE will be made to have extend existing approval to the newly designed Early Childhood program and associated reading and ESOL endorsements.

H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

Not applicable, this is not a doctoral program.

I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 3 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

The proposed program will be delivered on main campus in a traditional, face to face format, with some courses including an online component. All courses within the degree will be offered on main campus.

IX. Faculty Participation

- A. Use Table 2 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).

See Table 2 in Appendix A.

- B. Use Table 3-Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 2-Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.

Projected costs for the program are salaries for faculty and expenses for program coordination. The funding source is reallocated E&G funds as shown in Table 3 in Appendix A.

- C. Provide in the appendices the abbreviated curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).

Faculty CVs are provided in the Appendix.

- D. Provide evidence that the academic unit(s) associated with this new degree have 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, as well as qualitative indicators of excellence.

The College of Education founded in 1906, is the highest rated education college in both Florida and among public institutions in the Southeast, and is ranked 15th nationally among public education colleges in the 2020 U.S. News & World Report survey of America's Best Graduate Schools. U.S. News also rated the College's overall Online Graduate Education Programs No. 1 or 2 nationally for multiple years in a row (2016, 2017, 2018, 2019, 2020). Four of the College's academic programs occupy Top 20 spots nationally: Counselor Education (3rd), Special Education (7th), Elementary Teacher Education (16th), and Curriculum and Instruction (18th). The college has 107 full-time faculty members with distinguished records in teaching, research and service.

Cutting-edge interdisciplinary research and public scholarship—often conducted in partnership with other UF colleges, school districts, communities, and private education providers across the state—are yielding powerful learning systems and models that are helping to transform education in today's changing world, starting with our youngest learners. The college is involved in three designated priority research areas in UF's state-funded Preeminence initiative: informatics and data analytics, online learning, and optimizing early childhood interventions. Faculty researchers last year held more than \$155 million in grants and contracts supporting studies and projects addressing education's most critical issues.

Teaching is just one of several areas of study from which UF undergraduate and graduate students can choose. Nearly 1,500 education students are enrolled on campus in baccalaureate and advanced degree programs and concentration areas. Three programs are available to undergraduate students. The undergraduate programs in early childhood education and in elementary education are coupled with master's degrees in the same areas to form state- approved educator preparation leading to teacher certification. The Education Sciences degree permits students to explore critical issues and prepare for careers in education related fields in business and government. Graduate programs and specialties are available in 26 areas, including K-12 Curriculum and Instruction, Counseling and Counselor Education, Early Childhood Education, Elementary Education, Educational Leadership, Educational Technology, English Education, Higher Education Administration, Mathematics Education, Research and Evaluation Methods, School Psychology, Science Education, Social Studies Education, Special Education, and Student Personnel in Higher Education. The college's educator preparation programs have been continuously accredited by the Council for the Accreditation of Teacher Preparation – CAEP since 1954.

Enrollment in the college's nationally ranked online programs tops 1,750 students from around the world.

To sustain the college's innovative edge deep into the 21st century, heightened emphasis on emerging technologies, education innovations, and interdisciplinary research will effectively prepare tomorrow's leaders in all disciplines that support learning, development, and teaching. The college embraces over 30,000 "EduGator" alumni located throughout the world.

X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.**

Rachael Elrod, Director of the UF Education Library, and Brittany Kester, Early Education Librarian, were consulted in this preparation of this proposal. She reports holdings include more than 71,300 books in the Education Library and approximately 600 print and electronic journal subscriptions related to Education. In addition, there are over 52,700 books on the subject of Education in the University's off-campus storage facility that are available to students. The Education Library currently has more than 3,000 books specifically on the subject of Early Childhood Education.

Major journals available to students include:

- American Educational Research Journal
- Australasian Journal of Early Childhood
- Child Development
- Contemporary Issues in Early Childhood
- Developmental Psychology
- Early Childhood Education Journal
- Early Childhood Research and Practice
- Childhood Research Quarterly
- International Journal of Early Childhood Learning
- Journal of Early Childhood Literacy
- Journal of Early Childhood Research
- Journal of Early Intervention
- Topics in Early Childhood Special Education

- B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3-Appendix A. Please include the signature of the Library Director in Appendix B.**

Library resources are currently adequate to implement and sustain the program through Year 5. No additional library resources are expected to be needed other than typical annual acquisitions and subscription renewals.

- C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.**

Norman Hall provides office, classroom, and laboratory space for the College of Education. The building and all instructional space was recently renovated with updated technology options and flexible learning environments to offer students. The proposed program will share 13 classrooms and 3 teaching laboratory space in the building and will have 17 offices. There are also 11 study rooms available for the students.

- D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 3-Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.**

No additional space is needed.

- 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. Table 3-Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.**

No new capital expenditures are required.

- F. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.**

While no specialized equipment is necessary for the degree program, there are resources that will support implementation of the proposed program. Instructional requirements will be supported through availability of a computer lab, instructional design suite, newly renovated classroom spaces and access to SMART equipment in each classroom. Additionally, any research requirements or interests will be supported by opportunities to volunteer and learn from faculty involved in a wide array of research projects related to ECE field.

- G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 3-Appendix A.**

No additional specialized equipment will be needed.

- H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 3-Appendix A.**

No additional special categories of resources are needed.

- I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 3-Appendix A.**

College of Education scholarships available to students currently exceeds \$400,000 annually. Students in the proposed major will be eligible to apply. In addition, professional organizations related to the field often support undergraduate activities. For example, students in the proposed major would be eligible to apply for the T.E.A.C.H. Early Childhood® Scholarship Program, which links training, compensation, and commitment to improving the quality of early care and education. The program provides scholarships for early childhood teachers to work toward earning an Associate, Bachelor's, or Master's degree in early childhood education, a Florida Staff Credential, a Director Credential, a National CDA Assessment, or credential renewals. Additionally, students would also be able to apply for the AERA Undergraduate Student Education Research Training Workshop held in conjunction with the annual meeting of the American Educational Research Association. The workshop, led by junior and senior scholars, gives awardees an overview of how education research is designed across field and how research is applied to education policy and practice. Senior researchers and faculty from both academic institutions and applied research organizations (i.e., The American Institutes for Research, Educational Testing Service, the College Board, and the Urban Institute) will introduce education research as a field and share their area of expertise and knowledge with the fellows. The award typically covers conference and workshop registration and two nights of lodging.

- J. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.**

Available sites for internship and practicum experiences will include public school settings in and around Alachua County, Florida. For example, partnerships have been established with a diverse variety of schools in grade levels from PreK through Third Grade. The schools are also representative of diverse geographic locations and socio-economic demographics. Examples of the school partnerships for clinical field experience sites, include CW Norton Elementary, Duval


Early Learning Academy, Glen Springs Elementary, Hidden Oak Elementary, Meadowbrook Elementary, Idylwild Elementary, and Newberry Elementary, Irby Elementary, and P.K. Yonge School.

APPENDIX B

Please include the signature of the Equal Opportunity Officer and the Library Director.



Signature of Equal Opportunity Officer



Date



Signature of Library Director

10/26/2021

Date

This appendix was created to facilitate the collection of signatures in support of the proposal. Signatures in this section illustrate that the Equal Opportunity Officer has reviewed section II E of the proposal and the Library Director has reviewed sections X.A and X.B.

APPENDIX A
TABLE 1-A
PROJECTED HEADCOUNT FROM POTENTIAL SOURCES
(Baccalaureate Degree Program)

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Upper-level students who are transferring from other majors within the university**	5	3.75	10	7.5	8	6	4	3	2	1.5
Students who initially entered the university as FTIC students and who are progressing from the lower to the upper level***	20	15	40	30	40	30	42	31.5	44	33
Florida College System transfers to the upper level***	5	3.75	15	11.25	20	15	23	17.25	25	18.75
Transfers to the upper level from other Florida colleges and universities***	0	0	0	0	0	0	0	0	0	0
Transfers from out of state colleges and universities***	2	1.5	4	3	4	3	4	3	4	3
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	32	24	69	51.75	72	54	73	54.75	75	56.25

* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

** If numbers appear in this category, they should go DOWN in later years.

*** Do not include individuals counted in any PRIOR CATEGORY in a given COLUMN.

APPENDIX A

**Table 2
Anticipated Faculty Participation**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Specialty	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
A	Kristen Kemple, Ph.D. Early Childhood Studies	Professor	Tenure Track	Spring 2022	9	0.75	0.25	0.19	9	0.75	0.50	0.38
A	Tara Mathien, Ed.D. Early Childhood Studies	Assistant Professor	Non-tenure Track	Spring 2022	12	1.00	1.00	1.00	12	1.00	1.00	1.00
A	Tina Smith-Bonahue, Ph.D. School Psychology	Associate Professor	Tenure Track	Spring 2022	9	0.75	0.25	0.19	9	0.75	0.25	0.19
A	Mary McLean, PhD. Early Childhood Studies	Professor	Tenure Track	Spring 2022	9	0.75	0.13	0.10	9	0.75	0.25	0.19
A	Holly Lane, Ph.D. Special Education	Associate Professor	Tenure Track	Spring 2022	9	0.75	0.13	0.10	9	0.75	0.25	0.19
A	Patricia Snyder, Ph.D. Early Childhood Studies	Professor	Tenure Track	Spring 2022	9	0.75	0.00	0.00	9	0.75	0.13	0.10
A	Caitie Gallingane, Ph.D. Reading/Early Childhood	Assistant Professor	Non-tenure Track	Fall 2022	9	0.75	0.00	0.00	9	0.75	0.13	0.10
A	Ester DeJong, Ph.D. ESOL	Professor	Tenure Track	Spring 2022	9	0.75	0.00	0.00	9	0.75	0.13	0.10
A	Maureen Conroy, Ph.D. Early Childhood Studies	Professor	Tenure Track	Fall 2022	9	0.75	0.00	0.00	9	0.75	0.13	0.10
A	Brian Reichow, Ph.D. Early Childhood Studies	Associate Professor	Tenure Track	Spring 2022	9	0.75	0.00	0.00	9	0.75	0.13	0.10
Total Person-Years (PY)								1.57				2.43

Faculty Code	Code Description	Source of Funding	PY Workload by Budget Classification	
			Year 1	Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	1.57	2.43
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.00	0.00
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00
F	Existing faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
G	New faculty on endowed lines	Philanthropy & Endowments	0.00	0.00

APPENDIX A
Table 2
Anticipated Faculty Participation

H	Existing or New Faculty teaching outside of regular/tenure-track line course load	Enterprise Auxiliary Funds	0.00		0.00
Overall Totals for			1.57		2.43

APPENDIX A
TABLE 3
PROJECTED COSTS AND FUNDING SOURCES

Budget Line Item	Reallocated Base* (E&G) Year 1	Enrollment Growth (E&G) Year 1	New Recurring (E&G) Year 1	New Non-Recurring (E&G) Year 1	Contracts & Grants (C&G) Year 1	Philanthropy/Endowments Year 1	Enterprise Auxiliary Funds Year 1	Subtotal Year 1	Continuing Base** (E&G) Year 5	New Enrollment Growth (E&G) Year 5	Other*** (E&G) Year 5	Contracts & Grants (C&G) Year 5	Philanthropy/Endowments Year 5	Enterprise Auxiliary Funds Year 5	Subtotal Year 5
Faculty Salaries and Benefits	285,000	0	0	0	0	0	0	\$285,000	420,000	0	0	0	0	0	\$420,000
A & P Salaries and Benefits	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
USPS Salaries and Benefits	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Other Personal Services	0	0	0	0	0	0	0	\$0	12,000	0	0	0	0	0	\$12,000
Assistantships & Fellowships	0	0	0	0	0	24,875	0	\$24,875	32,000	0	0	0	50,000	0	\$82,000
Library	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Expenses	5,000	0	0	0	0	0	0	\$5,000	5,000	0	0	0	2,500	0	\$7,500
Operating Capital Outlay	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Total Costs	\$290,000	\$0	\$0	\$0	\$0	\$24,875	\$0	\$314,875	\$469,000	\$0	\$0	\$0	\$52,500	\$0	\$521,500

*Identify reallocation sources in Table 4.

**Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary

Total Positions	Year 1	Year 5
Faculty (person-years)	1.57	2.43
A & P (FTE)	0	0
USPS (FTE)	0	0

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$290,000	\$469,000
Annual Student FTE	24	56.25
E&G Cost per FTE	\$12,083	\$8,338

APPENDIX A
TABLE 3
PROJECTED COSTS AND FUNDING SOURCES

Table 3 Column Explanations		
Reallocated Base* (E&G)	1	E&G funds that are already available in the university's budget and will be reallocated to support the new program. Please include these funds in the Table 4 – Anticipated reallocation of E&G funds and indicate their source.
Enrollment Growth (E&G)	2	Additional E&G funds allocated from the tuition and fees trust fund contingent on enrollment increases.
New Recurring (E&G)	3	Recurring funds appropriated by the Legislature to support implementation of the program.
New Non-Recurring (E&G)	4	Non-recurring funds appropriated by the Legislature to support implementation of the program. Please provide an explanation of the source of these funds in the budget section (section III. A.) of the proposal. These funds can include initial investments, such as infrastructure.
Contracts & Grants (C&G)	5	Contracts and grants funding available for the program.
Philanthropy Endowments	6	Funds provided through the foundation or other Direct Support Organizations (DSO) to support the program.
Enterprise Auxiliary Funds	7	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.
Continuing Base** (E&G)	9	Includes the sum of columns 1, 2, and 3 over time.
New Enrollment Growth (E&G)	10	See explanation provided for column 2.
Other*** (E&G)	11	These are specific funds provided by the Legislature to support implementation of the program.
Contracts & Grants (C&G)	12	See explanation provided for column 5.
Philanthropy Endowments	13	See explanation provided for column 6.
Enterprise Auxiliary Funds	14	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.

APPENDIX A

TABLE 4

ANTICIPATED REALLOCATION OF EDUCATION GENERAL FUNDS*

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
18010000-101 - ED - Office of the Dean	8,158,669	100,000	\$8,058,669
18050000-101 - ED - School of Teaching /Learning	4,860,883	65,000	\$4,795,883
18070000-101 - ED - School of Human Development & Organizational Studies	3,940,433	125,000	\$3,815,433
	0	0	\$0
	0	0	\$0
	0	0	\$0
	0	0	\$0
	0	0	\$0
Totals	\$16,959,985	\$290,000	\$16,669,985

* If not reallocating E&G funds, please submit a zeroed Table 4



Board of Governors, State University System of Florida
Limited Access Status for an Academic Program Request Form
In Accordance with BOG Regulations
6.001 – General Admissions and 8.013 - Limited Access

INSTITUTION: University of Florida

PROGRAM NAME: BAE in Early Childhood Education

CIP CODE: 13.1210

(Classification of Instructional Programs)

1. Will the entire degree program be limited access or only a specific major or track?
Entire degree will be limited access.
2. If only one major or track is limited access, please specify the name of the major or track:
Not applicable, entire degree will be limited access.
3. Please specify:
The total number of new students anticipated to enroll in the program each academic year 56
The total number of students anticipated to enroll in the program each academic year 75
4. When do you propose to initiate limited access? (please specify the effective term and year) Summer 2021
5. What is the justification for limiting access?
Lack of resources: adequate faculty and fiscal resources
Proficiency: GPA, personal statement, and interview

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures. Additionally, please indicate how these requirements and procedures ensure equal access for Florida College System Associate of Arts degree graduates in competing for available space in the program.

A viable candidate must achieve junior status (60 credit hours) with a minimum 2.6 GPA, meet all General Education requirements, complete the Common Prerequisite of EDF X005 with a grade of B or higher, pass all subtests of the Florida Teacher Certification Examination's General Knowledge Test, and document a clear criminal background through fingerprinting.

The application includes a short questionnaire and a prompt for a personal statement. The admissions coordinator provides the Faculty Admissions Committee with summary data and the personal statement. Native/transfer status is not included in the data set. Select applicants interview with a faculty member; zoom and skype are available to accommodate a student who cannot be physically present (this would include UOnline students in the PaCE program, native students participating in study abroad, and transfer applicants so this would not be an identifier of a transfer applicant).

The Committee informs the admissions coordinator of their admit/deny decisions. The admissions coordinator informs applicants of the decision, and discusses alternative program options with those who have been denied admission.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles and cite sources used to inform the discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

This is a new program with an intended first admission term of Fall 2021. The UF College of Education's philosophy of recruitment, retention, and degree completion is to build and maintain a community of educators enhanced by diverse experiences and backgrounds who are well prepared to serve and impact all segments of society. We are determined to attract and retain highly talented and productive individuals without regard to such categories as race, religion, disability, or sexual orientation. The UF Office of Multicultural and Diversity Affairs, and the College's Recruitment, Retention, and Multicultural Affairs missions will be in mind as we designate an internal recruitment specialist to expand partnerships with high school and 2-year colleges that include significant populations of underrepresented students, and to reach out to potential applicants at 2-year colleges to provide supplemental advising.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

This teacher preparation program is a Program of Strategic Emphasis (PSE) within the SUS Strategic Plan. This 4-year bachelor's level program will result in professional teacher certification one year earlier than our existing 5-year bachelor's plus master's level program, which will be discontinued. We will be reallocating dedicated faculty from the 5-year program to the 4-year program while retaining the limited access already in place for our teacher preparation programs.

9. Provide the institution's plan and timeline for phasing out limited access.

At present there is no plan to phase out limited access for our teacher preparation programs as it is not based solely on limited resources.

Required Signatures

Tina Smith Baker

Requestor/Initiator

10/26/2021

Date

[Handwritten Signature]

Signature of Campus EO Officer

10/28/21

Date

[Handwritten Signature]

Signature of College Dean

10/26/2021

Date

Joseph Glover

Signature of Provost

10/29/2021 | 2:36 PM EDT

Date

Signature of Chair of the
Board of Trustees

Date

Date Approved by the Board of Trustees

Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM

In Accordance with BOG Regulation 8.011

(Please do not revise this proposal format without prior approval from Board staff)

University of Florida
Institution Submitting Proposal

Summer 2022
Proposed Implementation Term

Herbert Wertheim College of Engineering
Name of College(s) or School(s)

Engineering Education
Name of Department(s)/Division(s)

Engineering
Academic Specialty or Field

Master of Science with a major in Applied
Data Science
Complete Name of Degree

11.0104 Informatics
Proposed CIP Code (2020 CIP)

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 prior to the initiation of the program.

Date Approved by the University Board of Trustees

W. H. D. 10/22/21

President's Signature Date

Board of Trustees Chair's Signature Date

[Signature] 10/20/21

Provost's Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 3 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided 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	14	\$14,804	\$207,251	0	0	\$207,251
Year 2	40	28					
Year 3	60	42					
Year 4	80	56					
Year 5	80	56	\$7,183	\$402,243	0	0	\$402,243

Note: This outline and the questions pertaining to each section **must be reproduced** within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

Introduction

I. Program Description and Relationship to System-Level Goals

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including majors, concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.

- (a) The proposed degree program is a non-thesis Master of Science.
- (b) The major will be Applied Data Science (ADS). It consists of a set of seven core courses (21 credit hours), two specialization courses (6 credit hours) in a specific area, and a project (3 credit hours) in the selected specialization. The project will focus on the application of data science to engineering problems relevant to industry. The core courses are taken in the beginning, followed by sets of related specialization courses. Specializations can be associated with applications, such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering or can entail further study of artificial intelligence.
- (c) The total number of credits for the degree will be 30.
- (d) The Master of Science with a major in Applied Data Science (MSADS) degree will provide students with a working knowledge of techniques and software commonly used in Data Science. It is designed for students and working professional engineers with a B.S. degree in a non-computing engineering field such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, transportation engineering and possibly Industrial and Systems Engineering. This degree program will help meet demand for Data Science in multiple engineering disciplines and prepare engineering students to work as data scientists in industry. It can also be used by students working towards a Ph.D. degree in non-computing focused engineering programs. The University of Florida (UF) M.S. with a major in ADS degree program is important for reskilling and upskilling the engineering workforce in the State of Florida.

Employment opportunities include finance and insurance, health care and social assistance, information, manufacturing, scientific and technical services, and retail trade. A search on EmployFlorida.com for "Data Science Engineer" yields over 300 jobs in the State of Florida even during the pandemic. Applied data science related jobs include data driven decision-maker position titles such as Chief Executive Officer, Chief Data Officer, Chief Information Officer, Director of IT, Financial Manager, Human Resources Manager, and Marketing Manager. These positions require training across multiple disciplines and the proposed M.S. with a major in ADS degree will equip students with the necessary skills to be competitive for these positions as more and more companies become digitalized. According to the U.S. Department of Labor, rapid growth in data collection by businesses will lead to an increased need for data-mining services. The projected growth between 2019 and 2029 is about 15% [1], which is much faster than average. In addition, the median pay in 2019 was \$122,840 [2]. Therefore, there is a rapidly increasing demand for high-paying jobs.

References:

- [1] <https://www.bls.gov/ooh/computer-and-information-technology/computer-and-information-researchscientists.htm#tab-6>
- [2] <https://www.bls.gov/ooh/computer-and-information-technology/computer-and-information-research-scientists.htm>

- B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.

The CAVP Academic Coordinating Group approved the pre-proposal for the M.S. with a major in

Introduction

I. Program Description and Relationship to System-Level Goals

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Employment opportunities include finance and insurance, health care and social assistance, information, manufacturing, scientific and technical services, and retail trade. A search on EmployFlorida.com for “Data Science Engineer” yields over 300 jobs in the State of Florida even during the pandemic. Applied data science related jobs include data driven decision-maker position titles such as Chief Executive Officer, Chief Data Officer, Chief Information Officer, Director of IT, Financial Manager, Human Resources Manager, and Marketing Manager. These positions require training across multiple disciplines and the proposed M.S. with a major in ADS degree will equip students with the necessary skills to be competitive for these positions as more and more companies become digitalized. According to the U.S. Department of Labor, rapid growth in data collection by businesses will lead to an increased need for data-mining services. The projected growth between 2019 and 2029 is about 15% [1], which is much faster than average. In addition, the median pay in 2019 was \$122,840 [2]. Therefore, there is a rapidly increasing demand for high-paying jobs.

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B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.

The CAVP Academic Coordinating Group approved the pre-proposal for the M.S. with a major in

Applied Data Science at their September 24, 2020 meeting. The only comment was that FAU has a similar program in CIP 30.0601 and would like to be acknowledged as a similar program in the full degree proposal.

- C. If this is a doctoral level program please include the external consultant’s report at the end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.**

Not applicable, this is not a doctoral program.

- D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

The proposed M.S. with a major Applied Data Science is consistent with and will directly support the 2025 Goals: Strategic Priorities for a Knowledge Economy. In the context of Teaching & Learning, the M.S. in Applied Data Science will increase the number of degrees awarded in the Program of Strategic Emphasis in STEM/Health and Other Programs of Strategic Emphasis including Informatics (CIP 11.0104) and related areas of applied data science and engineering. In the context of Community & Business Engagement, graduates of the proposed M.S. in Applied Data Science will increase the Community & Business Workforce.

- E. If the program is to be included in a category within the Programs of Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion. The Programs of Strategic Emphasis Categories are:**

- **Critical Workforce:**

- Education
- Health
- Gap Analysis

- **Economic Development:**

- Global Competitiveness
- Science, Technology, Engineering, and Math (STEM)

Please see the Programs of Strategic Emphasis (PSE) methodology for additional explanations on program inclusion criteria at [the resource page for new program proposal](#).

The category covered by the proposed M.S. with a major in Applied Data Science is Global Competitiveness and Science, Technology, Engineering, and Math (STEM). The M.S. with a major in ADS degree program will prepare engineering students to work as data scientists in industry and can also be used by students working towards a Ph.D. degree in noncompeting focused engineering degree programs. The UF M.S. with a major in ADS degree program is important for reskilling and upskilling the engineering workforce in the State of Florida.

- F. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.**

The proposed M.S. with a major in Applied Data Science will be offered on the main campus at the University of Florida in the Herbert Wertheim College of Engineering (HWCOE) in Gainesville, FL. It will not be offered at sites other than the main campus.

Institutional and State Level Accountability

II. Need and Demand

- A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.**

The field of Data Science, or Analytics, is growing rapidly. The U. S. Dept. of Labor states: "Employment of computer and information technology occupations is projected to grow 12 percent from 2018 to 2028, much faster than the average for all occupations. These occupations are projected to add about 546,200 new jobs. Demand for these workers will stem from greater emphasis on cloud computing, the collection and storage of big data, and information security." [3] It is reasonable to assume that at least one-third of these new jobs are in data science or applied data science, or about 180,000 new jobs between 2018 and 2028.

If we broaden the scope beyond computing fields, then, according to the Wharton School, part of the University of Pennsylvania, there were 270,000 jobs with heavy reliance on data analytics skills in 2012 whereas in 2018, there were about one million jobs." [4]. All engineering fields rely on analyzing large data sets to a much larger degree than ever before. There is a need for data science graduate education in engineering. The data science skills are required for noncomputing engineering fields such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering, etc. Applied data science skills that involve analyzing data sets for specific engineering applications are different than those required by computer scientists and computer engineers.

The best way to meet these different requirements is to create an M.S. degree in Applied Data Science for engineering students with engineering degrees other than computer science and engineering.

References:

[3] <https://www.bls.gov/ooh/computer-and-information-technology/>

[4] <https://wca.wharton.upenn.edu/story/workingnation-town-hall-addresses-closing-the-data-analytics-skills-gap/>

- B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.**

Demand for Data Science related graduate courses is very high. Enrollment in the introductory data science-related graduate courses at the University of Florida in Computer & Information Science & Engineering (CISE) and Electrical and Computer Engineering (ECE) have been as high as 120 and 160 students per class. Many of these students are from engineering departments other than CISE and ECE. The CISE and ECE students are interested in the underlying theory and computational methods, whereas other engineering students are interested in best practices in applied data science using data science software and analyzing the data products produced by the software. Therefore, other engineering students would be much more likely to take application-oriented courses including working professional engineers, in fields such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering.

- C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix C, provide data that support the need for an additional program.**

At the CIP code 11.0104 Informatics, UNF has an approved M.S. degree in the State University System Currently Approved Program Inventory. It is noted that FAU has a Master of Science in Data Science and Analytics (CIP 30.0601), jointly administered between Charles E. Schmidt College of Science, the College of Engineering & Computer Science, the College of Business, and the Dorothy F. Schmidt College of Arts & Letters including a specialization in Data Science and Engineering. However, the courses in the Data Science and Engineering specialization are not associated with applications to non-computing engineering fields. Similarly, existing M.S. degrees in Data Science have specializations in predominantly CS areas with some also including business or bio-statistics. The proposed M.S. with a major in Applied Data Science is unique in its sole focus on applications of data science to non-computing *engineering fields*.

- D. Use Table 1 - Appendix A (1-A for undergraduate and 1-B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 30 credit hours per year and graduate FTE will be calculated as 24 credit hours per year. Describe the rationale underlying enrollment projections. If students within the institution are expected to change majors to enroll in the proposed program at its inception, describe the shifts from disciplines that will likely occur.**

The annual headcount/FTE projections are 20/14, 40/28, 60/42, 80/56, and 80/56 for the next 5 years. As stated in Section B, demand for Data Science related graduate courses is very high. Enrollment in the introductory data science related graduate courses at the University of Florida in Computer & Information Science & Engineering (CISE) and Electrical and Computer Engineering (ECE) have been as high as 120 and 160 students per class. Many of these students are from engineering departments other than CISE and ECE. Since it is an interdisciplinary program, it will not cause a reduction in the enrollment rate in the home departments. The new degree program will lead to increased enrollments for new M.S. engineering graduate students in the home departments who seek a working knowledge of data science techniques/software and discipline-specific applications of data science to industry relevant engineering applications in areas such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering. These new graduate students include individuals who have recently graduated from preceding degree programs at UF and from preceding degree programs at other Florida public universities and professional engineers from agencies/industries in the service area seeking to upskill/reskill.

- E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date Appendix B to indicate that the analysis required by this subsection has been completed.**

The applicant pool for the M.S. with a major in Applied Data Science will consist of students with a B.S. degree in some non-computing engineering field such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering. Outstanding diverse students will be recruited through the Engineering National Graduate Institutional Name Exchange (ENGINE), the national McNair Scholars list, GEM Consortium Membership, engineering student societies (i.e. American Indian Science and Engineering Society (AISES), National Society of Black Engineers (NSBE), Out in Science, Technology, Engineering, and Mathematics (oSTEM), Society of Hispanic Professional Engineers (SHPE), Society of Women Engineers (SWE), etc.), GRE Search Service, National Name Exchange, and State of Florida Public University student access. The diversity of students in non-computing engineering fields is greater than in computing engineering fields which will help to increase the diversity of students trained in applied data science. This program is not a duplication of a program at FAMU or FIU and, therefore, the program will not compete with FAMU or FIU, but instead, it will work directly with these institutions to grow underrepresented students' participation in applied data science in the SUS.

III. Budget

- A. Use Table 3 - Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 4 - Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

There are 10 participating Applied Data Science (ADS) faculty members who are current faculty members in the Herbert Wertheim College of Engineering, representing most of the eleven departments. The faculty members will teach the M.S. with a major in ADS core and specialization courses and advise these students. Therefore, the new costs associated with the new M.S. with a major in Applied Data Science are minimal. Table 3 in Appendix A shows the projected costs for Faculty Salaries and Benefits all being covered by reallocating base Educational and General (E&G) funds that are already available in the College's budget. For Year 1 the anticipated faculty salary and benefits costs are \$207,251 and in Year 5 \$402,243. These available faculty salary and benefits funds will be redirected to support the new program. Table 4 in Appendix A shows the estimated participating faculties total base E&G salary and benefits before reallocation and then the amount anticipated to be reallocated during Year 1 for teaching courses in this new program.

- B. Please explain whether the university intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 3.**

The proposed degree program will not be operated through continuing education, will not seek market rate tuition, or establish a differentiated graduate-level tuition. The rate of tuition for resident tuition will be \$448.73 per credit hour and for non-resident tuition will include the non-resident fee of \$690.21 per credit hour a per [UF Regulation 3.0375 Tuition Cost](#).

- C. If other programs will be impacted by a reallocation of resources for the proposed program, identify the impacted programs and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

Resources will not be reallocated for the proposed M.S. in Applied Data Science program. Existing faculty in various departments in the Herbert Wertheim College of Engineering will teach either the core courses or the specialization courses in the M.S. in Applied Data Science degree program. Since it is an interdisciplinary program, it will not cause a reduction in the enrollment rate in the home departments. The new degree program will lead to increased enrollments for new M.S. engineering graduate students who seek a working knowledge of data science techniques/software and discipline-specific applications of data science to industry relevant engineering applications in areas such as agricultural and biological engineering, biomedical engineering, civil engineering, environmental engineering, and transportation engineering.

- D. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

Since the proposed M.S. with a major in Applied Data Science is interdisciplinary within the Herbert Wertheim College of Engineering the potential impacts of increased graduate student enrollment will be shared across its 11 departments.

- E. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.**

As a master's degree program, students will be primarily self-supported. Currently, the prospective M.S. with a major in ADS students can apply for the following scholarships: IBM Masters Fellowship Program which considers candidates currently enrolled in Master programs in many focus areas including Hybrid Cloud, Quantum Computing / Systems, Artificial Intelligence, Open-Source Technologies, Cyber Security, Data Science, Systems; NVIDIA Graduate Fellowship Program which considers students working in accelerated computing, AI, machine learning, autonomous vehicles, robotics, AI for healthcare, high performance computing and related fields; Cornaro Scholarship which considers applications from Kappa Gamma Pi members in good standing; Fulbright Foreign Student Program which considers proposals in several fields, including public policy and global health; Robert A. Dannels Memorial Scholarship which considers students who plan to pursue a master's degree in nuclear science and technology; Society of Women Engineers Scholarship Program which considers students who identify as female pursuing a computing, engineering, or technology degree; Larson Aquatic Research Support Scholarship which considers students pursuing a degree in science or engineering; Holly A. Cornell Scholarship which considers female students or students who belong to a minority group pursuing a master's degree in engineering; National Physical Science Consortium Graduate Fellowship which considers graduate students holding American citizenship and enrolled in a science, technology, engineering, or mathematics program; AT&T Labs Research Fellowship which considers underrepresented minority group (Hispanic, African American, or Native American) enrolled in an engineering or computer- related field; ALPFA Scholarship which considers graduate students pursuing a degree in business, accounting, finance, orSTEM; Marathon Oil College Scholarship Program which considers Native American, African American, Asian/Pacific Islander, and Latino descent graduate students pursuing a degree in an accepted area of study including chemical engineering, geophysics, energy management or petroleum land management, and global procurement; Stuart Cameron and Margaret McLeod Memorial Scholarship which considers graduate students who hold an IMA membership, study at an accredited institution, and seek to pursue a career in management accounting, financial management, or information technology; Ralph W. Shrader Graduate Diversity Scholarship which considers women and minority students pursuing a master's program in an eligible field (STEM and hard sciences); AAUW Selected Professions Fellowships which considers women (of any ethnicity) pursuing a master's degree in architecture, computer science, engineering, and mathematics; A.T. Anderson Memorial Scholarship Program which considers graduate students with blood ties to a recognized American Indian Tribe, as well as descendants of Native Hawaiians or Pacific Islanders.

IV. Projected Benefit of the Program to the University, Local Community, and State

Use information from Tables 1 and 3 - Appendix A, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

There is a growing demand for data science in engineering fields, with at least 180,000 new jobs projected to be created by 2028 (section I.A). Data science, machine learning, and artificial intelligence fields together are expected to add an annual average contribution to global productivity growth of about 1.2 percent, according to the report by the McKinsey Global Institute [5]. Thus, students graduating with a degree in M.S. with a major in Applied Data Science are expected to be successfully employed in related positions in industry. This will include companies in different sectors such as tech, consumer products, aerospace, defense, pharmaceutical, and manufacturing including Google, Amazon, IBM, Procter & Gamble, General Electric (GE), Lockheed Martin, among others.

Within the state of Florida, there are jobs available at companies such as L3Harris Technologies (Melbourne, FL), CAE USA Inc (Tampa, FL), OPIE Software (Gainesville, FL) as well as local and

regional startup companies.

Beyond the economic benefits, program graduates in specialization areas such as environmental engineering or agricultural and biological engineering can impact the state and local community by utilizing data science in sustainability and conservation projects such as coastal aquatic resource management which is vital to the Florida economy and environment.

Reference:

[5] Bughin, Jacques, Jeongmin Seong, James Manyika, Michael Chui, and Raoul Joshi. "Notes from the AI frontier: Modeling the impact of AI on the world economy." McKinsey Global Institute (2018).

V. Access and Articulation – Bachelor’s Degrees Only

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program’s approval. (See criteria in Board of Governors Regulation 6C-8.014)

Not applicable, this is not a bachelor’s degree.

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see link to the Common Prerequisite Manual on [the resource page for new program proposal](#)). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as “limited access.

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional “track” of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

Not applicable, this is not a bachelor’s degree.

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that Florida College System transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.

Limited Access will not be requested.

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see link to the Statewide Articulation Manual on [the resource page for new program proposal](#)). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.

Not applicable, this is not an AS-to-BS program.

Institutional Readiness

VI. Related Institutional Mission and Strength

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).**

By preparing engineering students to work as data scientists in industry, to pursue advanced studies in related AI areas, and reskilling and upskilling the engineering workforce in the State of Florida, the proposed M.S with a major in Applied Data Science aligns with the State University System of Florida institutional mission statement to provide undergraduate, graduate and professional education, research, and public service of the highest quality through a coordinated system of institutions of higher learning, each with its own mission and collectively dedicated to serving the needs of a diverse state and global society. It also aligns with Goal 2 of the University of Florida Strategic Plan to provide an outstanding and accessible education that prepares students for work, citizenship and life.

- B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.**

The proposed M.S. with a major in Applied Data Science leverages existing institutional strengths in the Herbert Wertheim College of Engineering and the University of Florida including the new Data Science and Information Technology (DSIT) Building. Data science and analytics is boosted by the recently announced AI initiative which will create the AI-centric data center at the University of Florida that will house the world's fastest AI supercomputer in higher education.

- C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.**

At the department chairs meeting on September 5, 2019, the Dean discussed a proposed M.S. degree in Applied Data Science. Each department chair was invited to nominate a faculty representative from their department. The Dean selected Paul Gader to chair the committee. The members of the committee were: Paul Gader (ESSIE), Daisy Wang (CISE), David Hibbitts (CHE), Mostafa Reisi Gahrooei (ISE), Catia Silva (ECE), Parisa Rashidi (BME), Xilei Zhao (CCE), Kathe Todd-Brown (EES), and Nikolay Bliznyuk (ABE). Dr. Gader sent a welcome message to the committee on September 27, 2019. The kickoff meeting was held on October 10, 2019. The committee met on October 25, 2019, January 6, 2020, January 22, 2020, and February 3, 2020.

Planning Process

Date	Participants	Planning Activity
09/05/2019	Dean and Department Chairs	The Dean discussed a proposed M.S. degree in applied data science. Each department chair was invited to nominate a faculty representative from their department. The Dean selected Paul Gader to chair the committee. The members of the committee were: Paul Gader (ESSIE), Daisy Wang (CISE), David Hibbitts (CHE), Mostafa Reisi Gahrooei (ISE), Catia Silva (ECE), Parisa Rashidi (BME), Xilei Zhao (CCE), Kathe Todd- Brown (EES), and Nikolay Bliznyuk (ABE).
09/27/2019	Paul Gader	Welcome message sent to the committee members.
10/10/2019	Paul Gader (ESSIE), Daisy Wang (CISE), David Hibbitts (CHE), Mostafa Reisi Gahrooei (ISE), Catia Silva (ECE), Parisa Rashidi (BME), Xilei Zhao (CCE), Kathe Todd-Brown (EES), and Nikolay Bliznyuk (ABE).	Kickoff meeting, Introductions, discussed lists of courses and topics, MSADS Microsoft Team established for sharing of files and documents.
10/25/2019	Gader, Bliznyuk, Hibbitts, Hinnig, Mazyck, Rashidi, Silva, Reisi Gahrooei, Todd-Brown, Wang, Zhao	Committee members asked to submit suggested core courses and descriptions with weekly topics.
01/06/2020	Gader, Bliznyuk, Hibbitts, Hinnig, Mazyck, Rashidi, Silva, Reisi Gahrooei, Todd-Brown, Wang, Zhao	Committee members reviewed course syllabi posted in TEAMS folder.
01/22/2020	Gader, Bliznyuk, Hibbitts, Hinnig, Mazyck, Rashidi, Silva, Reisi Gahrooei, Todd-Brown, Wang, Zhao	Narrowed to 6 core courses w/ topics: Math for Intelligent Systems, Programming for ADE, Intro to DS, Applied Optimization, Applied Machine Learning, Ethics in DS
01/27/2020	Gader, Bliznyuk, Hibbitts, Hinnig, Mazyck, Rashidi, Silva, Reisi Gahrooei, Todd-Brown, Wang, Zhao	Consensus reached on Math for Intelligent Systems, continued development of ADS, Applied Optimization and ML.
02/03/2020	Gader, Bliznyuk, Hinnig, Rashidi, Silva, Reisi Gahrooei, Todd-Brown, Wang, Zhao	Discussed overlaps in Applied Data Science (ADS) and Applied Machine Learning (AML), Project in Concentration, Draft Sequence
02/10/2020	Gader, Bliznyuk, Hinnig, Silva, Reisi Gahrooei, Todd-Brown, Wang	Statistics and Applied Optimization consensus, Bliznyuk and Reisi agreed to collaborate on a list of course topics for ML, discussion about the Project being part of the specialization, bring other departments on board to share responsibilities with Ethics, establish Joint Curriculum Committee, contact MSE and ISE for consensus
03/09/2020	Bliznyuk, Gader, Hibbitts, Hinnig, Rashidi, Reisi, Silva, Todd-Brown, Zhao	Set up a weekly structure for Intelligent Systems II and Applied Optimization Tools for DS/ML, AML II designed allow for change, discussed MSADS Curriculum Draft
03/13/2020	Paul Gader	Provided draft of MSADS Curriculum

03/16/2020	Bliznyuk, Gader, Hinnig, Rashidi, Reisi, Silva, Todd-Brown, Wang, Zhao	Consensus reached on: Ethics will be a 3- credit course, Submit App ML I and II to the Dean and then look at the ML sequence again, discussed possibilities of teaching the proposed courses, Final meeting.
04/16/2020	Paul Gader	Submitted revised documents to Toshi Nishida and Cammy Abernathy with updated Curriculum to incorporate prerequisites and specialization areas for approval. Pre-requisites were consistent with the UF Grad Catalog
04/28/2020	Paul Gader	Committee Vote by Qualtrics, 8 in favor 1 abstain for proposed MSADS Curriculum and Degree Program

Events Leading to Implementation

Date	Implementation Activity
04/26/2020	5 new graduate course requests were uploaded into the UF Approval System: EGN 5XXXX Applied Machine Learning, EGN 5XXX Machine Learning Applications in Civil Engineering, EGN 5XXX Programming for Applied Data Science, EGN 6XXX Applied Machine Learning II, EGN 6XXX Mathematical Foundations for Applied Data Science
04/27/2020	Approved by Engineering and EED Curriculum Committee: EGN 5XXXX Applied Machine Learning, EGN 5XXX Machine Learning Applications in Civil Engineering, EGN 5XXX Programming for Applied Data Science, EGN 6XXX Applied Machine Learning II, EGN 6XXX Mathematical Foundations for Applied Data Science
07/20/2020	Approved by HWCOE Curriculum Committee: EGN 5XXXX Applied Machine Learning, EGN 5XXX Machine Learning Applications in Civil Engineering Recycled: EGN 5XXX Programming for Applied Data Science
09/15/2020	Approved by Engineering and EED Curriculum Committee: EGN 6XXX Mathematical Foundations for Applied Data Science
09/25/2020	Pending at College of Engineering: M.S. in Applied Data Science, updated version
09/28/2020	Approved by Engineering and EED Curriculum Committee: M.S. in Applied Data Science
09/29/2020	Approved by Engineering, pending at Graduate Curriculum Committee: EGN 5XXX Machine Learning Applications in Civil Engineering (5 more steps)
10/13/2020	Approved by Graduate Curriculum Committee, Pending at Registrar: EGN 5XXX Applied Machine Learning, EGN 6XXX Applied Machine Learning II (3 more steps)
10/14/2020	Updates approved by Engineering: EGN 5XXX Programming for Applied Data Science (6 more steps)
10/21/2020	<ol style="list-style-type: none"> 1. Tabled by GCC: EGN 6XXX Mathematical Foundations for Applied Data Science pending Title Verbiage, Proposal Team (Nishida, Gader, Rashidi and Krames) zoom to discuss proposal deadlines and responsibilities 2. Qualtrics survey sent out to MSADS Committee members regarding title change, approved 9 out of 9 for Mathematical Foundations for Applied Data Science 3. Marston Science Library contacted to provide a list of available resources for MSADS
10/26/2020	Title change for EGN 6XXX Mathematical Foundations for Applied Data Science unloaded into UF Approval System (5 more steps)
10/28/2020	Proposal Team Zooms to delegate remaining sections of the proposal, Faculty CV's uploaded into the Approval System
11/02/2020	Progressed to Statewide Course Numbering System: EGN 5XXXX Applied Machine Learning, EGN 6XXX Applied Machine Learning II
11/09/2020	Approved by HWCOE Curriculum Committee and Faculty Council: EGN 5XXX Programming for Applied Data Science (5 more steps)
11/13/2020	<ol style="list-style-type: none"> 1. Proposal Team Zooms to complete remaining sections of the proposal draft, goal set to submit changes to the Dean by 5 pm 2. Approved by University Curriculum Committee and Pending at Statewide Course Numbering System: EGN 6XXX Mathematical Foundations for Applied Data Science
11/20/2020	Approved by University Curriculum Committee and progressed to Statewide Course Numbering System: EGN 5XXX Machine Learning Applications in Civil Engineering
11/30/2020	Progressed to Statewide Course Numbering System: EGN 5XXX Machine Learning Applications in Civil Engineering, EGN 6XXX Mathematical Foundations for Applied Data Science
02/04/2021	Degree program approved by HWCOE Curriculum Committee
05/20/2021	Degree program approved by Graduate Council
08/25/2021	Degree program approved by Faculty Senate Steering Committee
09/24/2021	Degree program approved by Faculty Senate
Dec. 2021	Board of Trustee review/approval

VII. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations. Please include evidence that teacher preparation programs meet the requirements outlined in Section. 1004.04, Florida Statutes, if applicable.

None.

VIII. Curriculum

- A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.**

The Master of Science with a major in Applied Data Science degree will provide students with a working knowledge of techniques and software commonly used in Data Science. The degree is designed for engineering students and working professional engineers with a B.S. degree in a non-computing engineering field, that is, for engineering students and professional engineers who have engineering degrees other than Computer Science or Computer Engineering and possibly Industrial and Systems Engineering.

The degree will prepare engineering students to work as data scientists in industry and can also be used by engineering students working towards a Ph.D. degree in non-computing focused engineering degree programs.

- B. Describe the admission standards and graduation requirements for the program.**

To be admitted into the M.S. with a major in ADS program, students must have a B.S. in Engineering (or equivalent) from an ABET-accredited program. Special exceptions for admission can be made on an individual basis for students with an educational background differing from engineering or computer science. Students must also meet these minimum general graduate school requirements:

GPA: 3.0 for all upper-level courses
GRE: Waived

To graduate, M.S. with a major in ADS students must satisfy 30 credit hours of core and elective course requirements while maintaining an overall, major, and cumulative (semester) 3.0 GPA. In addition, all Graduate Council policies governing graduate education at UF must be satisfied.

International Admission

UF requires proficiency in spoken and written academic English satisfied by one of the following examinations:

TOEFL: 550 on paper-based; (213 on computer-based; 80 on Internet-based)
IELTS: 6
MELAB: 77
Verbal GRE: Waived

TOEFL ITP is not accepted for UF admission purposes.

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.

- C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.**

The M.S. with a major in ADS is a 30-credit hour, non-thesis degree. It consists of a set of core

courses (Table 1 in Section D), taken in the beginning, and sets of related courses called specializations (Table 2 in Section D). Specializations can be associated with applications such as bio-medical engineering, environmental engineering, and transportation engineering or can entail further study of Artificial Intelligence.

The degree will be housed in the Herbert Wertheim College of Engineering and will be managed by a curriculum committee comprised of members from all participating departments in the College. Specialization areas can be added or deleted by the M.S. with a major in ADS curriculum committee.

D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.

Table 1 describes a suggested sequence of courses. There is not much flexibility in the sequencing due to pre-requisites. A graph depicting the pre-requisites for the core courses is shown in **Figure 1**. The Ethics class could be taken in the first semester leaving only the project for the last semester. Students may have a better appreciation for the topics during the last or penultimate semester.

Table 1. Suggested Sequence of Courses.

*EGN 5XXX and EGN 6XXX courses have been approved by the department, college, and the graduate curriculum committee and are awaiting course numbers.

	Fall	Spring
Year 1	COT 5615 Math for Intelligent Systems (MIS)	EGN 6XXX Mathematical Foundations for Applied Data Science (MFADS) *
	EGN 5XXX Programming for ADS (PADS) *	CAP 5771 Introduction to Data Science (DS)
		EGN 5XXX Applied Machine Learning I (AML I) *
Year 2	Specialization Class 1 (CC1)	LAW 6930 Legal, Policy, and Ethical Dimensions of AI (Ethics)
	Specialization Class 2 (CC2)	EGN 6933 Special Topics: Project in Applied Data Science (Non-Thesis Project)
	EGN 6XXX Applied Machine Learning II (AML II) *	

Figure 1. Pre-requisite graph that fits most area specializations (indicated by CC above). The Biological Systems Modeling specialization has, and other specializations may have, an ordered sequence of classes in the specialization.

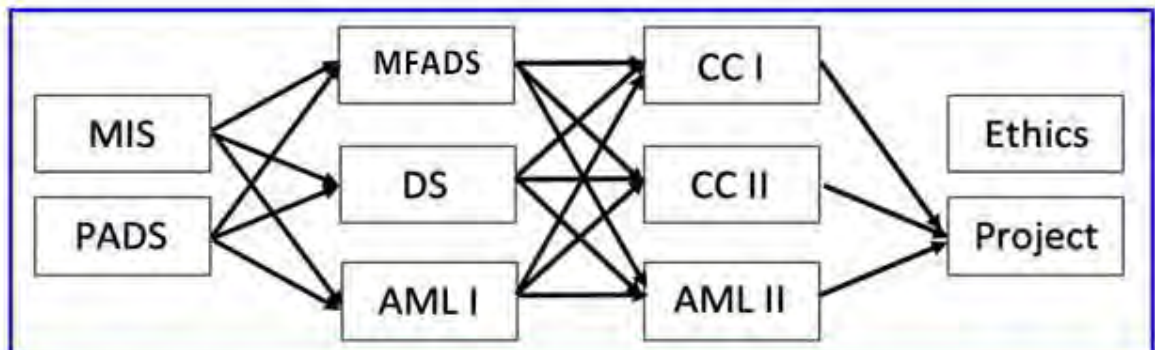


Table 2. Examples Specialization Areas.

*EGN 5XXX has been approved by the department, college, and the graduate curriculum committee and is awaiting a course number.

**Additional elective specialization courses will be added in the future to the M.S. with a major in ADS degree program such as suggested in the AI, Environmental and Data Analytics tracks.

Agricultural and Biological Engineering	AI	Biomedical
ABE 5743C Biological Systems Modeling	Topics in AI**	BME 6522 Biomedical Multivariate Signal Processing
ABE 6649C Advanced Biosystems Modeling	Signal and Image Processing**	BME 6938 Machine Learning for Health & Biomedical Applications
ABE 5038 Fundamentals and Applications of Biosensors	High-Dimensional Data Analytics**	BME 6938 Multimodal Data Mining
ABE 6840 Data Diagnostics: Detecting and Characterizing Deterministic Structure in Time Series Data	Algorithms for Imaging Spectroscopy**	

Environmental	Data Analytics in ISE	Transportation
Signal and Image Processing**	High-Dimensional Data Analytics**	EGN 5XXX ML Apps in Civil Engineering*
ABE 6035 Advanced Remote Sensing: Science and Sensors	Data Analytics for System Monitoring**	TTE 6505 Discrete Choice Analysis
Algorithms for Imaging Spectroscopy**	EIN 6905 Data Analysis & Data Mining in Systems Engineering	
OCP 6168 Data Analysis Techniques for Coastal and Ocean Engineers		

E. Provide a one- or two-sentence description of each required or elective course.

Core/Required Courses:

COT 5615 Math for Intelligent Systems: (3 credit hours)

Prerequisites: MAC 2313, MAS 3114 or MAS 4105, STA 4321 or equivalent

Linear Algebra, Probability and Statistics, and Information Theory that are commonly used in Data Science to develop algorithms for computer systems that exhibit intelligent behavior.

EGN 6XXX Mathematical Foundations for Applied Data Science: (3 credit hours)

Prerequisites: COT 5615 MIS, EGN 5XXX PADS

Statistical Inference and Optimization. The syllabus can be constructed by combining part of an existing course in ABE with a set of topics devised by ISE.

EGN 5XXX Programming for Applied Data Science: (3 credit hours)

Prerequisites: Previous programming encouraged

Programming and data structures in a high-level language such as Python. This would be a new course, but the material has been taught in BME and ESSIE.

CAP 5771 Introduction to Data Science: (3 credit hours)

Prerequisites: COT 5615 MIS, EGN 5XXX PADS

Data collection and cleaning, missing data, database concepts, and processing large data sets using basic machine learning algorithms. This course *may* need a new course number, but it is based on an existing course in CISE taught by Daisy Wang (CAP 5771).

EGN 5XXX Applied Machine Learning: (3 credit hours)
Prerequisites: COT 5615 MIS, EGN 5XXX PADS
Split evenly between basic statistical learning and deep learning.

EGN 6XXX Applied Machine Learning II: (3 credit hours)
Prerequisites: EGN 5XXX AML, CAP 5771, and MIS2
Split evenly between more advanced statistical and deep learning.

EGN 6933 Special Topics: Project in Applied Data Science: (3 credit hours)
Prerequisite: EGN XXXX Applied Machine Learning II
Students will learn to work as a team to identify problems that can be addressed using data science (DS), will design practical solutions to such problems, and will apply DS concepts, frameworks, and tools successfully to implement solutions, while upholding ethical DS considerations.

LAW 6930 Ethics: (3 credit hours)
Prerequisites: None
Legal and ethical issues in Data Science, including intellectual property, accountability & fairness, trust, privacy, personalized pricing, fake media, sustainability, etc. Possibly some lectures and some debate style. A new course.

Example Specialization Courses:

ABE 5038 Fundamentals and Applications of Biosensors: (3 credit hours)
Prerequisites: Graduate status, basic background in biology recommended
A broad introduction to the field of biosensors, design, and performance analysis. Fundamental application of biosensor theory will be demonstrated, including recognition, transduction, signal acquisition, and post processing/data analysis.

ABE 5643C Biological Systems Modeling: (3 credit hours)
Prerequisites: assumes no modeling experience or computer programming
Introduction to concepts and methods of process-based modeling of biological systems; physiological, populational, and agricultural applications.

ABE 6035 Advanced Remote Sensing: Science and Sensors: (3 credit hours)
Prerequisites: Differential and Integral Calculus
Remote sensing theory and systems characteristics of sensors used in the different frequency regions including their design, calibration, and performance issues.

ABE 6649C Advanced Biological Systems Modeling: (3 credit hours)
Prerequisites: ABE 5643C
Introduction to biosensors, design, and performance analysis. Fundamental application of biosensor theory will be demonstrated, including recognition, transduction, signal acquisition, and post-processing/data analysis.

ABE 6840 Data Diagnostics: Detecting and Characterizing Deterministic Structure in Time Series Data: (3 credit hours)
Prerequisites: Experience working with R programming language is helpful
Application of nonlinear time series analysis to detect, characterize, and model deterministic structure in real-world time series data. Topics include signal processing, phase space reconstruction, surrogate data testing, causal network analysis, and phenomenological modeling.

BME 6522 Multivariate Signal Processing: (3 credit hours)
Prerequisites: EGN 6XXX MFDS, CAP 5771, EGN 5XXX AML, or equivalent
Statistical analysis of biomedical signals from a multivariate time series analysis perspective. Starting from the theory of stochastic processes we introduce analysis concepts and methods both in the time domain and in the spectral domain.

BME 6938 Machine Learning for Health & Biomedical Applications: (3 credit hours)
Prerequisites: no prior machine learning experience
Explores major concepts of machine learning and their application in healthcare and biomedical applications.

BME 6938 Multimodal Data Mining: (3 credit hours)

Prerequisites: Foundational knowledge in computer programming, using MATLAB or Python Concepts, approaches, and limitations in analyzing different modalities of biomedical data utilizing MATLAB to analyze biomedical measurements.

EIN 6905 Data Analysis and Data Mining in Systems Engineering: (3 credit hours)

Prerequisites: DMOR (or equivalent) or advanced undergraduates with Matrix Computations ESI 4327C, Statistics STA 4322, and Operations Research ESI 4312

Insight into the theory background and applications of supervised and unsupervised learning algorithms. Selected topics include Decision Trees, Bayesian Networks, Support Vector Machines, K-Means clustering, Biclustering and Principal Component Analysis.

OCP 6168 Data Analysis Techniques for Coastal and Ocean Engineers: (3 credit hours)

Prerequisites: MIS, PADS, or equivalent

Data editing, fundamentals of spectral analysis, subsurface and surface signal analysis, directional spectral analysis.

TTE 6505 Discrete Choice Analysis: (3 credit hours)

Prerequisites: EGN 6XXX MFDS, CAP 5771, EGN 5XXX AML, or equivalent

Theory and models of individual choice behavior, unordered and ordered multinomial choice models, empirical specifications, maximum likelihood estimation, state-of-the-art methods, travel modeling applications.

- F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.**

According to a 2020 IBM report [6], key competencies sought by industry include programming, data science foundation, data preparation, model building, model deployment, specific domain expertise, and leadership and professional skills. The M.S. with a major in ADS program is consistent with these key competencies.

Reference:

[6] IBM Analytics. The Data Science Skills Competency Model: A blueprint for the growing data scientist profession. 2020. <https://www.ibm.com/downloads/cas/7109RLQM>

Input on curriculum development will be sought from existing external advisory boards in the Herbert Wertheim College of Engineering and in the respective home departments:

ABE Advisory Board
BME External Advisory Board (EAB)
BME Alumni Advisory Board,
CHE Advisory Board,
CISE Industry Advisory Board
ECE External Advisory Board
ESSIE Advisory Board
ISE External Advisory Board
MAE Advisory Board
MSE Advisory Board
Engineering Advisory Board

- G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate. For degree programs in medicine, nursing, and/or allied health, please identify the courses that meet the requirements in Section 1004.08, Florida Statutes for required patient safety instruction.**

There are no specialized accreditation agencies that will be concerned with the proposed program.

- H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

Not applicable, this is not a doctoral program.

- I. Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 3 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.

Traditional delivery on main campus.

IX. Faculty Participation

- A. Use Table 2 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).

See Table 2 in Appendix A.

- B. Use Table 3-Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 2-Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.

See Table 3 in Appendix A.

- C. Provide in the appendices the abbreviated curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).

Curriculum Vitae provided for:

Paul Gader, CISE, ESSIE
Parisa Rashidi, BME
Catia Silva, ECE
Daniel Sokol, LAW
David Mazyck, EES
Kathe Todd-Brown, EES
Mostafa Reisi, ISE
Nikolay Bliznyuk, ABE
Richard Hennig, MSE
Xilei Zhao, CCE
Zhe Wang, CISE

- D. Provide evidence that the academic unit(s) associated with this new degree have 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, as well as qualitative indicators of excellence.

Collectively, the list of achievements and awards received by the associated faculty members include the Google Faculty Research Award, National Institute of Health Trailblazer Award, National Science Foundation Faculty Early Career Development Program Award, National

Academy of Engineering Frontiers of Engineering Award, Mitchell Max Award Finalist, IEEE Fellow, and University of Florida Research Foundation Professor and 16 Patents.

The combined funded research awards for the 2020-2021 academic year is approximately \$8.1 million by the following sponsors: National Science Foundation, UF Founders, US Department of Energy, PA State University, Cornell University, Argonne National Lab, UF Foundation, USC, National Institute of Health NIA, UF Division of Sponsored, US Army Research Office, Everglades National Park, Advanced Technology International, US Department of Agriculture National Institute of Food and Agriculture, Wilfred Laurier University, Woods Hole dba Woodwell Climate Research Center, Earth Science Information Partners, UF Division of Sponsored Research Strategic Initiative, and the UF Division of Sponsored Research Matching Funds.

X. Non-Faculty Resources

- A. Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and subsection B have been reviewed and approved.**

The Libraries of the University of Florida form the largest information resource system in the state of Florida. The libraries hold 6,169,930 print volumes, 1,489,569 e-books (books in digital format), 145,280 full-text e-journal titles, and 1,092 electronic databases as of 2018. The George A. Smathers Libraries of the University of Florida, a system of six research libraries, includes libraries for sciences, humanities & social sciences, architecture & fine arts, education, and health sciences. Additional library resources are available in two specialized libraries, the UF Digital Collections and the Special & Area Studies Collection. Books and periodicals related to data science are primarily online resources. Any print resources are located primarily in the Marston Science Library.

Electronic books, journals, and many key databases, such as ACM Digital Library, IEEE Explore Digital Library, Web of Science, Proquest SciTech Collection, and others, are available via the internet to UF students, faculty, and staff. Many relevant databases are multidisciplinary and are funded centrally. The UF Libraries expend over \$12.2 million annually on electronic resources. Listed below is a selection of the important journals available through UF Libraries for use by students pursuing a Masters in Data Science:

1. Artificial intelligence
2. Big Data Research
3. Foundations and Trends in Machine Learning
4. International Journal of Data Science and Analytics
5. Machine Learning
6. SIGKDD Exploration
7. ACM Transactions on Knowledge Discovery from Data
8. Data Mining and Knowledge Discovery
9. Chance
10. IEEE Transactions on Knowledge and Data Engineering
11. Information Visualization
12. Intelligent Data Analysis
13. Journal of Data Mining and Knowledge Discovery
14. Journal of Data Science
15. Journal of Intelligent Information Systems
16. Journal of Machine Learning Research
17. Statistical Analysis and Data Mining
18. KAIS: Knowledge and Information Systems: An International Journal
19. Wiley Interdisciplinary Reviews: Data Mining and Knowledge Discovery
20. Transactions on Machine Learning and Data Mining

In addition, there are a small yet growing number of open access journals in the field; the content of these journals is freely available to readers and discoverable through the UF libraries catalog and journal databases. Here are two open access journals related to data science:

21. EPJ Data Science (Springer Open)
22. Journal of Big Data (Springer Open)

The Libraries hold memberships in several consortia, and in institutions such as the Center for Research Libraries, ensuring access to materials not held locally. "UBorrow" service allows UF patrons to easily borrow materials from any other Florida state university or college library. Materials not held in UF collections and unavailable via UBorrow are procured through Interlibrary Loan. Interlibrary Loan requests are fulfilled at no cost to the library patron; participation in this library collection exchange program is paid for by the UF Libraries. All students, faculty, and staff may use interlibrary loan services.

With monies are allocated through the Provost and the UF budgeting process, the library materials budget is determined by the Dean of Libraries in consultation with the Senior Associate Dean for Scholarly Resources & Research Services and subject specialist librarians. The librarian subject specialist for the computer science program, with input from the Department of Mathematics and Department of Statistics, determines data science acquisition priorities for the year. Standing subscriptions to journal literature and databases make up the majority of purchasing. Online research guides for all UF disciplines and many specific topics are available from the library website <http://library.ufl.edu>. Many online tutorials for specific databases are also available. Additionally, the UF Libraries offer consultations, workshops, and events throughout the year.

B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3-Appendix A. Please include the signature of the Library Director in Appendix B.

A subscription to the O'Reilly Safari electronic platform is recommended, though not mandated. Safari provides a comprehensive collection of data science and artificial intelligence (AI) resources, including content from other leading publishers in this field. The platform is also interactive, with hands-on learning experiences to support student acquisition of technical skills and knowledge. An annual subscription to Safari would be approximately \$60,000.

KDD Nuggets, a leading provider of data science and AI resource information, curates a list of the highest ranked journals in this area. Although the library subscribes to a most of the journals on their list, we do not currently subscribe to the following:

- 1 Big Data (\$2,300 annually)
 - 2 International Journal of Business Intelligence and Data Mining (\$1,195 annually)
- While our present journal subscriptions will support the proposed major as currently defined, adding these journals to our eJournal collection would be helpful in the long term.

C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.

Most lectures will be recorded and available online. A typical class will consist of briefly summarizing the lecture followed by interactive computer programming to illustrate points made in the lecture. Therefore, the classroom and teaching laboratory will be the same. The interactive programming will require the ability for students to access data and display their programs to the class and monitors on each wall of the room. There are many classrooms that support this style, such as rooms CSE E235 and E309. No research laboratory is required. Office hours will be held in faculty offices.

D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 3-Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.

No additional space is needed to implement and/or maintain the proposed 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. Table 3-Appendix A

includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.

No new capital expenditure for instructional or research space is required.

F. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.

The M.S. with a major in ADS degree program will use the extensive Graphics Processing Unit (GPU) resources provided by the Research Computing center. Research Computing operates HiPerGator, UF's supercomputer, a clusterbased system with a combined capacity of about 46,000 cores in multi-core servers. The servers are part of an integrated InfiniBand fabric.

The clusters share over 7 PetaBytes of distributed storage via the Lustre parallel file system. In addition, Research Computing houses about 2.8 PB of storage for the High Energy Physics collaboration of the Compact Muon Solenoid (CMS) experiment. The system includes 80 NVIDIA K80 GPUs for simulation, and 560 NVIDIA GeForce RTX 2080ti and 48 NVIDIA Quadro RTX 6000 GPUs for machine learning, deep learning, Artificial Intelligence, and simulation and modeling, available for exploratory and production research, as well as for training and teaching.

G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 3-Appendix A.

No additional specialized equipment will be needed.

H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 3-Appendix A.

No additional special categories of resources are needed.

I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 3-Appendix A.

This master's degree program will be student self-supported.

J. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.

Local Internship Opportunities:

City of Gainesville Computer Science Intern -

<https://www.governmentjobs.com/careers/gainesville/jobs/2899474/computer-science-intern>

Infotech Software Developer Intern - <https://www.infotechinc.com/student-opportunities>

UF Health Cancer Center Clinical Research Office's Internship program -

<https://cancer.ufl.edu/research/clinical-trialsoffice-2/clinical-research-internship/clinical-research-office-interns/>

UF Innovate Tech Licensing, offers paid internships in technology management and

commercialization - <https://innovate.research.ufl.edu/tech-licensing/fellows-program/>

UF Information Technology (UFIT) internship areas include: Data Management (DBS & ETL),

Development, Reporting and Analytics, System Integrations, and Master Data Management.

<https://es.ufl.edu/internship-program/>

National/International Internship Opportunities:

Amazon Science Internships -

<https://2021amazonscienceinternships.splashthat.com/AmazonScience>

Apple Students and Grads - <https://www.apple.com/jobs/us/students.html>

Chegg Internships - <https://www.internships.com/data-science>

Facebook University for Data Analytics (FBU Analytics) is a paid, eight-week summer internship

program - <https://www.facebook.com/careers/fbuanalytics>

IBM Data Scientist Summer Intern - <https://careers.ibm.com/ShowJob/Id/962712/Data-Scientist-Summer-Intern-2021/>

Google Careers, Student Engineering & Technical Jobs - <https://careers.google.com/students/engineering-and-technicaljobs/>

Intel Internships - <https://jobs.intel.com/page/show/internships>

Microsoft Internship Opportunities for Students: Data & Applied Sciences - <https://careers.microsoft.com/students/us/en/job/870923/Internship-Opportunities-for-Students-Data-Applied-Sciences>

Oracle Students and Grads - <https://www.oracle.com/corporate/careers/students-grads/college/>

Virtual Internships Practicum Digital - <https://sites.google.com/view/practicum-digital/welcome>

APPENDIX B

Please include the signature of the Equal Opportunity Officer and the Library Director.

		
Signature of Equal Opportunity Officer		Date

		
Signature of Library Director		Date

This appendix was created to facilitate the collection of signatures in support of the proposal. Signatures in this section illustrate that the Equal Opportunity Officer has reviewed section II.E of the proposal and the Library Director has reviewed sections X.A and X.B.

Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM

In Accordance with BOG Regulation 8.011

(Please do not revise this proposal format without prior approval from Board staff)

University of Florida
Institution Submitting Proposal

Fall 2022
Proposed Implementation Term

Design, Construction and Planning
Name of College(s) or School(s)

Design, Construction and Planning
Name of Department(s)/Division(s)

Integrated Sustainability
Academic Specialty or Field

Master of Integrated Sustainable
Development (M.I.S.D.)
Complete Name of Degree

30.3301 Sustainability Studies
Proposed CIP Code (2020 CIP)

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 prior to the initiation of the program.

Date Approved by the University Board of Trustees

W. K. [Signature] 10/22/21
President's Signature Date

Board of Trustees Chair's Signature Date

[Signature] 10/20/21
Provost's Signature Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates of majors for Years 1 through 5. HC and FTE estimates should be identical to those in Table 1 in Appendix A. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Table 3 in Appendix A. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 (Total E&G divided by FTE).

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	6	4.5	\$10,528	\$47,375	0	0	\$47,375
Year 2	10	7.5					
Year 3	15	11.25					
Year 4	21	15.75					
Year 5	24	18	\$3,962	\$71,313	0	0	\$71,313

Note: This outline and the questions pertaining to each section **must be reproduced** within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

Introduction

I. Program Description and Relationship to System-Level Goals

- A. Briefly describe within a few paragraphs the degree program under consideration, including (a) level; (b) emphases, including majors, concentrations, tracks, or specializations; (c) total number of credit hours; and (d) overall purpose, including examples of employment or education opportunities that may be available to program graduates.**
- a- This is a new master's degree program, Master of Integrated Sustainable Development (M.I.S.D.), an interdisciplinary degree program that will be housed within the College of Design, Construction and Planning (DCP).
 - b- The program offers courses in few disciplines including planning, engineering, architecture, and sustainable construction with integrated resiliency course offerings throughout the program. Students will be required to complete electives at a minimum in two disciplines.
 - c- The M.I.S.D. program is a 30-credit hour degree program.
 - d- The overall purpose of the proposed program is to:
 - a. Integrate research into required core courses and collaborative studio projects. M.I.S.D. students will learn the skills and strategies to facilitate a quadruple bottom line of ecological, cultural, social, and economic sustainability and resiliency across local, state, national, and international scales of the built environment.
 - b. Position program graduates to join the workforce in the rapidly expanding industry sector of sustainability and the built environment. M.I.S.D. graduates can join the energy/renewable energy industry workforce, as account managers/energy and renewable energy consultants; in construction industry, as project engineers/managers and superintendents; in design and engineering consulting, as project engineers and project administrators; with not-for-profit organizations, other public sectors, and for-profit organizations, as sustainability coordinators; and in sustainability and resiliency consulting, as assessors/analysts.
 - c. M.I.S.D. graduates will be highly sought after because of their sustainability-related technical skills, tools, and knowledge that fuel critical thinking, spatial and temporal analysis, problem solving, leadership, and teamwork. Upon earning a M.I.S.D. degree, program graduates will be well positioned to be successful in the following endeavors:
 - Pursue a PhD in programs with a specialization in Architecture, Construction Management, Engineering, or Urban and Regional Planning. Complete a Ph.D. in the UF multidisciplinary DCP doctoral program that builds on knowledge and research of sustainability and the built environment within foci such as urban and regional planning, architecture, construction management, or engineering.
 - Enter the workforce in not-for-profit organizations, government agencies, and private sector. Companies that have hired our SBE graduates will be potential employers for the M.I.S.D. graduates too at higher-level positions.

In addition, the proposed program will benefit from the expertise and experience of current Green Building Learning Collaborative (GBLC) board members who are recognized industry leaders in sustainability (Appendix F). Established in fall of 2014 for advising the SBE program, the GBLC board meets on campus and interacts through video conferencing with sustainability students in fall and spring semesters to share new market trends and provide information for competitive job placement by facilitating internship and entry level employment opportunities.

During the past decade, undergraduate degree offered by the DCP Program in Sustainability and the Built Environment (SBE) has produced 181 graduates and over 55 who were hired for entry-level employment in a range of organizations in Florida and Southeast region (Table

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During the past decade, undergraduate degree offered by the DCP Program in Sustainability and the Built Environment (SBE) has produced 181 graduates and over 55 who were hired for entry-level employment in a range of organizations in Florida and Southeast region (Table

1). M.I.S.D. graduates will have employment opportunities at these organizations, and their competitors, but armed with a master's degree in sustainability, will be recruited for higher and better-paid positions than bachelor's degree holders.

Table 1. Employers hiring UF DCP SBE graduates from 2015-2020 – based on over 55 graduates

Employer	Sector	Industry
Moss (Renewable Energy Division)	private	energy & construction
Atlantic Design & Construction	private	architecture, engineering, construction management
Siemens	private	energy, information & communications technologies
Holder Construction	private	construction management
Stellar Construction	private	construction management
Epsten Group, Inc.	private	sustainability consulting
Skanska	private	construction management
Clark Construction	private	construction management
Whiting-Turner	private	construction management
SEQUIL Systems, Inc.	private	sustainability consulting
Eco Built Strategies	private	sustainability consulting firm
Power Production Management, Inc.	private	energy
Kittelson & Associates, Inc.	private	transportation engineering; transportation planning
ecoPreserve	private	sustainability consulting
Cosentini Associates	private	building systems engineering
Philip Habib & Associates	private	transportation engineering
Ever Green Construction	private	construction management
Accenture	private	professional services
Tindale Oliver	private	transportation planning
Walker Architects	private	architecture; engineering
Toro Engineering & Construction Corporation	private	architecture; engineering; construction management
Solar Impact	private	energy
Legacy Vacation Club	private	real estate
City of Gainesville	public	community services & transportation
Community Weatherization Coalition	NGO	community development

During the economic recovery phase of the “Great Recession,” the U.S. Bureau of Labor Statistics (BLS) created a “green jobs” classification and began conducting green jobs surveys and data analysis. As of 2013, the BLS defined green jobs as either:¹

- A. “Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources...green goods and services fall into one or more of five groups:
 1. Energy from renewable sources
 2. Energy efficiency
 3. Pollution reduction and removal, greenhouse gas reduction, and recycling and reuse
 4. Natural resources conservation
 5. Environmental compliance, education and training, and public awareness”

¹ https://www.bls.gov/green/green_definition.htm

- B. “Jobs in which workers' duties involve making their establishment's production processes more environmentally friendly or use fewer natural resources...these technologies and practices fall into one or more of four groups:
1. Energy from renewable sources
 2. Energy efficiency
 3. Pollution reduction and removal, greenhouse gas reduction, and recycling and reuse.
 4. Natural resources conservation.”

In defining the who, what, when, where, and how of “sustainability professionals,” the BLS states the following:²

“A job in sustainability encompasses the concept of stewardship—the responsible management of resources. Sustainability professionals seek to improve an organization's environmental, social, and economic impact. Some have specific titles such as sustainability manager and director of corporate responsibility. Sustainability professionals in other roles may have had experience as industrial managers, logistics (transportation, storage, and distribution) managers, environmental scientists, civil engineers, or recycling coordinators, among others. Many of these workers are dedicated to sustainability, but some may have sustainability responsibilities, in addition to their primary job duties. These workers might implement corporate recycling programs, install equipment to increase efficiency, and monitor processes to ensure their proper function.”

Many large corporations, some non-profit organizations, and some government agencies employ sustainability professionals. Some organizations do not employ their own sustainability professionals, but still seek advice on sustainability practices. Such organizations frequently hire consultants from sustainability firms to offer specialized skills and services, as well as additional temporary workforce for specific projects.

The Bureau of Labor Statistics (BLS) currently does not have data on the number of workers involved in sustainability activities. However, data on employment related to the use of environmentally friendly technologies and practices are available from the Green Technologies and Practices survey. Although many different workers may be involved in carrying out day-to-day sustainability operations, the BLS definition of a green job involved in green technologies and practices centers on having primary duties relating to the use of environmentally friendly production processes. Workers must spend more than half their time involved in researching, developing, maintaining, installing and/or using technologies or practices to lessen the environmental impact of their establishment, or in training other workers in these technologies and practices to be considered in a green job.

Within the same article, asking “Is a Sustainability Career on Your Green Horizon?”³ The BLS frames sustainability related green jobs across below major groupings. While the “BLS does not have wage data specifically for sustainability occupations,” the summaries (**Table 2 & Table 3**) below show those occupations most often including “sustainability professionals” and their median annual wages, for the United States as a whole, as of May 2011.

Table 2. Management Occupations (Often Including Sustainability Professionals)

Selected management occupations	Median annual wages, May 2011 ⁽¹⁾
Chief executives	\$166,910
General and operations managers	95,150
Industrial production managers	88,190
Transportation, storage, and distribution managers	80,860

Footnotes:
⁽¹⁾ Occupational Employment Statistics data are available at www.bls.gov/oes/. The data do not include benefits.

Table 3. Sustainability Occupations (Often Including Sustainability Professionals)

² <https://www.bls.gov/green/sustainability/sustainability.htm>

³ <https://www.bls.gov/green/sustainability/sustainability.htm>

⁴ <https://www.usenergyjobs.org/>

Selected occupations in the sustainability field	Median annual wages, May 2011 ⁽¹⁾
Accountants and auditors	\$62,850
Business operations specialists, all other	64,030
Compliance officers	60,740
Cost estimators	58,460
Human resources, training, and labor relations specialists, all other	54,310
Logisticians	71,910
Occupational health and safety specialists	66,270
Occupational health and safety technicians	46,030

Footnotes:
⁽¹⁾ Occupational Employment Statistics data are available at www.bls.gov/oes/. The data do not include benefits.

B. Please provide the date when the pre-proposal was presented to CAVP (Council of Academic Vice Presidents) Academic Program Coordination review group. Identify any concerns that the CAVP review group raised with the pre-proposed program and provide a brief narrative explaining how each of these concerns has been or is being addressed.

The pre-proposal was approved by the CAVP Academic Program Coordination review group on November 29, 2018.

C. If this is a doctoral level program please include the external consultant’s report at the end of the proposal as Appendix D. Please provide a few highlights from the report and describe ways in which the report affected the approval process at the university.

Not applicable, this is not a doctoral level program.

D. Describe how the proposed program is consistent with the current State University System (SUS) Strategic Planning Goals. Identify which specific goals the program will directly support and which goals the program will indirectly support (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).

The chart below displays nine general goals for the state universities. The 2025 Goals will strengthen quality and reputation and maximize resource utilizations to increase productivity in each of the priority areas.

STATE UNIVERSITY SYSTEM GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES
TEACHING & LEARNING	Strengthen Quality & Reputation of Academic Programs and Universities	Increase Degree Productivity and Program Efficiency	Increase the Number of Degrees Awarded within Programs of Strategic Emphasis
SCHOLARSHIP, RESEARCH, & INNOVATION	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	Increase Research Activity and Attract More External Funding	Increase Commercialization Activity
COMMUNITY & BUSINESS ENGAGEMENT	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	Increase Community and Business Engagement	Increase Community and Business Workforce

This program will directly support the SUS’s Teaching and Learning goals, specifically to “Strengthen Quality and Reputation of the Universities and increase the Number of Degrees Awarded in STEM/Health and Other Programs of Strategic Emphasis.” This STEM program will focus on high quality teaching in the area of sustainability and resiliency that differentiate the State University System and provide the firm foundation for Florida to build and maintain its nationally preeminent system of public universities. The program’s coursework carefully selected to emphasize efficiencies and broaden the use of innovative methods of delivery based on interdisciplinary collaboration involving departments and schools within the College of Design, Construction and Planning.

The proposed program will lead Florida’s efforts to expand the state’s knowledge and innovation

economy by teaching students the applied skills, tools, and leadership needed to hit the ground running in the field of sustainability upon graduation. In addition, this program will give the students the opportunity to learn an integrated project delivery method via a collaborative alliance of faculty, project clients and board members, systems, business structures and practices. This process will harness the talents and insights of all participants to optimize project results, increase value to the owner, and maximize efficiency. Students will learn how to identify problems and find solutions in team settings. Notably, this program supports the SUS's goal of Scholarship and Research to transform economies and societies.

The degree requires a non-thesis project that will involve the completion of an applied research project centering on core sustainability topics such as: net zero energy, net zero water, tiny living, resilient communities, smart cities: post COVID related projects, social justice and equity, and health & well-being. Community projects, located within the State of Florida, will be identified in collaboration with the industry through our GBLC board where they will contribute to our research activities and possibly attract external funding. In addition, M.I.S.D. will work closely with faculty in the college's Florida Institute for Built Environment Resilience (FIBER) to identify research projects with a common interest in sustainability in the natural and built environment. The vision of this institute is to "work across scale from individual experience to buildings, neighborhoods and landscapes; we contribute to resilience research and practice by integrating knowledge and assisting communities to build adaptive capacity, strength and well-being". FIBER established in 2018 as a strategic initiative of (DCP). FIBER is comprised of a new group of faculty hires, who are active in research spanning urban design, planning, interior design, landscape architecture, architecture, construction management, anthropology, and civil engineering - to establish connections with researchers and practitioners across the university, state, nationally, and internationally.

When it comes to the SUS's goal in Community and Business Engagement, this degree will strengthen the commitment to community and industry engagement through projects and our GBLC board, local business, and communities where we are in collaboration with universities via MOUs. This will strengthen university's engagement across local, state, national, and international scales with project related to topics from [UN Sustainable Development Goals](#), and topics from [Drawdown Solutions](#) to reverse climate change leading to a positive impact in areas of environment, community, well-being, and economy. Applied problem solving throughout M.I.S.D. will provide many opportunities for communities and external engagement, outreach, and increased public awareness of the education programs offered at UF.

E. If the program is to be included in a category within the Programs of Strategic Emphasis as described in the SUS Strategic Plan, please indicate the category and the justification for inclusion. The Programs of Strategic Emphasis Categories are:

- **Critical Workforce:**

- Education
- Health
- Gap Analysis

- **Economic Development:**

- Global Competitiveness
- Science, Technology, Engineering, and Math (STEM)

Please see the Programs of Strategic Emphasis (PSE) methodology for additional explanations on program inclusion criteria at [the resource page for new program proposal](#).

M.I.S.D. will be designated as a STEM program: one that aligns with the SUS's goal of the economic development and workforce needs. This program's strategic emphasis is to increase the percentage of graduates who continue their education or to be employed full-time in the field of sustainability.

This program corresponds to the needs for occupations that address sustainability and resiliency issues to combat climate change that will have direct impact on Florida. This program supports the SUS's mission in development of the knowledge, skills, and aptitudes needed for success in the global society and marketplace. By teaching advanced design and strategic concepts that promote interdisciplinary collaboration and multicultural solutions; also, to transform and revitalize Florida's economy and society through research, creativity, discovery, and innovation, it will be necessary to engage businesses and non-profit organizations to work collaboratively and in communities with the SBE program to address real world problems, using design knowledge, strategic thinking, and related methodologies. Importantly, required capstone/practicum projects will address critical environmental, economic, and social issues in Florida and later will expand to regional, national, and international scales.

F. Identify any established or planned educational sites at which the program is expected to be offered and indicate whether it will be offered only at sites other than the main campus.

This program will be offered on University of Florida's main campus only, located in Gainesville, Florida.

Institutional and State Level Accountability

II. Need and Demand

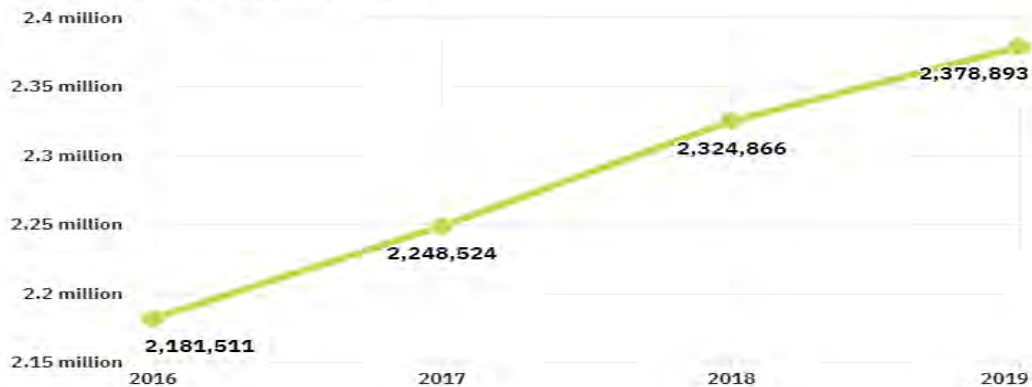
A. Need: Describe national, state, and/or local data that support the need for more people to be prepared in this program at this level. Reference national, state, and/or local plans or reports that support the need for this program and requests for the proposed program which have emanated from a perceived need by agencies or industries in your service area. Cite any specific need for research and service that the program would fulfill.

The U.S. Energy and Employment Report 2020 shows Energy Efficiency employment upward trend of increase by 2.3% in 2019 and 3.0% job growth for 2020.⁴

There is a need to increase Florida's relatively low concentration of energy employment opportunities, with 124,954 Traditional Energy workers statewide (representing 3.7 percent of all U.S. Traditional Energy jobs). The Traditional Energy sector in Florida is 1.4 percent of total state employment (compared to 2.3 percent of national employment). Florida has an additional 123,560 jobs in Energy Efficiency (5.2 percent of all Energy Efficiency jobs in the United States).

National Key Occupations: Over half of energy efficiency employees (56 percent) worked in construction firms in 2019, installing or servicing energy efficiency goods or related services. Further, 68 percent of workers in the Energy Efficiency sector are employed in professional and business services. (Figure 1)

Figure 1. National Energy Efficiency Jobs Trajectory and Growth
Jobs in the Energy Efficiency Sector



⁴ <https://www.usenergyjobs.org/>

In addition, the national five-year trend in the Energy Efficiency Sector is increasing.⁵

Figure 7.
EE Employment by Detailed Technology, 2016-2019

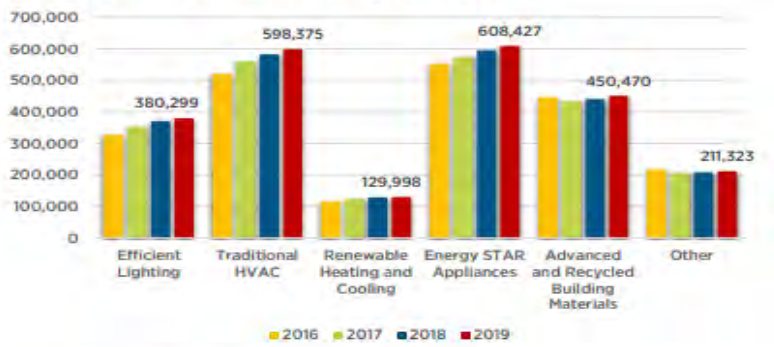
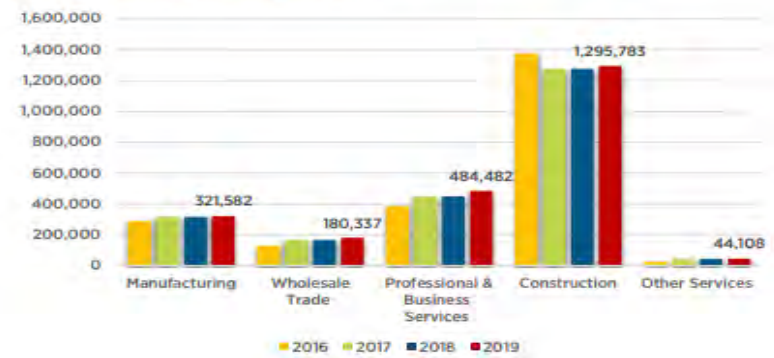


Figure 8.
EE Employment by Industry, 2016-2019

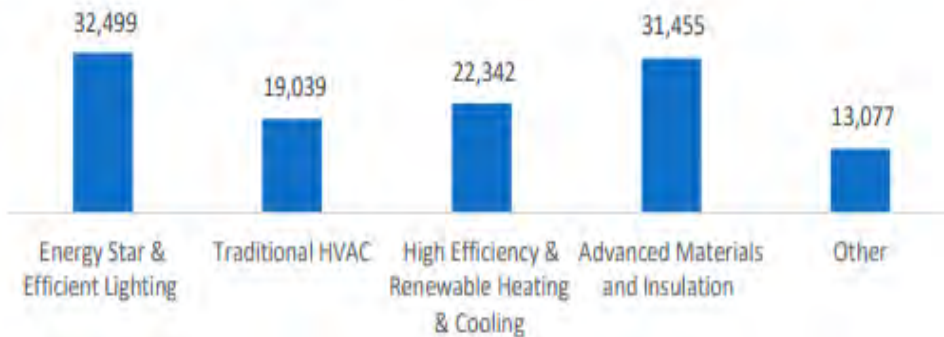


Florida: The 118,412 Energy Efficiency jobs in Florida represent 5.1 percent of all U.S. Energy Efficiency jobs, adding 5,792 jobs (5.1 percent) since 2019. The largest number of these employees work in ENERGY STAR and efficient lighting firms, followed by those in companies specializing in advanced materials and insulation.⁶ (Figure 2)

Figure 2. Florida Energy Efficiency Job Status

Figure FL-8.

Energy Efficiency Employment by Detailed Technology Application



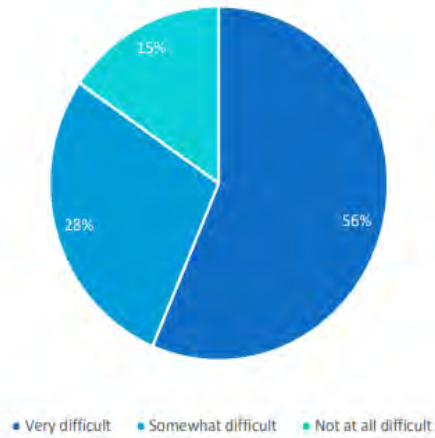
Of the Energy Efficiency companies in Florida that hired in 2018, 56 percent found hiring to be very difficult, while 28 percent found it to be somewhat difficult. Only 15 percent of firms did not find hiring to be difficult at all.⁷

⁵ <https://www.usenergyjobs.org/previous-reports>

⁶ <https://www.usenergyjobs.org/previous-reports>

⁷ <https://www.usenergyjobs.org/previous-reports>

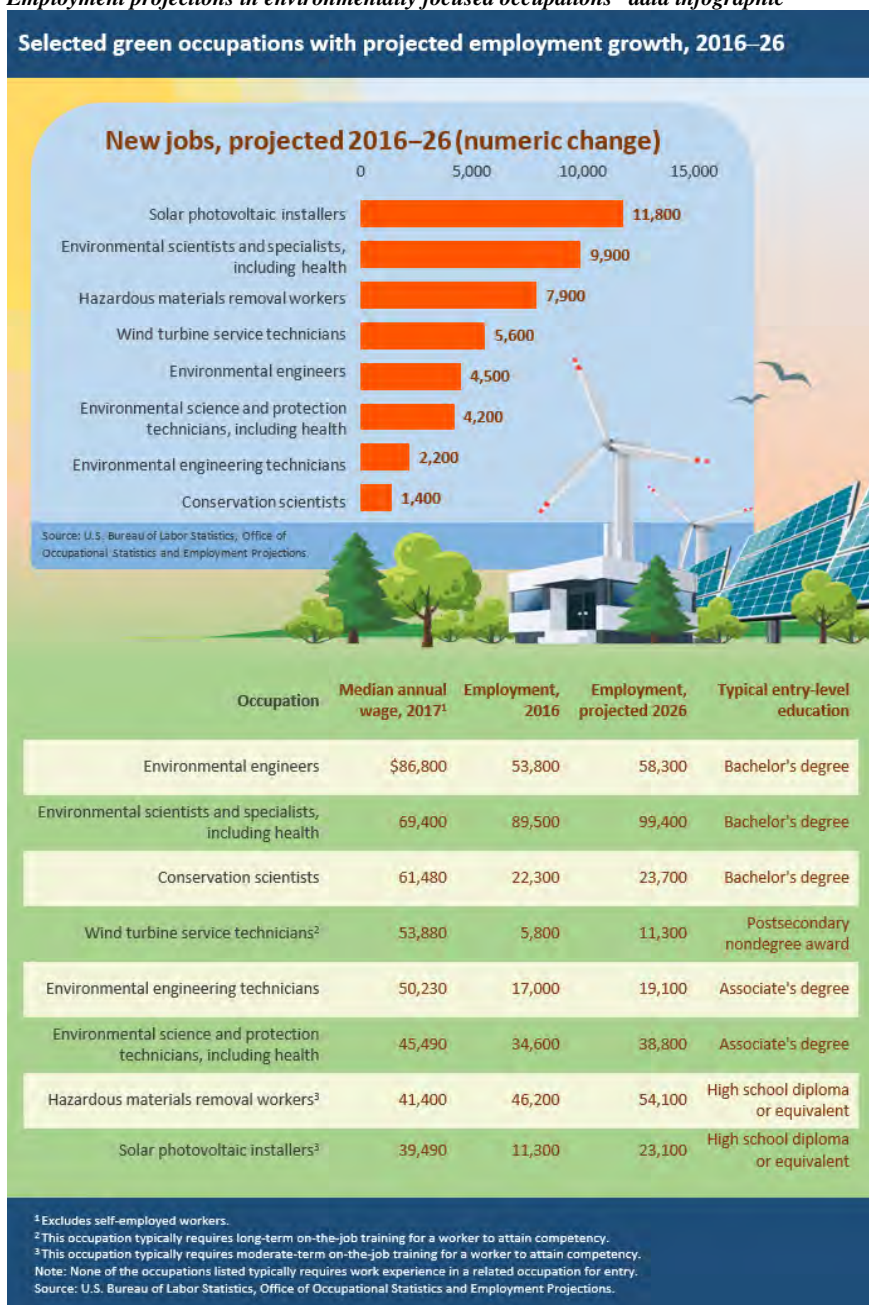
Figure 1621.
Energy Efficiency Hiring Difficulty



The U.S. Bureau of Labor Statistics (BLS) estimates sizable employment growth in several green occupational sectors from 2016-2026 (Figure 3)⁸.

⁸ https://www.bls.gov/careeroutlook/2018/data-on-display/green-growth.htm?view_full

Figure 3. In April 2018, the U.S. Bureau of Labor Statistics (BLS) Career Outlook blog provided this “Green growth: Employment projections in environmentally focused occupations” data infographic



In 2018, a survey of national and international companies was surveyed on sustainability job trends. Of the 521 companies responding, 58% reported annual revenue greater than \$1 billion, with steady projected future growth is reported.

The report summarizes the rise of the specialists, “CSR and EHS departments have historically been aligned with sustainability efforts. The past few years have shown a marked increase in dedicated sustainability personnel in facilities (increasing from 7 percent to 22 percent since 2014) and supply chain departments (an increase from 10 percent to 31 percent over the same period).”

Data from this report supports the industry’s need for graduates with the skillset that M.I.S.D. proposes to offer. First, earning a master’s degree places sustainability professionals in a better position than those with only a bachelor’s degree (Figure 4). Second, sustainability professionals often deeply embedded in high-level decision-making within their companies (Figure 5). Third, the vast majority of companies now employ at least one full-time sustainability professional (Figure 6), often across a wide diversity of departments and leveraging dynamic skill sets (Figure 7). Fourth, sustainability professionals in managerial roles earn meaningful incomes, worthy of the cost of a graduate degree,

and with considerable upward mobility as they progress through their careers (Figure 8).⁹

Figure 4. Sustainability professionals with master's degrees earn more than those with bachelor's degrees.

DIRECTORS WITH MASTER'S DEGREES HAVE GREATER EARNINGS UPSIDE

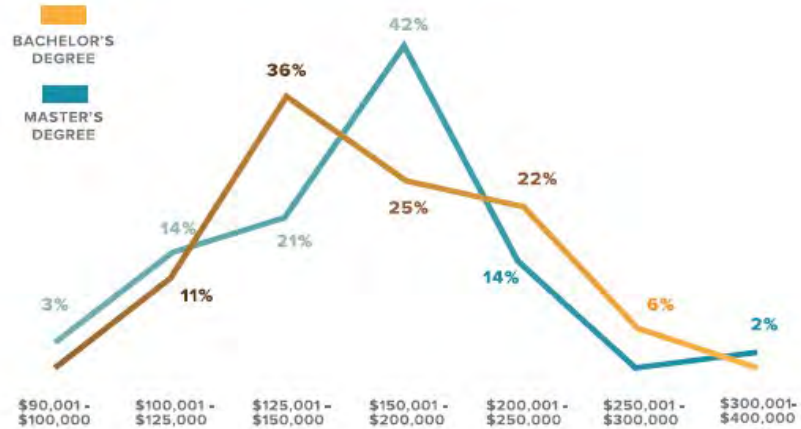


Figure 5. Sustainability professionals have influential voices within corporate hierarchies, with 84% reporting directly to the CEO or another executive who reports directly to the CEO.

IN YOUR ORGANIZATION'S REPORTING STRUCTURE, HOW MANY PEOPLE STAND BETWEEN THE HIGHEST-RANKING SUSTAINABILITY EXECUTIVE AND THE CEO?

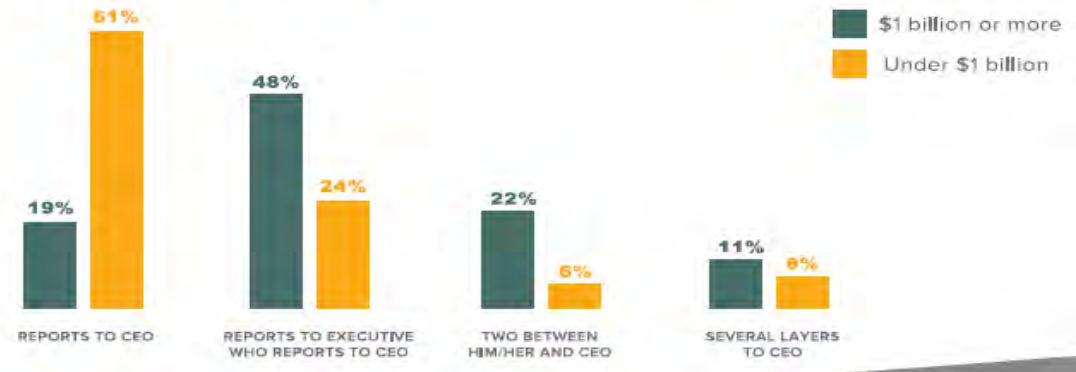
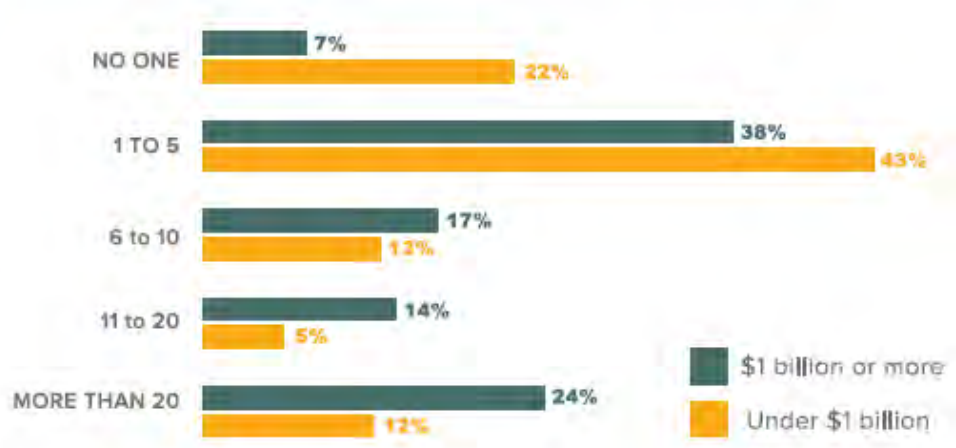


Figure 6. Over 75% of companies reported one, or more, full-time employees working as sustainability professionals.

HOW MANY PEOPLE ARE DEDICATED FULL TIME TO YOUR COMPANY'S SUSTAINABILITY INITIATIVES?



⁹ <https://www.greenbiz.com/report/state-profession-2018-report>

Figure 7. Approximately one quarter, or more, of all reporting companies have dedicated sustainability professionals working in at least five different corporate sectors, suggesting the diversity of problem-solving skills necessary from students with sustainability degrees.

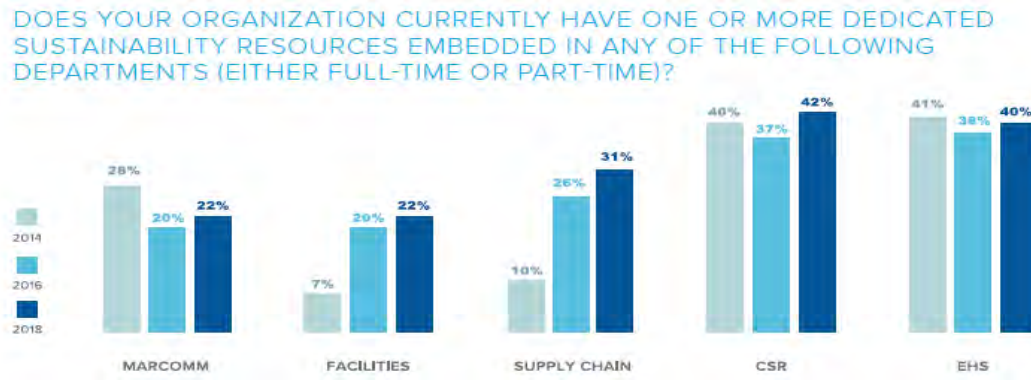


Figure 8. Sustainability professionals who reach managerial status or higher, on average earn at least \$100,000 with opportunities to increase their income as they move through promotional steps.



B. Demand: Describe data that support the assumption that students will enroll in the proposed program. Include descriptions of surveys or other communications with prospective students.

The steady enrollment growth in other related degree programs in the state; Master in Global Sustainability – **USF**, Master of Science in Architectural Studies (M.S.A.S) – **UF**, and Master of Sustainable Development Practice (MDP in CLAS) – **UF** suggesting that M.I.S.D. as a STEM program can be an attractive option for those students who are interested in a STEM degree. Offering the only STEM designated master’s program in the State of Florida will be a powerful recruiting tool and will be program graduates highly competitive for leadership positions in the private and public sectors.

The STEM-designated Sustainability and the Built Environment (SBE) undergraduate program, this program has grown from an initial enrollment of 8 students in 2008, to over 163 students in 2021. With this vigorous growth, SBE undergraduates can be tapped into as a natural feeder for the M.I.S.D. program can serve as the natural master’s level qualification for SBE graduates. Since 2018 when M.I.S.D. program initiated, SBE students have shown on-going interest in pursuing a masters in sustainability. There was notable interest in a 4+1 option too when available. SBE students surveyed in November 2020 shows that 53% of the 43 respondents are interested in enrolling into a M.I.S.D. degree and 40% have specific interest in a 4+1 if available for M.I.S.D., (Figure 9a-b).

Figure 9a. Current SBE students interested in M.I.S.D.

#	Answer	%	Count
1	Immediately	53.49%	23
2	next 2 years	34.88%	15
3	next 3 years	11.63%	5
	Total	100%	43

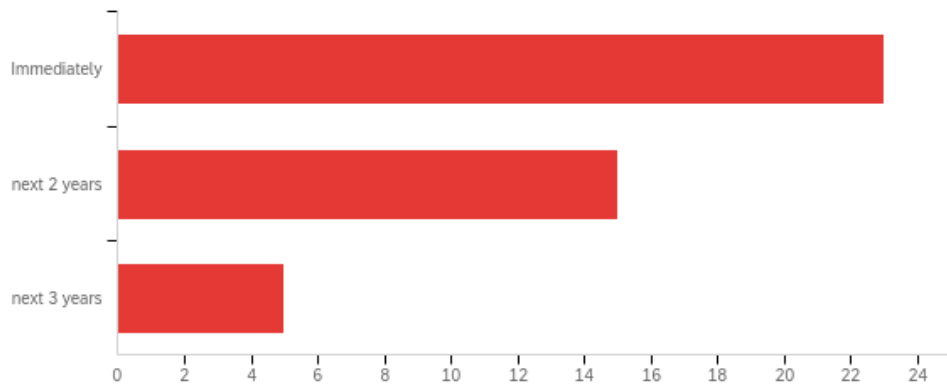
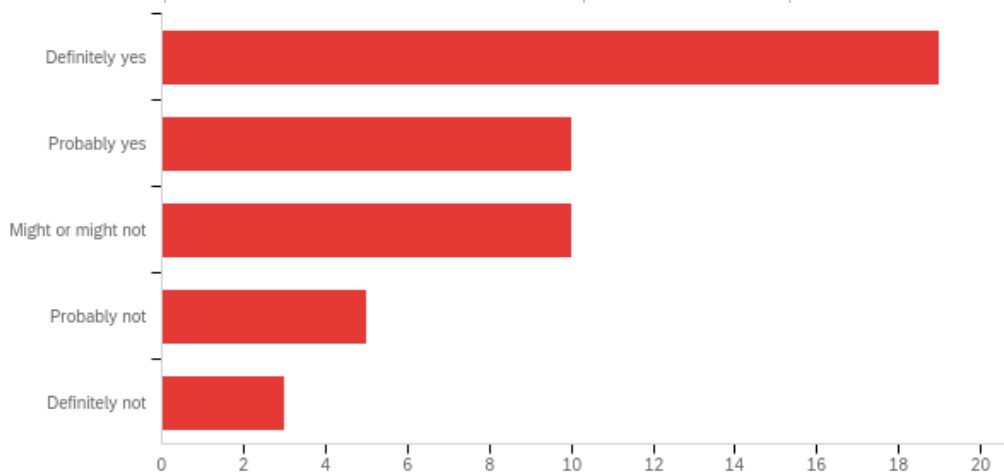


Figure 9b. Current SBE Students interested in (4+1) M.I.S.D.

#	Answer	%	Count
1	Definitely yes	40.43%	19
2	Probably yes	21.28%	10
3	Might or might not	21.28%	10
4	Probably not	10.64%	5
5	Definitely not	6.38%	3
	Total	100%	47



Our alumni have shown interest in enrollment too including who work for the GBLC board members' company. M.I.S.D. can be an option for other DCP programs and other students who pursue minor in SBE from across campus. M.I.S.D. is set up to offer 4+1 to SBE students. M.I.S.D. development committee and the college curriculum committee approved nine credit hours for SBE students. 4+1 is a combined degree, Bachelor and Masters, with early planning for master's degree and allowing student to take nine credit hours graduate courses while earning their undergraduate degree. Also, M.I.S.D. can be of an interest to graduates from Architecture, Construction Management, Landscape Architecture, Sustainable Studies, Engineering, and Agriculture.

In addition, current professionals who are interested in sustainability and receive support by their employers are able to complete this degree in one year as a fulltime student. When M.I.S.D. program presented to GBLC board, they confirmed their support and involvement and that M.I.S.D. would be appealing to employees and employers in the sustainability industry. See letter from the

board (Appendix F).

- C. If substantially similar programs (generally at the four-digit CIP Code or 60 percent similar in core courses), either private or public exist in the state, identify the institution(s) and geographic location(s). Summarize the outcome(s) of communication with such programs with regard to the potential impact on their enrollment and opportunities for possible collaboration (instruction and research). In Appendix C, provide data that support the need for an additional program.**

M.I.S.D. program is different from other three sustainability master's programs in Florida listed below. M.I.S.D. program focuses on the built environment. The approved pre-proposal was shared with similar SUS programs. In addition, the M.I.S.D. discussed with existing programs. Below the other SUS Master's degrees in Florida related to sustainability:

- **Master in Global Sustainability** – USF – 123 full time students. <https://www.usf.edu/pcgs/ma-program/index.aspx>
The Master of Arts in Global Sustainability is a 30 credit-hour program, designed to prepare students to address complex regional, national, and global challenges related to sustainability and the ability to innovate in diverse cultural, geographic, and demographic contexts. On March 13, 2020 in a conference call with Govindan Parayil, Dean of the Patel College of Global Sustainability, we discussed M.I.S.D. and MA in Global Sustainability. Dean Parayil is supportive of the proposed M.I.S.D. program. See (Appendix C).
- **Master of Science in Architectural Studies with a concentration in Sustainable Design (M.S.A.S.)** – UF – 10 full time students. <http://sustainable.dcp.ufl.edu/>
The 36-credit hour MSD provides interdisciplinary knowledge, skills, and confidence to enter the profession ...core faculty from five of DCP's programs - architecture, construction management, interior design, landscape architecture, sustainability, and urban & regional planning. It is offered in a low-residency-online format or traditional on campus format.
The Director of MSD - UF- is on the M.I.S.D. curriculum committee, and he was part of the coursework selection. He confirmed that M.I.S.D. would not have any impact on the MSD enrollment. In addition, a letter of support provided by the Director of the School of Architecture. See (Appendix C).
- **Master of Sustainable Development Practice (MDP)** – UF (offered within the College of Liberal Arts and Sciences) – 28 full time students. <http://mdp.africa.ufl.edu/>
The MDP program is part of the [Global MDP Association](#), which consists of 26 MDP programs in 19 countries around the world. This internationally focused program, centers on training practitioners who are able to address development challenges facing poor but resource rich communities around the world in innovative ways.
On December 12, 2019 meeting with the MDP Director the proposed M.I.S.D. program discussed was deemed as not affecting MDP program enrollment. In addition, since then we have referred two potential M.I.S.D. students to the MDP program. See (Appendix C).

- D. Use Table 1 - Appendix A (1-A for undergraduate and 1-B for graduate) to categorize projected student headcount (HC) and Full Time Equivalents (FTE) according to primary sources. Generally undergraduate FTE will be calculated as 30 credit hours per year and graduate FTE will be calculated as 24 credit hours per year. Describe the rationale underlying enrollment projections. If students within the institution are expected to change majors to enroll in the proposed program at its inception, describe the shifts from disciplines that will likely occur.**

M.I.S.D. headcount and FTE projection is based on sources listed above under II, A. We anticipate the students who enroll in the program will be recent graduates from the SBE undergraduate sustainability degree in the College of DCP,, University of Florida students from other majors who are pursuing their minor in SBE, international students, and professional from the industry who seek to earn a graduate degree to advance their careers. We do not expect students from within UF to change majors to enroll in this program.

E. Indicate what steps will be taken to achieve a diverse student body in this program. If the proposed program substantially duplicates a program at FAMU or FIU, provide, (in consultation with the affected university), an analysis of how the program might have an impact upon that university's ability to attract students of races different from that which is predominant on their campus in the subject program. The university's Equal Opportunity Officer shall review this section of the proposal and then sign and date Appendix B to indicate that the analysis required by this subsection has been completed.

This program does not duplicate the master's degrees offered at FIU. At FIU, the Master of Science in Environmental Studies addresses areas of environmental policy, natural resource and management, and sustainable development, It offers a concentration in the regional geology of South Florida, the Caribbean or Latin America; the program emphasizes the cultural and political contexts of environmental issues in the region.

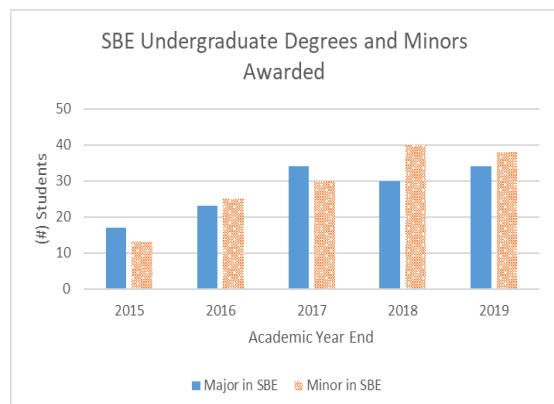
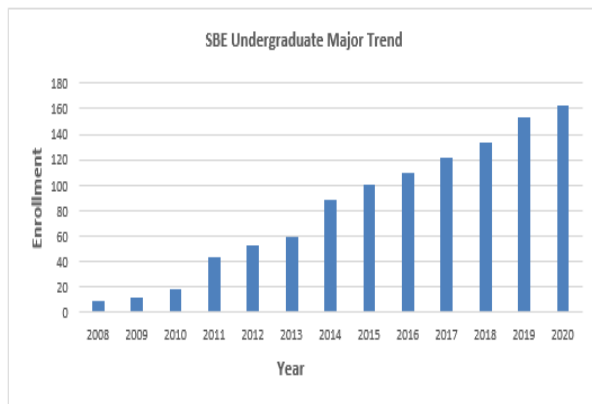
The FIU's Professional Science Master's in Environmental Policy and Management offers advanced training in environmental policy while developing highly valued management skills. Through an innovative curriculum and internship experience, the program emphasizes environmental management, policy analysis, written and verbal communication, environmental journalism, and environmental stewardship.

This program does not duplicate the Master of Science degree in Environmental Sciences offered at the School of the Environment at FAMU. This Master's concentration includes Environmental Biotechnology, Environmental Restoration & Waste Management, Marine & Estuarine Environments, Environmental Policy & Management, Radiation Protection

Both FAMU and FIU Master Programs have a markedly different focus than what M.I.S.D. will offer. Our Master's degree is a STEM focused. The coursework focuses on energy/renewable energy, green construction and architecture, the built environment system thinking and problem solving.

Since 2013, SBE program has the most balanced ratio of male to female enrollment of all disciplines within DCP. Furthermore, since 2013, the percentage of Hispanic and Asian enrollment has grown but declining percentages of Native American and Black enrollment has caused our program to design targeted interventions for recruitment. This is relevant as SBE will be the primary feeder to M.I.S.D. In 2019, minority enrollment in SBE program was at 27%. Below is the SBE program growth.

Other specific initiatives include developing a pipeline between the proposed MISD program and targeted Historically Black Colleges and Universities (HBCUs). Currently, we are in discussions with Edward Waters University and Morris Brown College, (Appendix G). At this point the proposed relationship interested the administrations at the HBCUs and site visits to meet the administrations were set up but the planning discussions halted due to COVID-19. Upon the approval of the M.I.S.D., we are fully committed to fostering this relationship. In addition the undergraduates SBE program minority students and alumni have initiated a "SBE Diversity and Inclusion Initiative" to increase the participation, outreach, and inclusion of the Black and Hispanic students and organizations on campus and professionally-based groups to introduce underrepresented populations to opportunities in the program and, career paths, mentoring, and the potential for internships and entry level positions.



III. Budget

- A. Use Table 3 - Appendix A to display projected costs and associated funding sources for Year 1 and Year 5 of program operation. Use Table 4 - Appendix A to show how existing Education & General funds will be shifted to support the new program in Year 1. In narrative form, summarize the contents of both tables, identifying the source of both current and new resources to be devoted to the proposed program. (Data for Year 1 and Year 5 reflect snapshots in time rather than cumulative costs.)**

The figures in Table 3 represent an allotment of faculty and staff salaries and expenses in year 1 and year 5 based on the anticipated percentages of redistribution from the DCP funds. Since the required coursework for this program is from existing courses, the cost for first year is minimal. Total E&G funding for the first year is \$47,375 including \$22,360 for faculty salaries and benefits, \$15,015 for A&P salaries and benefits, and \$10,000 in expenses. The annual cost per students FTE is \$10,528. While the total E&G funding for fifth year is \$71,313 with the annual cost per students FTE is \$3,962. As the number of students increase, the cost per students FTE decreases. Table 4 shows three different DCP accounts that the allotment for funds designated for the program faculty, staff, and expense.

- B. Please explain whether the university intends to operate the program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition. Provide a rationale for doing so and a timeline for seeking Board of Governors' approval, if appropriate. Please include the expected rate of tuition that the university plans to charge for this program and use this amount when calculating cost entries in Table 3.**

The university does not plan to operate this program through continuing education, seek approval for market tuition rate, or establish a differentiated graduate-level tuition.

College of Design, Construction, and Planning Graduate Courses Charge Per Credit Hour 2020-21: Resident Tuition \$539.49 Capital Improvement Trust Fund \$6.76 9 Student Financial Aid \$26.97 Technology \$6.56 Non-Resident Fee \$690.21 Non-Resident Student Financial Aid \$34.51.

- C. If other programs will be impacted by a reallocation of resources for the proposed program, identify the impacted programs and provide a justification for reallocating resources. Specifically address the potential negative impacts that implementation of the proposed program will have on related undergraduate programs (i.e., shift in faculty effort, reallocation of instructional resources, reduced enrollment rates, greater use of adjunct faculty and teaching assistants). Explain what steps will be taken to mitigate any such impacts. Also, discuss the potential positive impacts that the proposed program might have on related undergraduate programs (i.e., increased undergraduate research opportunities, improved quality of instruction associated with cutting-edge research, improved labs and library resources).**

This program will not have any impact on the current programs in terms of resources. All the required and elective courses are from existing courses that are available and taught in different units within DCP and College of Engineering. The proposed program will have a positive impact on the existing SBE through different disciplines offered including architecture, engineering, construction management, planning and energy. Other potential positive impact on SBE, offering 4+1 and retaining the top students to continue to M.I.S.D., increase SBE enrollment, and improve undergraduate research opportunities.

- D. Describe other potential impacts on related programs or departments (e.g., increased need for general education or common prerequisite courses, or increased need for required or elective courses outside of the proposed major).**

We do not anticipate this program have any impact on other programs or departments. There are no pre-requisites or co-requisites needed for the required and elective courses identified for this program. See Appendix H.

- E. Describe what steps have been taken to obtain information regarding resources (financial and in-kind) available outside the institution (businesses, industrial organizations, governmental entities, etc.). Describe the external resources that appear to be available to support the proposed program.

The program does not have any commitment or support from any outside organizations. However, we continue to present M.I.S.D. to private and public entities for sponsoring and funding. The program has potential to attract sponsors after the first year when it proves its worth to the market. In addition, our GBLC board member companies who are industry leaders in sustainability and support SBE and M.I.S.D. will be the first to contribute to the program in the near future.

IV. Projected Benefit of the Program to the University, Local Community, and State

Use information from Tables 1 and 3 - Appendix A, and the supporting narrative for “Need and Demand” to prepare a concise statement that describes the projected benefit to the university, local community, and the state if the program is implemented. The projected benefits can be both quantitative and qualitative in nature, but there needs to be a clear distinction made between the two in the narrative.

M.I.S.D. is projected to benefit the University, local community, the State of Florida, and internationally wherever international students are interested in M.I.S.D. As STEM degree program will attract specific students who are STEM focused, investigate, analyze, identify problems, and propose and implement solution, test the solutions, and verify them. This program will be a catalyst to link the university with the community and the industry through the research projects that tackle pressing problems in the built environment. Our GBLC board members, based throughout Florida and Georgia, will identify significant community projects and case studies for M.I.S.D. use.

The benefits to the students are many: Program graduates will gain the requisite knowledge, skills, and real-world experience not solve problems and reach creative solutions through collaboration with multiple internal and external clients and parties, develop individual and team-based problem-solving skills as well as learn to manage and communicate both verbally and in writing.

The benefits to the community and state are to collaborate with University top faculty and M.I.S.D. students, address community and state environmental and social challenges. The benefit to international students is gaining the experience needed to address same challenges in their own community and region and establish a long-lasting working relationship with the UF faculty, other students, community and state individuals, and industry leaders in sustainability.

We anticipate that first year enrollment will be mix of six current students in SBE program, possible professionals and alumni, and international students. The enrollment to grow to ten students in the second year, fifteen in third year, twenty-one in fourth year, and twenty-four in the fifth year.

The annual E&G funding for the first year is \$47,375 for 4.5 FTE and E&G cost per FTE is \$10,528. The cost for the fifth year to E&G based on 18 FTE is \$71,313 and the cost per FTE is \$3,962. We anticipate that the program can sustain itself after the first year.

Nationally and internationally, the market is in need for trained workforce in the field of sustainability issues related to communities and cities to be resilient in planning, design, construction, and operations. The graduates of this degree can work in private, public, and non-for-profit sectors. Graduates can be hired by companies who are top global leaders in sustainability in positions including, project managers, transportation analysts, urban planners & designers, account executives, energy mangers, green building consultant, green building certification analysts, renewable energy assessor & designer, and LEED certification consultants.

V. Access and Articulation – Bachelor’s Degrees Only

- A. If the total number of credit hours to earn a degree exceeds 120, provide a justification for an exception to the policy of a 120 maximum and submit a separate request to the Board of Governors for an exception along with notification of the program’s approval. (See criteria in Board of Governors Regulation 6C-8.014)

Not applicable, this is not a bachelor’s degree.

- B. List program prerequisites and provide assurance that they are the same as the approved common prerequisites for other such degree programs within the SUS (see link to the Common Prerequisite Manual on [the resource page for new program proposal](#)). The courses in the Common Prerequisite Counseling Manual are intended to be those that are required of both native and transfer students prior to entrance to the major program, not simply lower-level courses that are required prior to graduation. The common prerequisites and substitute courses are mandatory for all institution programs listed, and must be approved by the Articulation Coordinating Committee (ACC). This requirement includes those programs designated as “limited access.

If the proposed prerequisites are not listed in the Manual, provide a rationale for a request for exception to the policy of common prerequisites. NOTE: Typically, all lower-division courses required for admission into the major will be considered prerequisites. The curriculum can require lower-division courses that are not prerequisites for admission into the major, as long as those courses are built into the curriculum for the upper-level 60 credit hours. If there are already common prerequisites for other degree programs with the same proposed CIP, every effort must be made to utilize the previously approved prerequisites instead of recommending an additional “track” of prerequisites for that CIP. Additional tracks may not be approved by the ACC, thereby holding up the full approval of the degree program. Programs will not be entered into the State University System Inventory until any exceptions to the approved common prerequisites are approved by the ACC.

Not applicable, this is not a bachelor’s degree.

- C. If the university intends to seek formal Limited Access status for the proposed program, provide a rationale that includes an analysis of diversity issues with respect to such a designation. Explain how the university will ensure that Florida College System transfer students are not disadvantaged by the Limited Access status. NOTE: The policy and criteria for Limited Access are identified in Board of Governors Regulation 6C-8.013. Submit the Limited Access Program Request form along with this document.

Not applicable, this is not a bachelor’s degree.

- D. If the proposed program is an AS-to-BS capstone, ensure that it adheres to the guidelines approved by the Articulation Coordinating Committee for such programs, as set forth in Rule 6A-10.024 (see link to the Statewide Articulation Manual on [the resource page for new program proposal](#)). List the prerequisites, if any, including the specific AS degrees which may transfer into the program.

Not applicable, this is not an AS-to-BS program.

Institutional Readiness

VI. Related Institutional Mission and Strength

- A. Describe how the goals of the proposed program relate to the institutional mission statement as contained in the SUS Strategic Plan and the University Strategic Plan (see link to the SUS Strategic Plan on [the resource page for new program proposal](#)).

UF’s mission is “The University of Florida is a comprehensive learning institution built on a land-grant foundation. We are The Gator Nation, a diverse community dedicated to excellence in

education and research and shaping a better future for Florida, the nation and the world. Our mission is to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.” This mission is related directly to the SUS Strategic Plan goals in education and research and indirectly to the community and business engagement. The chart below displays nine general goals for the state universities.

STATE UNIVERSITY SYSTEM GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES
TEACHING & LEARNING	Strengthen Quality & Reputation of Academic Programs and Universities	Increase Degree Productivity and Program Efficiency	Increase the Number of Degrees Awarded within Programs of Strategic Emphasis
SCHOLARSHIP, RESEARCH, & INNOVATION	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	Increase Research Activity and Attract More External Funding	Increase Commercialization Activity
COMMUNITY & BUSINESS ENGAGEMENT	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	Increase Community and Business Engagement	Increase Community and Business Workforce

This program will directly support the SUS’s Teaching and Learning goal, “Strengthen Quality and Reputation of the Universities and increase the Number of Degrees Awarded in STEM/Health and Other Programs of Strategic Emphasis”. This STEM program will focus on high quality teaching in the area of sustainability and resiliency that differentiate the State University System and provide the firm foundation for Florida to build and maintain its nationally preeminent system of public universities. The program’s coursework carefully selected to emphasize efficiencies and broaden the use of innovative methods of delivery based on inter-disciplinary collaboration among programs in the College of Design, Construction and Planning and College of Engineering. This program will lead Florida’s efforts to expand the state’s knowledge and innovation economy by teaching students the skills, tools, and leadership needed to hit the ground running upon graduation. In addition, this program will give the students the opportunity to learn an integrated project delivery via a collaborative alliance of people, systems, business structures and practices. This process will harness the talents and insights of all participants to optimize project results, increase value to the owner, and maximize efficiency. Students will learn how to identify problems and find solutions in team settings.

B. Describe how the proposed program specifically relates to existing institutional strengths, such as programs of emphasis, other academic programs, and/or institutes and centers.

DCP’s units including Construction Management, Architecture, and Urban and Regional Planning are part of M.I.S.D. with existing courses have faculty that already run successful centers to collaborate with for capstone research topics. In addition, M.I.S.D. will collaborate with the Florida Institute for Built Environment Resilience (FIBER) for research projects where FIBER project topics positioned to respond to the complex threats – ecological, economic, and social – that Florida and many regions around the world experience. The Institute is home to scholarship spanning built environment disciplines and beyond, generating new knowledge and responding to these complex challenges through evidence-based research and practice. FIBER brings together faculty, research centers and students at the University of Florida around the theme of resilience. Also, university’s Planning, Design, and Construction (PDC) Division can be a source of capstone projects for M.I.S.D. DCP is in the process of signing an MOU with PDC for undergraduate and graduate students’ internships, practicum experience, and other collaborations between PDC and DCP.

C. Provide a narrative of the planning process leading up to submission of this proposal. Include a chronology in table format of the activities, listing both university personnel directly involved and external individuals who participated in planning. Provide a timetable of events necessary for the implementation of the proposed program.

The need for M.I.S.D. initiated in 2017 when a faculty committee formed to evaluate the initiative, the need, and potential start date. Below is schedule of activities for M.I.S.D. when planning began in earnest. A committee was formed to include faculty members from the main four units at DCP and faculty who are passionate and experts in sustainability.

Planning Process		
Date	Participants	Planning Activity
August 28, 2017	- Interim Director, SBE & Professor Landscape Architecture - Director and Professor, Powell Center, Construction Management - Director, Master's in Sustainable Design program - Graduate Coordinator and Lecturer, Landscape Architecture	Discuss and assess of other similar degrees in the state
May 2, 2018	- Interim Director, SBE & Professor Landscape Architecture - Director and Professor, Powell Center, Construction Management - Director, Master's in Sustainable Design program - Graduate Coordinator and Lecturer, Construction Management	Review potential courses to offer, the tracks for the degree, review result of research on other similar degrees with UF and around the state
October 16, 2018	- Director, SBE program	Reviewed the procedures for starting new degree program, contacted the graduate school and started the approval process
October 25, 2018	- Dean, DCP - Associate Dean, DCP - Director, SBE	Prepared a pre-proposal for new degree, reviewed by the Dean and Associate Dean
November 5, 2018	- Director, SBE Program	Submitted the pre-proposal to CAVP (Council of Academic Vice Presidents)
November 18, 2018	Provost's Office	Pre-proposal approved
January 30, 2019	- Director, Engineering School of Sustainable Infrastructure and Environment and Professor - Associate Dean, DCP - Director, SBE Program	Review Engineering and DCP courses in the program
March 11, 2019	- Director and Professor, Powell Center, Construction Management - Director, Master's in Sustainable Design program - Graduate Coordinator and Lecturer, Construction Management - Assistant Professor, Architecture - Director, SBE Program	Presented to the program's Curriculum Committee to review list of courses
March 27, 2019	- Dean, DCP - Director, SBE Program	Review the courses and the areas of concentration
April 3, 2019	- Director, SBE Program - Assistant Director, DCP Advising	Review the courses and 4+1
April 4, 2019	- Director, SBE Program - Finance/Human Resources & Business Manager	Met with the Accounting department to discuss the FTEs
April 8, 2019	- Dean, DCP - Director, SBE Program	Final review of the program
April 11, 2019	- Director, SBE Program - Finance/Human Resources & Business Manager	Finalize the funding sources

April 16, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Associate Dean, DCP - Director of Undergraduate, Construction Management - Associate Professor, Associate Director – Undergraduate, Architecture - Lecturer, Interior Design - Professor and Director, Center for Health and the Built Environment 	Presented to the College Curriculum Committee (CCC) for course approval
April 16, 18, 24, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Associate Dean, DCP 	Review courses
June 15, 2019	<ul style="list-style-type: none"> - Dean, DCP - Director, SBE Program - Associate Dean, DCP - Professor and Director, Center for Health and the Built Environment - Professor and Director, School of Landscape 	Review the proposed list of courses
July 25, 2019	<ul style="list-style-type: none"> - Director and Professor, Powell Center, Construction Management - Director, Master's in Sustainable Design program - Graduate Coordinator and Lecturer, Construction Management - Assistant Professor, Architecture - Director, SBE Program - Professor and Director, Center for Health and the Built Environment 	Review the proposed list of courses
August 14, 2019	<ul style="list-style-type: none"> - Professor and Director, School of Landscape Director, SBE Program 	Review proposed courses
September 16, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Associate Dean, DCP - Director of Undergraduate, Construction Management - Associate Professor, Associate Director – Undergraduate, Architecture - Lecturer, Interior Design - Professor and Director, Center for Health and the Built Environment 	Presented to the CCC for course approval
October 3, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Lecturer, Interior Design - Professor, IFAS - Graduate Coordinator and Lecturer, Construction Management - Associate Professor, Urban and Regional Planning - Associate Professor of Low/Net Zero Energy Buildings - Associate Professor, Architecture 	Presented to the Faculty Governing board committee for the Sustainability and the Built Environment program for information
October 14, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Associate Dean, DCP - Director of Undergraduate, Construction Management - Associate Professor, Associate Director – Undergraduate, Architecture - Lecturer, Interior Design - Professor and Director, Center for Health and the Built Environment 	Presented to CCC for course approval

November 8, 2019	<ul style="list-style-type: none"> - Director, SBE Program - Associate Dean, DCP - Director of Undergraduate, Construction Management - Associate Professor, Associate Director – Undergraduate, Architecture - Lecturer, Interior Design - Professor and Director, Center for Health and the Built Environment 	Approved by the CCC
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Events Leading to Implementation

Date	Implementation Activity
May 6- June 15, 2019	Meetings with the faculties whose courses included in the list of course offering for this program
April 23 & 25, 2019 August 16, 2019 October 9 & 10, 2019	Meetings/calls with college of Engineering administration and faculty about the program and Eng. Courses offered.
July 8, 2019	Meeting/call with the degree advising committee
July 10, 2019	Meeting with the advising team for admission process and Consult with graduate school
July 15, 2019	Present to the college curriculum committee
August 5, 2019	Meet with the graduate school administration
August 30, 2019	Meet with the board overseeing the program to give update
November 12, 2019	Submit the program for University approval
Fall 2021	BOT Approval
Fall 2022	Implementation of degree program and student enrollment

VII. Program Quality Indicators - Reviews and Accreditation

Identify program reviews, accreditation visits, or internal reviews for any university degree programs related to the proposed program, especially any within the same academic unit. List all recommendations and summarize the institution's progress in implementing the recommendations. Please include evidence that teacher preparation programs meet the requirements outlined in Section. 1004.04, Florida Statutes, if applicable.

This program will be overseen and evaluated every year by the M.I.S.D. faculty committee that consist of faculty from four main academic units in the College: The School of Architecture, the M.E. Rinker Sr. School of Construction Management, the Department of Interior Design, and the School of Landscape Architecture and Planning and a member from SBE program. This committee was established after the inception of M.I.S.D. to oversee the program development, course selection, market research studies, and include 4+1 for SBE. In addition, M.I.S.D. status as associated with the SBE program presented to the SBE Faculty Governing board for information only.

The Master of Science in Architectural Studies (M.S.A.S.) is related. Below is the program's last review and recommendations.

MSAS degree BOG Review, 2019

A summary of the findings of the current review, including strengths, weaknesses, opportunities, and threats (SWOTs) that support or impede achievement of program goals and student learning outcomes

The School is completing a year-long strategic planning process led by an external facilitator from our Advisory Council. While we have had significant budget issues and a loss of faculty over the past 7 years, resulting in a challenging student to teacher ratio, the program remains strong. Our overall enrollment is improving, and we've refocused our efforts

towards the larger UF goals of preeminence and top 5 public university performance. We will have a renewed faculty generated mission and goals document this fall to approach the next accreditation visit in 2021.

STRENGTHS

1. Quality of Students
2. Excellence of international programs
3. New Centers Engagement
 - a. CHU (Center for Hydrogenerated Urbanism)
 - b. FIBER (Florida Institute for Built Environment Research)
4. MRP (Thesis) Work is abundant and excellent
5. Cooperative Agreements with International Partners
6. CityLab Market Rate Programs
7. Student Publications
 - a. Architrave (Undergrad)
 - b. Vokurs (Graduate)
8. Professional Internship Program
9. IPAL (Integrated Path to Architectural Licensure)
10. AAC (Architecture Advisory Council)

WEAKNESSES

1. External Grant Funding Amounts and Participation
2. Graduate Student Applications Vary in Numbers
3. Too Few Tenure-track Faculty
4. Facilities are inadequate and in poor condition relative to our peers and other state institutions.
The following are seriously needed:
 - a. Auditorium
 - b. Review Space
 - c. Fabrication and Making Spaces
 - d. Additional & Renovated Gallery
5. Research Capacity (research and non-research tracks)
6. More STEM PhD Work needed
7. MRP Work Publication is lacking
8. Website does not communicate effectively
9. School of Architecture (SoA) Publication is needed

OPPORTUNITIES

1. (Invite) Dean/DCP to participate in Studio Learning
2. (Increase) Awareness of SoA in General Public
3. Increase Capacity for Research (create more time/ incentives)
4. Research and non-research tracks of faculty can be added
5. Location in Florida should be maximized – FIBER/CHU
6. Increase International Exposure
7. Alumni base is vast and underutilized

THREATS

1. FUNDING \$\$ are limited and competitive
2. Out of State Graduate Student Tuition is extremely high (double many of our top 5 peers)
3. Non-urban Location
4. Teaching Gallery (uncertainty of status)
5. Teaching Loads are too high for scholarship time
6. Integration of a PhD Program
7. MARCH recruitment needs resources

A summary of the recommendations and/or proposed action plans made as a result of the review, including changes at the academic, departmental, college or institutional level

We have identified 6 areas of focus in our review with the following action items for each area:

1. The Communities We Serve
 - a. Create Interdisciplinary Community Design Center / Mobile Learning Unit
 - b. Create Design & the Environment Coursework with Living Futures Institute
 - c. Engage IFAS – look to Harvard SoPH for data collection frameworks

2. The Architecture Profession
 - a. Develop more Robust & Reciprocal relationship between Academia & Practice
 - b. Focus on Cities and Sustainable Communities
3. Education (Including Peer Institutions)
 - a. Create Research Centers and Service Clinics in Areas of Existing Faculty Focus
 - b. Initiate Symposia & Visiting Scholar Workshops
 - c. Leverage Existing International Programs for research collaborations
4. The University of Florida
 - a. Inventory (and catalog) existing research infrastructure at UF and create shared research space
 - b. Create UF wide design methodology education initiative
 - c. Establish collaborative space for exhibits and interdisciplinary meetings
5. The College of Design, Construction and Planning
 - a. Establish STEM Program designation
 - b. Expand, Improve, and relocate FABLAB
 - c. Create multidisciplinary building project
 - d. Establish common schedules / studio mandates / new concentrations and minors
 - e. Require every MRP (Thesis) to be submitted for publication/peer-review
6. The School of Architecture
 - a. Establish faculty collaborative space (both physical and mental) to support culture of collaboration
 - b. Create centrally located physical demonstration, exhibition, making space
 - c. All Graduate students select area of research focus & faculty mentor upon admission
 - d. Restructure coursework and teaching loads (i.e., 10-week project 6-week independent study, etc.)

The SoA Architectural Advisory Council (AAC), a group made up of 12 nationally prominent alumni, are assisting in the final stages of a year-long strategic planning process with the full faculty and staff of the school, to be completed in August of 2019.

VIII. Curriculum

- A. Describe the specific expected student learning outcomes associated with the proposed program. If a bachelor's degree program, include a web link to the Academic Learning Compact or include the document itself as an appendix.**

M.I.S.D. Student Learning Outcomes:

1. Delineate and apply principles of sustainability to problems of the built environment
2. Understand the collaborative roles of an integrated project team (with professionals from a range of disciplines including civil/environmental engineering, architecture, construction management, interior design, landscape architecture, and urban and regional planning) in the delivery of sustainable development projects.
3. Demonstrate the capacity to undertake return on investment analysis of sustainable development projects for the built environment.
4. Apply a wide range of skills, tools and strategies to sustainable problem-solving combining engineering capabilities, innovation, design, and soft skills, like communication and facilitation.

- B. Describe the admission standards and graduation requirements for the program.**

Admission requirements to the M.I.S.D. at DCP:

A regionally accredited bachelor's degree that can be in any field provided the applicant has the background and proficiency in sustainability, planning, architecture, engineering, business, and other specialty related to the sustainability that demonstrates the potential for successful study at the graduate level.

Applicants are required to respond to interview questions, submit a writing sample, and a personal statement for review. In addition, three letters of recommendation and in-person or virtual interview are required. GRE scores not required.

Graduation requirements of the degree include completion of 30 credit hours of required and elective coursework with a 3.0 or higher GPA complete final practicum project, and all [Graduate Council Policies](#) governing master's degree programs to be satisfied.

M.I.S.D. designed to be a combined Degree, 4+1 for SBE students. Nine credit hours approved for this 4+1 by M.I.S.D. development committee and DCP College Curriculum Committee. The total graduate level credits hours needed to graduate is 30 credit hours.

C. Describe the curricular framework for the proposed program, including number of credit hours and composition of required core courses, restricted electives, unrestricted electives, thesis requirements, and dissertation requirements. Identify the total numbers of semester credit hours for the degree.

M.I.S.D. requires 30 credit hours with 15 required credits and 15 elective credits, (Appendix H).

1. 15 credit hours required for all students including the 6 credit hours practicum project.
2. 15 credit hours, electives, select from list of 20 courses, each 3 credit hours.
Select five courses from a minimum of two disciplines. The elective coursework provides application in planning, engineering, architecture, and sustainable construction.
3. DCP advising will assist the graduate school with admission, advising, degree audit and certification for all required credits.

D. Provide a sequenced course of study for all majors, concentrations, or areas of emphasis within the proposed program.

Total Number of credit hours for the degree: 30

Below is a list of required courses for every semester, and the available electives in Architecture, Construction Management, Engineering, and Urban and Regional Planning. The students are required to take electives in two tracks listed above.

Semester 1, 12 credit hours

BCN 6584, Building Energy Modeling, 3 (required)
 Plus, three electives, 9 credit hours

Semester 2, 12 credit hours

DCP XXXX, Economics of Sustainability in the Built Env., 3 (required)
 BCN 6585, Sustainable Construction, 3 (required)
 Plus, two electives, 6 credit hours

Semester 3, 6 credit hours

DCP XXXX, Integrated Sustainable Development Studio, 6 (required)

Required Courses

DCP XXXX*	Economics of Sustainability in the Built Env., 3	SP
BCN 6584C	Building Energy Modeling, 3	FA
BCN 6585	Sustainable Construction, 3	SP
DCP XXXX*	Integrated Sustainable Development Studio, 6	SU
Sub Total		15

Electives (select five out of the following courses from a minimum of two disciplines)

ARC 6311C	Building Information Modeling (BIM), 3	SP
ARC 6883	Vernacular Architecture and Sustainability, 3	FA
ARC 6912**	Resilient Urbanism, 3	SP
ARC 6621	Graduate Environmental Technology 2, 3	FA
BCN 6558C	Building Integrated Renewable Energy Systems, 3	FA
BCN 6580	High-Performance Green Building Delivery Sys., 3	SP
CGN 5605	Public Works Planning, 3	SP
CGN 5606	Public Works Management, 3	SP
EES 6007	Advanced Energy and Environment, 3	SP
ENV 5306	Municipal Refuse Disposal, 3	SP
ENV 6511	Biological Wastewater Treatment, 3	FA
ENV 6043	Life Cycle Assessment, 3	FA
TTE 5006	Advanced Urban Transportation Planning, 3	FA
LAA 6382	Ecological and Environmental Policy, 3	FA
URP XXXX*	Sustainable Urbanism in Europe, 3	FA
URP 6716	Transportation Policy & Planning, 3	FA

URP 6711	Transportation and Land Use Coordination, 3	SP
URP 6100	Planning Theory and History, 3	SP/FA
URP 6421	Environmental Land use Planning and Mgmt., 3	FA
URP 6541	Economic Development Planning, 3	FA

* These courses are approved and waiting on the permanent course number

** This course will be submitted to obtain a permanent course number

E. Provide a one- or two-sentence description of each required or elective course.

Required Courses:

BCN 6585, Sustainable Construction

Credits: 3, Grading Scheme: Letter

This course addresses the application of the sustainable development paradigm to the built environment. Sustainable development includes reducing the impacts of human activities on natural ecosystems and understanding the role these ecosystems have in the economy and on human welfare. It involves understanding the lessons that human society can learn from natural systems and how these lessons can help provide a good quality of life for the planet's population.

BCN 6584, Building Energy Modeling

Credits: 3, Grading Scheme: Letter

As energy is becoming more precious, it is crucial for building sector to proactively design and operate high performance buildings. To achieve higher standards in building design and operation, a solid foundation of energy engineering and sustainability principles is essential.

DCP 6XXX, Economics of Sustainability in the Built Environment

Credits: 3 Grading Scheme: Letter

This course will present concepts, theories, data, and empirical findings critical for analyzing the economics of sustainability, and the practice of managing organizations, communities, cities, countries, and regions in a way that ensures our planet maintained. This course examines sustainability from the perspective of the intersection of business performance and performance in the built environment that encourages equity and without compromising people or place. Sustainability officers from companies and government as well as stakeholders from communities will serve as guest speakers in class throughout the semester. Topics we will explore include an overview of natural resource (green) accounting, the valuation of biodiversity and ecosystem services, urban sustainability, sustainable business practices, the interacting roles of business, government and NGOs, and the role of international finance institutions.

DCP 6XXX, Sustainable Studio (Integrated sustainable development)

Credits: 6, Grading Scheme: Letter

Integrated sustainable development is in fact, about integrating everything – connecting people, processes, data, and the built environment. The approaches are innovative and informed by making communities livable across scales and populations; consuming and managing large datasets; performing analytics; and measuring impacts that allow us to explore and understand patterns that create insights for green infrastructure planning and sustainable investments. This course highlights the use of scientific principles in creating innovative technology-based projects that achieve the mutual goals of improved quality of life, economic prosperity, and sustainable infrastructure. This course uses a design thinking approach to develop a strategy that integrates innovation, analytics, impact assessment, planning and policy into the solution.

Elective Courses

ARC 6883, Vernacular Architecture and Sustainability

Credits: 3, Grading Scheme: Letter

In this course, we will look at the location of vernacular architecture in the discourse of architectural sustainability. We will look at how vernacular architecture has been constructed, represented, and consumed in the environmental histories of architecture. We will examine how vernacular architecture constructed as a pedagogic object of climate responsiveness and as a set of relationships between human beings and their environment.

ARC 6911C, Resilient Urbanism

Credits: 3, Grading Scheme: Letter

This course will introduce new approaches to resilient design through discussions of critical readings, analysis of novel design processes, participation in faculty and invited lectures, and the generation of

an in-depth research paper/project. Our goal is to understand the broad scope of resilience-centered approaches transforming architecture, landscape architecture, and urban design theory and practice.

ARC 6311C, Building Information Modeling (BIM)

Credits: 3, Grading Scheme: Letter

Widespread adoption of 3D modeling enabled complex geometries and spatial relations to be tested, refined, and documented; gradually digital design moves beyond being a representational tool and is starting to have an impact on the design process and methodology. Iterative and non-linear design workflows are now much more flexible due to the evolving programs architects are adopting, with the concept of parametric simultaneously enabling precision with constraints while allowing for ambiguity and adaptability with outcome.

ARC 6621, Graduate Environmental Technology 2

Credits: 3, Grading Scheme: Letter

Investigates acoustical, thermal, and luminous qualities within the built environment, with an emphasis on building envelope and system design. The main goal of the course is to advance students' knowledge of computational modeling in building technologies such as lighting and energy simulation. The course begins with a study of building acoustic, lighting, and thermal systems and then focuses on the evaluation of building energy performance in various climate zones. Specific topics include architectural acoustics, advanced lighting and daylighting strategies, visual and thermal comfort assessment, building primary (boilers, chillers, etc.) and secondary (comfort delivery) mechanical systems, and building energy performance. This course will use a mix of traditional lecture and interactive and experiential education, and will include laboratory sessions, guest lectures, in-class debates and discussions, site visits, and real-time building performance measurements and experiments.

BCN 6558C, Building Integrated Renewable Energy Systems

Credits: 3, Grading Scheme: Letter

Addressing the emergence of economically and technically viable renewable energy systems and US and European Union policies calling for a net zero built environment. Provides the renewable energy piece for the Sustainable Construction (SCN) track in the BCN Master's program. In addition, it provides additional capabilities and opportunities for students interested in employment in the renewable energy sector.

BCN 6580, High-Performance Green Building Delivery Systems

Credits: 3, Grading Scheme: Letter

The purpose of the course is providing an overview of emerging delivery systems for high performance green buildings and the basis on which their sustainability can be evaluated. Green building assessment including US and international systems will be covered.

CGN 5606, Public Works Management

Credits: 3, Grading Scheme: Letter

The intent of this course is to teach the student the basic concepts of managing public works organizations, leadership qualities, and the art of communicating with different people within these organizations. The student will also learn about financial and legal aspects involved in public works. Furthermore, the student will learn to identify public works problems and how to determine possible solutions.

CGN 5605, Public Work Planning

Credits: 3, Grading Scheme: Letter

The course intends to teach students the basic concepts of best land use practices, best transportation practices, best environmental practices, and best housing practices in the planning of cities and urban environment. Furthermore, students will learn comprehensive land use in relation to sustainable land development for residential subdivisions, industrial parks, commercial/shopping centers and to apply these skills to the four assigned projects during the semester.

EES 6007, Advanced Energy and Environment

Credits: 3, Grading Scheme: Letter

Description: Energy basis for a system of humanity and nature, including principles of systems ecology, ecological economics, and public policy.

ENV 5306, Municipal Refuse Disposal

Credits: 3, Grading Scheme: Letter

Quantities and characteristics of municipal refuse and hazardous materials. Collection methods, transfer stations, equipment, and costs. Refuse disposal practices, regional planning, and equipment.

ENV 6043, Life Cycle Assessment

Credits: 3, Grading Scheme: Letter

Students will leave with a basic understanding of LCA software and a deep understanding life cycle assessment (LCA). With an understanding of sustainability and life cycle assessment, students are better prepared for engineering projects, research, or local, State of Florida, regional, national, and international projects in both an academic setting as well as in their professional careers.

ENV 6511, Biological Wastewater Treatment

Credits: 3, Grading Scheme: Letter

Course Objectives: The goal of this course is to present the theoretical principles, design procedures, and current ongoing research for the biochemical operations used in wastewater treatment processes.

LAA 6382, Ecological and Environmental Policy

Credits: 3, Grading Scheme: Letter

This course will provide a survey of major environmental policy and law with particular reference to Florida case studies. It is a designated core course. Our society attempts to provide environmental protection through the articulation of public policy codified in the form of laws and regulations.

TTE 5006 Advanced Urban Transportation Planning

Credits: 3, Grading Scheme: Letter

Overview of the "four-step" urban transportation planning process, estimation of the travel demand models of trip generation, trip distribution, mode choice, and traffic assignment, and the forecasting of travel patterns using the travel-demand models, state-of-the-art approaches.

URP 6711, Transportation and Land Use Coordination

Credits: 3, Grading Scheme: Letter

This course addresses a variety of aspects of the connection between land use and transportation. The course is an in-depth evaluation of a wide range of transportation and land use at a variety of scales. This course builds on two courses in the curriculum in the Department of Urban and Regional Planning: URP6716- Transportation Policy and Planning and URP6131 – Land Use Planning Law. In the course, we consider how the patterns of land use and transportation shaped by three major sets of actors in the urban environment: individuals, businesses, and governments.

URP 6716, Transportation Policy & Planning

Credits: 3, Grading Scheme: Letter

This course deals with urban transportation planning and policy. The course is an overview of transportation planning issues largely in a metropolitan context.

URP 6905, Sustainable Urbanism in Europe

Credits: 3, Grading Scheme: Letter

In this rapidly globalizing world, students need to understand the changing needs and demands of the planning profession and people. Current and rapid changes in the structure and trends in the Globalization, Urbanization, Inequality, etc. have intended and unintended consequences on the development outcome and the planning process.

URP 6100, Planning Theory and History

Credits: 3, Grading Scheme: Letter

This course addresses the history and fundamental theory of planning. Understanding the history and theory of planning requires that we consider three separate but related elements. First, is the evolution of the city as a physical, social, and economic entity? Second, is the evolution of planning as a process, which takes us beyond the field of city planning. Cities have been planned and built by a wide variety of actors, including engineers, politicians, capitalists, architects, lawyers, doctors, radicals, conservatives, craftspeople, and workers. Third, planning has evolved in the United States and in Western Europe since the late 19th Century through a profession of people calling themselves city planners. They, too, have been very diverse, driven by many different motivations and seeing the profession in widely differing ways based upon, among other factors, the various theories of planning.

These theories discussed within the context of the history of planning and their implications for planning practice. Because engaging with the public interest is integral to the planning profession and given the role planning has had in shaping urban and regional environments with direct consequences for quality of life, issues of social justice form an essential framework throughout this course.

URP 6421, Environmental land use planning and management

Credits: 3, Grading Scheme: Letter

This course surveys environmental land use planning and management practices across the breadth of the field through seven modules. Each module examines environmental concerns, associated land use planning and management goals and practices, and illustrative cases.

URP 6541, Economic Development Planning

Credits: 3, Grading Scheme: Letter

This course offers an overview of selected important topics in economic development planning at local, national, and international level. Urban planning and economic development often intersect in real world. Several economic development issues both at micro and macro level, such as employment, taxes, subsidy, human capital formation, investment, influence of technology, rapid globalization, innovative entrepreneurship, and overall growth, greatly affect the built environment through many different channels.

F. For degree programs in the science and technology disciplines, discuss how industry-driven competencies were identified and incorporated into the curriculum and indicate whether any industry advisory council exists to provide input for curriculum development and student assessment.

UF Green Building Learning Collaborative (GBLC) board established to advise our bachelor's degree program, SBE. Board members' companies, who are global leaders in sustainability, present and meet with the students in the fall and spring semesters on the industry's projections and needs. The board formed two committees including internship and fund-raising committees to support SBE students. This board provides input for the curriculum, students' assessment, finding practical projects for the students, mentoring, and internships and employment for the students. Board members mentor students for their capstone projects and participate in the midterm and final capstone projects presentations. The board attend the college wide Leadership Summit in the fall semester. The board also participates in the SBE's monthly round tables every semester. In addition, five board members company hire SBE graduates for internships and offered full time positions. One technology startup company on the board have developed a portal for students' internships and job placements. Board members schedule tours with industry and for their projects in Florida and Georgia. M.I.S.D. presented to this board, and they are supportive of the program. The board members will engage and assist in finding projects for the M.I.S.D. students, mentor them, and assist for job placement. See (Appendix F) for the GBLC's mission, vision, and goals and letter of support for M.I.S.D.

G. For all programs, list the specialized accreditation agencies and learned societies that would be concerned with the proposed program. Will the university seek accreditation for the program if it is available? If not, why? Provide a brief timeline for seeking accreditation, if appropriate. For degree programs in medicine, nursing, and/or allied health, please identify the courses that meet the requirements in Section 1004.08, Florida Statutes for required patient safety instruction.

There are very few sustainability graduate degree programs in the country, see figures under section I.A. Although there is a need for graduates in sustainability, only a few universities are offering higher degrees in sustainability. If accreditation becomes available, we will be seeking it in the third year of offering.

H. For doctoral programs, list the accreditation agencies and learned societies that would be concerned with corresponding bachelor's or master's programs associated with the proposed program. Are the programs accredited? If not, why?

Not applicable, this is not a doctoral program.

- I. **Briefly describe the anticipated delivery system for the proposed program (e.g., traditional delivery on main campus; traditional delivery at branch campuses or centers; or nontraditional delivery such as distance or distributed learning, self-paced instruction, or external degree programs). If the proposed delivery system will require specialized services or greater than normal financial support, include projected costs in Table 3 in Appendix A. Provide a narrative describing the feasibility of delivering the proposed program through collaboration with other universities, both public and private. Cite specific queries made of other institutions with respect to shared courses, distance/distributed learning technologies, and joint-use facilities for research or internships.**

The program will be offered on University of Florida main campus only, and it does not need/ require any services. A critical component of this program is to work with people in communities around the state to collaborate and to conduct research on community-specific problems and challenges. As such projects to be in different locations throughout the state of Florida, they will be part of the practicum project of this degree. Delivery of instruction for this degree will not require greater than normal resources or facilities.

The program plans to reach out to other universities to collaborate and share courses after the first three years. Our goal is to further our collaborate with HBCU, (Appendix G).

IX. Faculty Participation

- A. **Use Table 2 in Appendix A to identify existing and anticipated full-time (not visiting or adjunct) faculty who will participate in the proposed program through Year 5. Include (a) faculty code associated with the source of funding for the position; (b) name; (c) highest degree held; (d) academic discipline or specialization; (e) contract status (tenure, tenure-earning, or multi-year annual [MYA]); (f) contract length in months; and (g) percent of annual effort that will be directed toward the proposed program (instruction, advising, supervising internships and practica, and supervising thesis or dissertation hours).**

See Table 2 in Appendix A.

- B. **Use Table 3-Appendix A to display the costs and associated funding resources for existing and anticipated full-time faculty (as identified in Table 2-Appendix A). Costs for visiting and adjunct faculty should be included in the category of Other Personnel Services (OPS). Provide a narrative summarizing projected costs and funding sources.**

Table 3 in Appendix A shows faculty and staff summary, faculty per year for all courses and administration adds up to 1.70 for each first and fifth year, 0.20 for the A&P(FTE) for each first and fifth year, and 0.0 for USPS (FTE) for each first and fifth year.

The total E&G funding for the first year is \$47,375 and \$71,313 for the fifth year. First year students FTE 4.5 with E&G cost per FTE of \$10,528, and the fifth-year students FTE of 18 with E&G cost per FTE of \$3,962.

All faculty listed in Table 2 in Appendix A are existing faculty on a regular line funded by E&G. There are no OPS or visiting and adjunct needed. Please note the above faculty summary includes all faculty including 20 elective courses that faculty may not teach every semester depending on what elective students select. We anticipate the funding for faculty for the fifth year will come from tuition generated, and/or potential industry partnerships.

In Appendix A, Table 2, anticipated faculty effort reporting is 0.10 % for the first year and 0.08 % for the fifth year except for the two SBE faculty. One will teach two required courses, one in the spring and one in the summer and the Director of the SBE program for advising, marketing, and recruiting to meet the goal of the program for diversity and establishing cooperation with other universities. This two-faculty effort will be 0.25%.

- C. **Provide in the appendices the abbreviated curriculum vitae (CV) for each existing faculty member (do not include information for visiting or adjunct faculty).**

The abbreviated CV for each existing faculty member is included in Appendix D.

D. Provide evidence that the academic unit(s) associated with this new degree have 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, as well as qualitative indicators of excellence.

This program is supported by three main academic units at DCP including Construction Management (CM) for the required and elective courses, Urban and Regional Planning (URP) and Architecture for elective courses. Below is the DCP's trends assessment in education for students' head count in major or service, degrees granted, and external funding attracted (research).

Undergraduate Education

a. Number of FTIC and transfer students and their average GPA and SAT/ACT scores

	FTIC				Transfer*	
	Number	Ave GPA	Ave SAT	Ave ACT	Number**	Ave GPA***
2016-2017	109	4.2	1260	29	143	3.5
2017-2018	111	4.3	****	29	183	3.4
2018-2019	100	4.4	1350	30	180	3.5
2019-2020	128	4.4	1350	29	163	3.3

*Transfer includes GDC and transfers from state and 4-year colleges.

Change majors are not considered transfers as they usually begin as FTIC.

** Includes FES program

***The GPA for transfers is their college GPA.

**** In 2016 the SAT shifted from a 2400 to a 1600-point scoring scale. We had some students with scores from the 2400-point scale and some from the 1600-point scale. It is difficult to find the average in 2017-2018.

The quality of DCP matriculated FTIC students in summer/fall 2019 has been good and close to average UF admitted class of 2023 (GPA: 4.4, SAT: 1388, and ACT: 31). The number of FTIC increase of 28% compared to fall 2018 is a good sign because this shift will improve DCP's four-year graduation rate. Typically, change majors cannot earn their degrees in 4 years, and it takes transfer students more than 2 years at UF to complete their degree requirements. We should increase the number of DCP staff at Preview and UF recruiting events and improve the quality of DCP facilities to recruit more admitted applicants during the college's annual open house and continue to improve DCP's matriculation rate.

b. Student diversity

	UF	DCP	UF	DCP	UF	DCP
Year	2017	2017	2018		2019	
Enrollment	55,862	1,566	56,079	1,658	56,567	1,681
Females	55.10%	41.14%	55.9%	45.5%	54.1%	41.7%
Males	44.75%	58.83%	44.1%	54.5%	45.9%	58.3%
Undergraduate	65.60%	65.27%	67.2%	69.4%	65.8%	66.0%
Graduate	29.18%	31.31%	28.1%	27.5%	30.7%	30.6%
Unclassified	5.22%	3.42%	4.7%	3.1%	3.5%	3.3%
Asian or Pacific Islander	7.33%	4.82%	7.6%	4.0%	7.4%	4.7%
Black, non-Hispanic	7.18%	4.07%	7.1%	4.5%	7.0%	4.2%
Hispanic	14.62%	15.07%	15.4%	18.8%	15.4%	15.8%
White, non-	57.49%	60.57%	56.2%	54.6%	56.6%	59.5%

Hispanic						
Other*	1.71%	1.29%	2.2%	2.4%	2.3%	1.8%
Non-Resident Alien	8.20%	10.42%	8.6%	12.3%	8.2%	10.7%
Unknown	3.14%	3.44%	2.9%	3.4%	3.2%	3.4%

Other*: American Indian, Native Hawaiian or other Pacific Islander, Two or more races, non-Hispanic

The percentages of DCP Asian and Black students fall below UF's student profile by 2.7% and 2.8%, respectively. The college-wide ad-hoc IDEA Committee, formed in 2019, developed a draft DCP Diversity, Inclusiveness, and Equity Plan. The plan was shared with DCP units for feedback and will be implemented in fall 2020. The plan includes a DCP Diversity Ambassador Student group to provide outreach to matriculated underrepresented students, help with recruitment events, and sponsor social events to foster a strong sense of community. Other initiatives include an Inclusion, Diversity, Equity and Access speaker series, targeted social events, and symposium sessions.

C1. On-time graduation

College of Design,Construction and Planning - Overall <i>Started in any Design,Construction and Planning major and graduated in any major</i>		Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year		
	N	%	N	%	
<i>Declare at Time of Admission(N=72)</i>	52	72.2%	58	80.6%	
<i>Entering CoDCP in First Year (N=94)</i>	65	69.1%	79	84.0%	
<i>Entering CoDCP in Second Year(N=45)</i>	3	6.7%	35	77.8%	
<i>Entering CoDCP in Third Year(N=11)</i>	0	0.0%	9	81.8%	
<i>Cumulative Students from CoDCP or any college that remained or declared CoDCP in the Third Year (N=129)</i>	69	53.5%	117	90.7%	
College of Design,Construction and Planning - Architecture		Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year		
	N	%	N	%	
<i>Declare at Time of Admission(N=37)</i>	29	78.4%	31	83.8%	
<i>Entering AE in First Year (N=40)</i>	33	82.5%	35	87.5%	
<i>Entering AE in Second Year(N=14)</i>	0	0.0%	11	78.6%	
<i>Entering AE in Third Year(N=2)</i>	1	50.0%	1	50.0%	
<i>Cumulative Students from AE or any college that remained or declared AE in the Third Year (N=50)</i>	33	66.0%	47	94.0%	
College of Design,Construction and Planning -Landscape Architecture		Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year		
	N	%	N	%	
<i>Declare at Time of Admission(N=2)</i>	0	0.0%	1	50.0%	
<i>Entering LAE in First Year (N=3)</i>	0	0.0%	3	100.0%	
<i>Entering LAE in Second Year (N=1)</i>	0	0.0%	1	100.0%	
<i>Entering LAE in Third Year (N=1)</i>	0	0.0%	1	100.0%	
<i>Cumulative Students from LAE or any college that remained or declared LAE in the Third Year (N=5)</i>	0	0.0%	5	100.0%	
College of Design,Construction and Planning -Building Construction		Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year		
	N	%	N	%	
<i>Declare at Time of Admission(N=13)</i>	9	69.2%	10	76.9%	
<i>Entering BC in First Year (N=17)</i>	9	52.9%	14	82.4%	
<i>Entering BC in Second Year (N=0)</i>	0	0.0%	0	0.0%	
<i>Entering BC in Third Year (N=0)</i>	0	0.0%	0	0.0%	
<i>Cumulative Students from BC or any college that remained or declared BC in the Third Year (N=0)</i>	0	0.0%	0	0.0%	

College of Design,Construction and Planning - Fire and Emergency Services	Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year	
	N	%	N	%
Declare at Time of Admission(N=0)	0	0.0%	0	0.0%
Entering BC in First Year (N=0)	0	0.0%	0	0.0%
Entering BC in Second Year (N=1)	1	100.0%	1	100.0%
Entering BC in Third Year (N=1)	1	100.0%	1	100.0%
Cumulative Students from FES or any college that remained or declared FES in the Third Year (N=2)	1	50.0%	2	100.0%

College of Design,Construction and Planning - Interior Design	Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year	
	N	%	N	%
Declare at Time of Admission(N=13)	7	53.8%	7	53.8%
Entering IR in First Year (N=17)	11	64.7%	11	64.7%
Entering IR in Second Year (N=2)	0	0.0%	1	50.0%
Entering IR in Third Year (N=0)	0	0.0%	0	0.0%
Cumulative Students from IR or any college that remained or declared IR in the Third Year (N=12)	11	91.7%	12	100.0%

College of Design,Construction and Planning - Sustainability and BE.	Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year	
	N	%	N	%
Declare at Time of Admission(N=7)	6	85.7%	6	85.7%
Entering SBE in First Year (N=12)	9	75.0%	9	75.0%
Entering SBE in Second Year (N=9)	2	22.2%	5	55.6%
Entering SBE in Third Year (N=0)	0	0.0%	0	0.0%
Cumulative Students from SBE or any college that remained or declared SBE in the Third Year (N=18)	11	61.1%	14	77.8%

College of Design,Construction and Planning-Construction Management	Graduation Rate			
Cohort 2013 FTIC	Four Year		Six Year	
	N	%	N	%
Declare at Time of Admission(N=0)	0	0.0%	0	0.0%
Entering CM in First Year (N=5)	4	80.0%	5	0.0%
Entering CM in Second Year (N=17)	0	0.0%	13	76.5%
Entering CM in Third Year (N=7)	6	85.7%	6	85.7%
Cumulative Students from CM or any college that remained or declared CM in the Third Year (N=42)	13	31.0%	37	88.1%

College of Design,Construction and Planning - Overall		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering CoDCP in First Year (N=76)		25	32.9%	40	52.6%	58	76.3%
College of Design,Construction and Planning - Architecture		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering AE in First Year (N=37)		17	45.9%	24	64.9%	31	83.8%
College of Design,Construction and Planning - Landscape Architecture		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering LAE in First Year (N=7)		0	0.0%	1	14.3%	5	71.4%
College of Design,Construction and Planning - Building Construction		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering BC in First Year (N=8)		4	50.0%	5	62.5%	6	75.0%
College of Design,Construction and Planning - Fire and Emergency Services		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering BC in First Year (N=9)		2	22.2%	3	33.3%	6	66.7%
College of Design,Construction and Planning - Interior Design		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering IR in First Year (N=9)		0	0.0%	4	44.4%	6	66.7%
College of Design,Construction and Planning -Sustainability and BE.		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering SBE in First Year (N=4)		0	0.0%	1	25.0%	2	50.0%
College of Design,Construction and Planning -Construction Management		Graduation Rate					
Cohort 2013 Transfer		Four Year (Year 2 at UF)		Five Year (Year 3 at UF)		Six Year (Year 4 at UF)	
		N	%	N	%	N	%
Entering CM in First Year (N=2)		2	100.0%	2	100.0%	2	100.0%

GRADUATION RATE												
	FTIC						Transfer					
	Number		4 year		6 year		Number		Year 2 at UF		Year 4 at UF	
	2012 Cohort	2013 Cohort	2012 Cohort	2013 Cohort	2012 Cohort	2013 Cohort	2012 Cohort	2013 Cohort	2012 Cohort	2013 Cohort	2012 Cohort	2013 Cohort
ARC	53	50	81%	66%	98%	94%	39	37	41%	46%	94%	84%
CM	46	42	26%	31%	91%	88%	17	10	82%	60%	64%	75%
IND	9	12	89%	92%	89%	100%	11	9	0%	0%	67%	67%
LAE	5	5	0%	0%	100%	100%	3	7	0%	0%	100%	71%
SBE	20	18	60%	61%	90%	78%	4	4	0%	0%	39%	50%
FES	0	2	0%	50%	0%	100%	18	9	17%	22%	77%	68%
DCP	133	129	59%	56%	94%	91%	92	76	37%	36%	81%	76%

Of the 2013 freshman cohort, 56% graduated in 4 years and 91% graduated in 6 years. These rates are 3% lower than the 2012 cohort (59% and 94%). The 4-year graduation rate is still lower than the UF average of 67%. The 6-year graduation rate for UF is 87% and DCP's 91% rate is better than the overall UF percentage. Among the DCP units, the 4-year graduation rate for CM is low (31%) due to a large number of change majors. This was brought to the attention of the director of the school last year and the program is in the process of increasing the number of FTIC matriculation and recruiting more students through the well-subscribed to Gator Design and Construction at Santa Fe program. In general, change major students cannot earn their degrees in 4 years across the college's accredited programs, and it takes transfer students more than 2 years at UF to complete their degree requirements. We should increase our recruiting efforts by actively increasing the proportion of FTIC students. This could be accomplished by participating in Preview and UF recruiting events. Improving the quality of the admission website and recruiting materials and retrofitting and renovating college-wide facilities is essential to attracting high quality applicants to DCP.

C2. Retention

College of Design,Construction and Planning - Overall <i>Started in any Design,Construction and Planning major (first year)</i>		Retention Rate			
<i>Cohort 2018 FTIC</i>		in CoDCP		any UF progra	
		N	%	N	%
<i>Entering CoDCP in First Year (N=134)</i>		126	94.0%	130	97.0%
College of Design,Construction and Planning - Architecture		Retention Rate			
<i>Cohort 2018 FTIC</i>		in AE		any UF progra	
		N	%	N	%
<i>Entering AE in First Year (N=58)</i>		52	89.7%	57	98.3%
College of Design,Construction and Planning - Landscape Architecture		Retention Rate			
<i>Cohort 2018 FTIC</i>		in LAE		any UF progra	
		N	%	N	%
<i>Entering LAE in First Year (N=7)</i>		6	85.7%	7	100.0%
College of Design,Construction and Planning - Construction Management		Retention Rate			
<i>Cohort 2018 FTIC</i>		in CM		any UF progra	
		N	%	N	%
<i>Entering CM in First Year (N=43)</i>		40	93.0%	41	95.3%
College of Design,Construction and Planning - Interior Design		Retention Rate			
<i>Cohort 2018 FTIC</i>		in IR		any UF progra	
		N	%	N	%
<i>Entering IR in First Year (N=13)</i>		11	84.6%	12	92.3%
College of Design,Construction and Planning - Sustainability and BE.		Retention Rate			
<i>Cohort 2018 FTIC</i>		in SBE		any UF progra	
		N	%	N	%
<i>Entering SBE in First Year (N=13)</i>		13	100.0%	13	100.0%
College of Design,Construction and Planning - Fire and Emergency Services		Retention Rate			
<i>Cohort 2018 FTIC</i>		in SBE		any UF progra	
		N	%	N	%
<i>Entering SBE in First Year (N=0)</i>		0	0.0%	0	0.0%

RETENTION RATE						
	Number		Returned to DCP		Returned to UF	
	Number 2017	Number 2018	Fall 2017 to Fall 2018	Fall 2018 to Fall 2019	Fall 2017 to Fall 2018	Fall 2018 to Fall 2019
ARC	59	58	80%	90%	93%	98%
CM	28	43	93%	93%	100%	95%
IND	11	13	73%	85%	100%	92%
LAE	5	7	100%	86%	100%	100%
SBE	8	13	100%	100%	100%	100%
DCP	112	134	85%	94%	96%	97%

In fall of 2018, 94% (126 out of 134) of the first-time, first-year student cohort, returned for their second year in DCP. This retention rate is 9% greater than the previous year and could be due, in part, to the college-wide first-year course DCP 1003: Introduction to the Built Environment that started in fall 2018. The percentage of DCP first-year students that returned to UF was 97%, slightly higher than 96% who

returned in the previous year. With 97.0% of students continuing in DCP for a second year, the college aligns closely with UF, which is one of the best in the country when it comes to first-year student retention. Our goal is to achieve a DCP retention rate that is above 90% by providing outstanding curriculum in accredited program, offering exceptional academic advising, a friendly educational environment, and opportunities to connect with industry and practice partners, and provide a range of co-curricular activities.

Graduate Education

- a. **Number of admitted and matriculated students to DCP master's degree programs and their average GPA and GRE scores.**

	ARC				ARC -ORL				ARC-SDM			
	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018
# of admitted	142	116	56	48%	25	33	41	124%	10	12	9	75%
Ave GPA of admitted	3.43	3.52	3.9	111%	3.43	3.5	3.7	106%	3.27	3.35	3.32	99%
Ave GRE of admitted	302	299	301	101%	302	300	301	100%	302.4	301	298.7	99%
# of matriculated	30	33	34	103%	16	14	19	136%	10	11	6	55%
Ave GPA of matriculated	3.51	3.51	3.9	111%	3.48	3.52	3.7	105%	3.27	3.39	3.27	96%
Ave GRE of matriculated	304	299	301	101%	292	299	301	101%	302.4	302.6	291.4	96%

	CM				FES				ICM			
	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018
# of admitted	60	107	100	93%	2	12	4	33%	4	4	7	175%
Ave GPA of admitted	3.25	3.49	3.42	98%	3.70	3.60	3.26	91%	3.43	3.43	3.24	94%
Ave GRE of admitted	317	310	310	100%	291	307	303.5	99%	304	304	300	99%
# of matriculated	22	32	14	44%	2	12	4	33%	2	6	4	67%
Ave GPA of matriculated	3.23	3.43	3.54	103%	3.70	3.60	3.26	91%	3.43	3.43	3.2	93%
Ave GRE of matriculated	308	305	307	101%	291	307	303.5	99%	304	304	302	99%

	HP				MID				LAE			
	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018
# of admitted	8	8	4	50%	5	9	7	78%	17	33	19	58%
Ave GPA of admitted	3.54	3.28	3.64	111%	3.71	3.41	3.39	99%	3.11	3.35	3.43	102%
Ave GRE of admitted	296	297	307	103%	285	302	295.4	98%	308	307	307	100%
# of matriculated	2	6	2	33%	3	5	4	80%	9	12	3	25%
Ave GPA of matriculated	3.44	3.34	3.61	108%	3.69	3.45	3.17	92%	3.11	3.19	3.58	112%
Ave GRE of matriculated	300	294	312	106%	289	299	288.8	97%	306	305	305	100%

	URP				URP - Dist				DCP			
	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018	Fall 2017	Fall 2018	Fall 2019	2019/2018
# of admitted	51	48	52	108%	11	22	17	77%	319	404	316	78%
Ave GPA of admitted	3.46	3.33	3.43	103%	3.13	3.43	3.26	95%	3.404	3.38	3.45	102%
Ave GRE of admitted	312	309	307	99%	299	307	283	92%	301.1	304	301	99%
# of matriculated	8	16	10	63%	8	13	9	69%	102	160	109	68%
Ave GPA of matriculated	3.39	3.33	3.3	99%	3.19	3.54	3.25	92%	3.433	3.39	3.43	101%
Ave GRE of matriculated	307	304	307	101%	299	307.4	302	98%	300.3	302	302	100%

Enrollment of the DCP master's programs has decreased for the last four years and this trajectory is expected to continue. While part of the decline can be attributed to a nation-wide decrease in the number of new *international students* at U.S. universities since 2016, a better recruitment plan is needed to increase enrollment. Several strategies that are being considered for implementation are:

- Organize an open house for DCP master's programs each fall to encourage undergraduate students pursue a graduate degree s in one of the college's master's programs.
- Recruit undergraduate students from the UF College of Engineering, College of Business, and other DCP allied disciplines.
- Provide more scholarships and fellowships to recruit the most competitive applicants to DCP programs.
- Offer new graduate programs such as Integrated Sustainable Development, Urban Analytics, Facilities Management, etc.

b. Number of PhD applications, admission rate, matriculation rate, and average GRE score of matriculated students.

	Number of Ph.D. Applications Received	Number of Admitted	Admission Rate	Number of Matriculated	Matriculation Rate	Average GRE Score for Matriculants
Fall 2016	99	60	61%	24	40%	307
Fall 2017	102	44	43%	19	43%	306
Fall 2018	106	45	42%	26	58%	311
Fall 2019	105	37	35%	11	30%	305

c. Number of incoming PhD students who graduated from Research 1 Universities.

	Percent of Incoming Students Who Graduated from US Research 1 Universities	Percent of Incoming Students Who Graduated from International Research 1 Universities
Fall 2016	40.0%	15.0%
Fall 2017	28.5%	15.0%
Fall 2018	31.1%	6.6%
Fall 2019	63.6%	0.0%

International Research 1 universities are based on the QS Top Universities website (<https://www.topuniversities.com/university-rankings/world-university-rankings/2018>)

d. Number of PhD graduates hired by Research 1 Universities.

	Percent of Graduates Hired by US Research 1 Universities	Percent of Graduates Hired by International Research 1 Universities
AY 2016-2017	5.5%	0.0%
AY 2017-2018	5.5%	5.5%
AY 2018-2019	3.0%	0.0%
AY 2019-2020	23.0%	0.0%

The number of matriculated PhD students dropped sharply from 26 in the fall 2018 to 11 in 2019. This reflects the reality of the nationwide decrease in the number of new *international students* at

U.S. universities. However, a new STEM designation for DCP PhD program, approved by Florida Board of Governors in July 2020, should make the degree more attractive to many prospective applicants. Providing more STEM-focused curricular offerings and specializations, such as artificial intelligence applications in built environment research and practice, energy-efficient building design and technologies, advanced data science and modeling, advanced building information modeling, advanced geospatial statistics, and advanced geographic information systems will better position DCP PhD program among competitors.


It is essential to increase the number, diversity, and quality of the incoming DCP PhD students through the following initiatives:

- Increasing the number of graduate research assistantships supported by external research grants.
- Securing more financial resources and opportunities to recruit underrepresented minority students.
- Increasing the stipend for PhD students to attract the most competitive applicants.
- Recruiting graduate students of DCP master's programs.

Research

DCP Implement Florida Institute for Built Environment Resilience (FIBER) to encourage a campus-wide research cluster producing high impact research and scholarship.

a. Amount and variety of annual funded research expenditures

Unit	Growth	FY2020	FY2019	FY2018	\$ Change 2019-20	% Change 2019-20
College of Design, Construction & Planning		\$5,284,964	\$4,119,471	\$3,573,017	\$1,165,493	28%

The sum of research expenditures showed an upward trajectory of gains over the past three fiscal years. This can be attributed in part to increased faculty productivity, influenced no doubt by not only the strategic investment in FIBER but by increased faculty hiring from the UF Faculty 500 initiative. The faculty size in the college academic units including the M.E. Rinker School of Construction Management, School of Landscape Architecture and Planning, School of Architecture, and Department of Interior Design increased their faculty by 20-25%.

These new tenure track hires are contributing to the college's boost in research productivity. The College also has faculty winning prestigious awards and recognitions. For example, in 2020, a professor of architecture received the UF Teacher/Scholar of the Year Award, based on stellar teaching and scholarship on material culture, cultural landscapes, and settlement patterns in relation to ecology.

Furthermore, sponsored research in the college is exploring solutions as innovative and diverse as:

- Machine Learning for High Performance Buildings (Rinker School)
- Geospatial and Planning Projects (GeoPlan/Department of Urban & Regional Planning-URP)
- Improving Construction Safety using Drones (Rinker School)
- Advanced Modular Housing (Rinker School/School of Architecture)
- Affordable Housing in the State of Florida (Shimberg Center for Affordable Housing)
- Saving At-Risk Heritage Sites by Laser Scanning Documentation (Historic Preservation)
- Community Health Design (FIBER/Department of Interior Design/URP/Rinker)
- Resiliency Landscapes Informed by Indigenous Settlements and Systems (FIBER/Department of Landscape Architecture)

b. Number of graduate students (with tuition waiver) supported by funded research projects

The number of graduate students with tuition waivers supported by funded research projects nearly tripled two years ago and showed a slight dip last year. By increasing the number of assistantships, DCP will be better able to recruit the strongest students into our graduate programs while advancing the research enterprise. Indeed, the quality of graduate programs is impacted by the ability to offer graduate students funding and research experience. Notably, the college-wide PhD program was granted its request to the Florida Board of Governors in June 2020 to become recognized as a STEM designated program. This new status accurately reflects the increasing role that technology plays in the fields of design, construction, and planning. This status affords students and faculty in DCP increased research opportunities.

Fiscal Year	DCP supported Graduate Students
7/1/2019-6/30/2020	22
7/1/2018-6/30/2019	24
7/1/2017-6/30/2018	28

c. Number and value of research grant proposals submitted

Fiscal year	#of Proposals	#of Awards	Success %	Total Award Amount	Total Indirect Cost	Indirect Cost %	Number of Successful Faculty	Tenure/T T Faculty	% Successful Faculty
7/1/2019-6/30/2020	100	35	35%	\$5,284,964	\$793,000	15%	24	63	31.8
7/1/2018-6/30/2019	70	38	54.1%	\$4,119,471	\$494,121	15.7%	25	59	31.6%
7/1/2017-6/30/2018	78	45	57.7%	\$4,707,476	\$515,128	12.0%	18	57	42.4%

The number of faculty grant proposals has grown by 30% and the value of these proposals is up with a yield rate of 21.9%. We celebrate the strides made by faculty who are contributing to our understanding of the environment and people’s relationships to place. Yet we see the potential for further growth to solidify DCP contributions to research among Top 10 peers. This trajectory is pointed in the right direction but will need to increase further to fully realize the growth potential of design, construction, and planning and research aspirations the University of Florida.

Summary of Accomplishments and Plans Ahead

Last year the College of Design, Construction and Planning reached a record high in research expenditures. We see continued success through funding from state and federal organizations such as the Florida Department of Transportation, Florida Housing Finance Corporation, and the National Science Foundation. However, we also are seeing faculty success in less expected arenas including a sizable NASA award. Further, the investment in FIBER continues to contribute to the college’s research momentum. During the reporting period, 28% of the college proposal pool originated in FIBER, up slightly from last year.

For example, the College is offering new ways of assisting faculty who may benefit from expert guidance in the realm of securing grants. We are providing support for faculty to take NSF training workshops and are offering in-house faculty roundtable on topics such as winning grants and foundation funding. We have begun talks with the college center directors and senior researchers to offer more formalized mentoring to tenure track faculty. While the pandemic slowed down this initiative, this fall we look to formalizing a new college-wide research committee comprised of senior faculty with a record of success in external support and experience serving on national grant review panels. The goal of this group will be to support untenured faculty by offering guidance on grant proposal development not only to produce more proposals but to secure a stream of continuous funding.

When compared to leading peer programs, DCP research performance could be more competitive, especially extramural funding. It will be challenging to produce systemic change in research performance.

However, we do have the potential to develop, especially with the increased momentum introduced into the Florida Institute for Built Environment Resilience (FIBER) and the recent STEM re-designation of the college-wide PhD program, which will help us recruit and retain top tier doctoral students.

In sum, the overall DCP goal is to increase research productivity by generating enough quality proposals to double its number of research awards and expenditures within the next three to five years. There is also a need to significantly increase graduate assistantships. To make these goals a reality, the percentage of those who participate in securing grants will need to increase appreciably. With strong and sustained faculty effort, the aim is to have 50-60% of faculty in schools, departments, programs, coupled with FIBER and the centers, be successful in advancing funded research and scholarship in the college.

For average course load, FTE productivity, and qualitative of excellence, below is a summary for each unit involved with the M.I.S.D.

Construction Management (CM) unit

Average Student Course Load:

30 credit hours per year / 15 credits per semester

FTE Productivity:

Full-Time Tenure Track (non-administrative)	0.51 FTE
Lecturers	0.75 FTE

Qualitative Indicators:

The Rinker School, the oldest continuing building construction program in the country, is celebrating its 85th Anniversary. Established in 1935, BCN began as a Bachelor of Science program under the Department of Architecture. In 1948, the first master's degree program in construction management was established in the BCN program. Later, in 1957, the BCN program became its own department. The head of BCN led the creation of the Associated School of Construction which now has 92 member programs. This group further went on to develop the accreditation standards for the construction management discipline through the American Council for Construction Education (ACCE). In 1976 BCN became among the first construction programs in the country to be accredited by the American Council for Construction Education. Later that same year, the BCN program became the School of Building Construction.

A Ph.D. degree with concentration in Building Construction was offered through the College of Architecture was developed in 1988. In 1989, the School was renamed the M.E. Rinker, Sr. School of Building Construction. Three flagship research centers were launched in 1991. The Shimberg Center for Affordable Housing and the Center for Construction and the Environment and Center for Safety and Loss Control were created.

The Rinker school offers 4 master's degrees and a PhD. Concentration in Construction Management:

- **Construction Management**
- **Fire and Emergency Sciences**
- **International Construction Management**
- **PhD in Construction Management**

Both the MCM and MSCM degrees, along with the Sustainable Construction major, are classified as involving science, technology, engineering, and math (STEM) by the United States Department of Education.

The Rinker School is recognized globally as a leader in research in the built environment. Some of the centers leading this effort include:

Shimberg Center for Housing Studies

The Mission of Shimberg Center for Housing Studies is to facilitate the provision of safe, decent, and affordable housing and related community development throughout the state of Florida and thereby, to establish Florida as the national and international model for successful affordable

housing delivery.

Powell Center for Construction and Environment

The mission of the Powell Center for Construction and Environment is to foster the implementation of sustainability principles into the creation of the built environment internationally.

Center for Advanced Construction Information Modeling

The mission is to educate and facilitate members of the AECO industry about new and emerging technologies and promote an improved information exchange through the implementation of Building Information Modeling (BIM), Virtual Design and Construction (VDC), and Information Technology.

The focal research taking place in the Rinker School covers a variety of areas:

Materials Science:

- Corrosion of reinforcing steel in concrete
- Fiber reinforced concrete

Project Planning:

- Manufactured construction
- Project planning with Foresight
- Pull Scheduling and lean principles
- Supply chain management

Sustainability:

- High performance buildings and modeling
- Materials stewardship
- Minimizing heat pump frosting and defrost technologies
- Sustainable concrete materials
- Sustainable construction
- Sustainable structural masonry

Project Management:

- Human resources
- Legal environment
- Performance indicators
- Project delivery systems
- Quality management

The School was renamed the M.E. Rinker, Sr. School of Construction Management in 2014. TODAY The Rinker School has over 7050 graduates (6000 BS, 1000 MS, and 50 Ph.D.), 150 upper-division students, 100 Master’s students, 30 Ph.D. students, 20 faculty, and 13 support staff.

School of Architecture unit

The Average course load - 12

Year	Students Enrolled	Faculty FTE	Equivalent
2018	479	24.5	19.55
2019	497	29	17.14
2020	484	32	14.67

External funding attracted: Scholarships

07/01/2019-06/30/2020	\$224,364.98
07/01/2018-06/30/2019	\$227,210.00
07/01/2017-06/30/2018	\$145,320.00

Urban and Regional Planning (URP) unit

URP’s Master’s Degree enrollment for 2019 was:

- Total Full Time Students 28
- Part-Time Students FTE 15.50

- Total Students FTE 43.50
- Total Faculty Teaching FTE (New) 9.27
- Student/Faculty Teaching Ratio 4.69

For 2018 was:

- Total Full Time Students 27
- Part-Time Students FTE 15.00
- Total Students FTE 42.00
- Total Faculty Teaching FTE (New) 6.34
- Student/Faculty Teaching Ratio 6.62

For 2017 was:

- Total Full Time Students 21
- Part-Time Students FTE 15.00
- Total Students FTE 36.00
- Total Faculty Teaching FTE (New) 6.33
- Student/Faculty Teaching Ratio 5.69

A full-time teaching load for those categorized as "Faculty" (tenured and tenure-track only) is 12 credit hours per academic year. This reflects their responsibility to teach during the fall and spring semesters (6 credits each semester).

The lecturers (classified as "Adjunct" in this report), who are employed on a long-term and full-time basis by the university, are expected to teach fall, spring, and summer. They teach 9 credits a semester, which is 27 credits per academic year. Calculations for tenured and tenure track faculty have a teaching FTE, calculated based on a full load at 12 credit hours per academic year.

Innovative in curricular and course delivery

Given that we have the first graduate program in the country that provides online and on campus delivery of its courses, we find ourselves innovating all the time to determine how to more effectively teach our courses and enhance our learning environment for all students both through formal and informal means. We have worked on course sequencing/scheduling, enhanced classroom technology, and creating virtual meeting spaces for everyone affiliated with the program.

We are committed to teaching interdisciplinary studios with landscape architecture, offering a minimum of one studio a year that integrates these two programs. We also regularly teach an interdisciplinary colloquium course to undergraduate and graduate students that explores the relationships between the design professions through academic and professional writings and through examination of cutting-edge projects that celebrate an interdisciplinary approach at multiple scales.

We are continuing to deliver our courses online and are exploring new technologies to make course delivery more effective. We have held master's research project defenses that our Advisory Council members, most of them program alumni, could attend virtually, along with our faculty. We have new equipment installed in one of our seminar rooms and an adjacent studio space we share with the Department of Landscape Architecture that allows virtual jury members to participate in studio reviews. Our goal is to use this new technology to facilitate interaction between our on-campus and online students.

We have new equipment in a studio and seminar space and are exploring various ways for our students and faculty to connect virtually. We are also increasingly using big data (through the campus-wide High Performance Computing Center) and various software that accommodates 3-D visualization and Geodesign.

X. Non-Faculty Resources

- Describe library resources currently available to implement and/or sustain the proposed program through Year 5. Provide the total number of volumes and serials available in this discipline and related fields. List major journals that are available to the university's students. Include a signed statement from the Library Director that this subsection and**

subsection B have been reviewed and approved.

The Libraries of the University of Florida form the largest information resource system in the state of Florida. The libraries hold over 6 million print volumes, 1.5 million e-books, over 145,000 full-text electronic journals, and over 800 electronic databases. The George A. Smathers Libraries of the University of Florida, a system of six research libraries, includes libraries for humanities & social sciences, sciences, architecture & fine arts, education and health sciences. The UF Levin School of Law supports a related, but independent law library. The University of Florida Libraries serve as a Regional Depository for government documents distributed through the U.S. Federal Depository Library Program.

As sustainability is a multi- and trans-disciplinary topic, it is difficult to give a numerical count of library volumes generally supporting the discipline. However,, a subject-field keyword search of the library catalog for "sustainability" yields over 9800 , many of which have some degree of relevance to sustainability and the built environment. titles

Listed below is a selection of important databases including journals for sustainability, with substantial full-text journal content and data sources, available at UF for use by students pursuing the proposed master's degree.

Building Green
GreenFile
Compendex/Engineering Index
Florida Environments Online
Gardening, Landscape & Horticulture Collection
LEEDuser
PAIS International
Academic Search Premier
Web of Science
Opposing Viewpoints in Context
AGRICOLA
Ecology Abstracts
Environment Abstracts
Environmental Studies & Policy
Pollution Abstracts
TOXNET

All students, faculty, and staff may use interlibrary loan services. The Libraries hold memberships in a number of consortia, and in institutions such as the Center for Research Libraries, ensuring access to materials not held locally. A service known as "Uborrow" allows UF patrons easily borrow materials from any other Florida state university or college library. Library patrons initiate unmediated requests via a union catalog, and materials delivered to Gainesville within a few days. Uborrow access is often faster (with a longer circulation period) than with traditional interlibrary loan.

With monies allocated through the Provost and the UF budgeting process, the library materials budget determined by the Dean of Libraries in consultation with the Associate Dean for Scholarly Resources & Research Services and subject specialist librarians. The subject specialist solicits input from faculty to determine acquisition priorities for the year. Standing subscriptions to journal literature and databases make up the majority of purchasing.

All faculty may use the library's course reserves system to place print materials on reserve for class use, as well as to provide easily accessible links to electronic resources. Researchers at all levels use databases containing scholarly journals and reference materials.

Librarians are available to consult with and provide research instruction to students enrolled in sustainability courses. To support their work on projects, reports, and theses, the librarians can introduce classes to scholarly sources and research –based services. They also consult individually with graduate students to plan literature reviews, to offer targeted advice on resource

selection and to provide individualized instruction for using the research collections, including databases and other electronic source material. Program faculty may request specialized research instruction related to courses and specific assignments.

Online research guides for all UF disciplines and many specific topics are available from the library website <http://library.ufl.edu>. Many online tutorials for specific databases are also available. Additionally, the UF Libraries hosts workshops, lectures and events throughout the year.

B. Describe additional library resources that are needed to implement and/or sustain the program through Year 5. Include projected costs of additional library resources in Table 3-Appendix A. Please include the signature of the Library Director in Appendix B.

No additional resources beyond normal growth in holdings already in place to support current programs are necessary in order to implement or sustain this program through year 5.

C. Describe classroom, teaching laboratory, research laboratory, office, and other types of space that are necessary and currently available to implement the proposed program through Year 5.

The classes will be in existing 11 shared classrooms. The classroom for the 6 credit hours is 600 square feet, is laid out for teamwork and collaboration. It has 4 stations, each station has a square table with data and power, 6 chairs, 2 LCD monitors. In addition, this room has 4 projectors. It is an ideal space for teamwork.

There are 25 faculty offices, 1 staff office, and the first floor of the Architecture building was renovated in summer of 2018 for graduate students' use. The new space is an open floor plan with desks with data and power, chairs; it has plenty of natural light, a large conference room, a study room, and a kitchenette.

No additional space needed to implement the program through Year 5.

D. Describe additional classroom, teaching laboratory, research laboratory, office, and other space needed to implement and/or maintain the proposed program through Year 5. Include any projected Instruction and Research (I&R) costs of additional space in Table 3-Appendix A. Do not include costs for new construction because that information should be provided in response to X (E) below.

No additional classroom or spaces will be needed for the first five years, after launching the program.

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. Table 3-Appendix A includes only Instruction and Research (I&R) costs. If non-I&R costs, such as indirect costs affecting libraries and student services, are expected to increase as a result of the program, describe and estimate those expenses in narrative form below. It is expected that high enrollment programs in particular would necessitate increased costs in non-I&R activities.

No new capital expenditure for instructional or research space is required.

F. Describe specialized equipment that is currently available to implement the proposed program through Year 5. Focus primarily on instructional and research requirements.

The classrooms are equipped with standard AV components including computer, projector, white board, and workstations for integrated team and collaborative work.

G. Describe additional specialized equipment that will be needed to implement and/or sustain the proposed program through Year 5. Include projected costs of additional equipment in Table 3-Appendix A.

No additional specialized equipment is needed through year 5.

H. Describe any additional special categories of resources needed to implement the program through Year 5 (access to proprietary research facilities, specialized services, extended travel, etc.). Include projected costs of special resources in Table 3-Appendix A.

No additional resources are needed.

I. Describe fellowships, scholarships, and graduate assistantships to be allocated to the proposed program through Year 5. Include the projected costs in Table 3-Appendix A.

No fellowships or graduate assistantships will be allocated initially, but this will be reviewed at each annual review for possible future allocations.

J. Describe currently available sites for internship and practicum experiences, if appropriate to the program. Describe plans to seek additional sites in Years 1 through 5.

Practicum experience will be available internally and externally to M.I.S.D. students. Internally, University's Planning, Design, and Construction office has been a partner with our program and students work on projects on campus to gain practical experience. In addition, University Athletic Association and Shands Health Care have been a long-time partner where our students gain invaluable experience on real life projects. These organizations offer an ongoing resource for M.I.S.D. projects and practicum experiences.

Externally, our continued collaboration and partnership with the City of Gainesville, Alachua County, Alachua School Board, and Gainesville Chamber of Commerce will be another ongoing source for ongoing and emerging projects and experiences.

Our GBLC, industry board of global leaders in sustainability is in supportive of this program, and they are located around state of Florida and in Atlanta. The board agreed to assist in locating /proposing projects in their area for practicum and co-mentor students for the final project/practicum.

Board member companies appear eager to hire M.I.S.D. graduates and in the past have been consistently recruiting our undergraduate students and SBE graduates for internships and entry-level employment. For example, Siemens recruits SBE students, and they expressed a high demand for master's level graduates. In fall of 2019, the GBLC board voted to develop an internship and job placement portal to populate with our students' resumes and list of companies who are interested in recruiting our graduates for internships and job placement. The portal is scheduled to be launched by end of spring 2021. This portal will be expanded to serve the M.I.S.D. students too.

In addition, we plan on expanding the reach to other national sustainability organizations through our connections and service on state boards with members from private and public sectors. One excellent connection for networking and job placement is the U.S. Green Building Council's Emerging Market Leaders Organization in Florida.

Notably, we have cultivated a strong and dedicated SBE alumni base, of nearly 200 active SBE alumni and friends of the program. This SBE network has been instrumental for informal mentoring, locating internship, and entry-level positions. Again, the plan is to expand this base to support and cultivate M.I.S.D. program.

APPENDIX A
TABLE 1-B
PROJECTED HEADCOUNT FROM POTENTIAL SOURCES
(Graduate Degree Program)

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	1	0.75	2	1.5	2	1.5	3	2.25	5	3.75
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	2	1.5	3	2.25	5	3.75	6	4.5	5	3.75
Individuals who graduated from preceding degree programs at other Florida public universities	1	0.75	1	0.75	2	1.5	3	2.25	4	3
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	1	0.75	2	1.5	3	2.25	4	3
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	0	0	1	0.75	1	0.75	2	1.5	3	2.25
Additional foreign residents***	2	1.5	2	1.5	3	2.25	4	3	3	2.25
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
Totals	6	4.5	10	7.5	15	11.25	21	15.75	24	18

* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

** If numbers appear in this category, they should go DOWN in later years.

*** Do not include individuals counted in any PRIOR category in a given COLUMN.

APPENDIX A

**Table 2
Anticipated Faculty Participation**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Specialty	Rank	Contract Status	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
B	New Hire, MS Geodesign	Lecturer	Non Tenure	Fall 2022	12	1.00	0.25	0.25	12	1.00	0.25	0.25
A	Katherine Deliz Quinonez, PhD Engineering	Asst Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
B	New Hire, PhD Systems	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Nawari Nawari, PhD Architecture & Modeling BIM	Associate Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Jeffrey Carney, MS Resilient Urbanism	Associate Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Vandana Baweja, PhD Architecture & Sustainability	Associate Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Ryan Sharston, PhD Environmental Tehnology	Assistant Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Ravi Srinivasan, PhD Building Technology	Associate Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Fazil Najafi, PhD Engineering public work	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Abhinav Alakshendra, PhD Development Economics	Assistant Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Michael Volk, MS Landscape Architecture	Assistant Professor	Non Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Tim Townsend, PhD Engineering, Waste Management	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Sivaramakrishnan Srinivasan, PhD Engineering, Transportation	Assistant Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Chris Silver, PhD international planning	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Ruth L. Steiner, PhD City & Regional Planning	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08

APPENDIX A

Table 2

Anticipated Faculty Participation

A	Kristin Larsen, PhD Planning	Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Kathryn Frank, PhD Environmental Planning	Associate Professor	Tenure	Fall 2022	9	0.75	0.10	0.08	9	0.75	0.10	0.08
A	Bahar Armaghani, MS Green Buildings	Lecturer	Non Tenure	Spring 2022	12	1.00	0.25	0.25	12	1.00	0.25	0.25
Total Person-Years (PY)								1.70				1.70

Faculty Code	Code Description	Source of Funding	PY Workload by Budget Classification	
			Year 1	Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	1.35	1.35
B	New faculty to be hired on a vacant line	Current Education & General Revenue	0.35	0.35
C	New faculty to be hired on a new line	New Education & General Revenue	0.00	0.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	0.00	0.00
E	New faculty to be hired on contracts/grants	Contracts/Grants	0.00	0.00
F	Existing faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
G	New faculty on endowed lines	Philanthropy & Endowments	0.00	0.00
H	Existing or New Faculty teaching outside of regular/tenure-track line course load	Enterprise Auxiliary Funds	0.00	0.00
Overall Totals for			1.70	1.70

APPENDIX A
TABLE 3
PROJECTED COSTS AND FUNDING SOURCES

Budget Line Item	Reallocated Base* (E&G) Year 1	Enrollment Growth (E&G) Year 1	New Recurring (E&G) Year 1	New Non-Recurring (E&G) Year 1	Contracts & Grants (C&G) Year 1	Philanthropy/Endowments Year 1	Enterprise Auxiliary Funds Year 1	Subtotal Year 1	Continuing Base** (E&G) Year 5	New Enrollment Growth (E&G) Year 5	Other*** (E&G) Year 5	Contracts & Grants (C&G) Year 5	Philanthropy/Endowments Year 5	Enterprise Auxiliary Funds Year 5	Subtotal Year 5
Faculty Salaries and Benefits	22,360	0	0	0	0	0	0	\$22,360	25,360	0	0	0	0	0	\$25,360
A & P Salaries and Benefits	15,015	0	0	0	0	0	0	\$15,015	25,953	0	0	0	0	0	\$25,953
USPS Salaries and Benefits	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Other Personal Services	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Assistantships & Fellowships	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Library	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Expenses	10,000	0	0	0	0	0	0	\$10,000	20,000	0	0	0	0	0	\$20,000
Operating Capital Outlay	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Special Categories	0	0	0	0	0	0	0	\$0	0	0	0	0	0	0	\$0
Total Costs	\$47,375	\$0	\$0	\$0	\$0	\$0	\$0	\$47,375	\$71,313	\$0	\$0	\$0	\$0	\$0	\$71,313

*Identify reallocation sources in Table 4.

**Includes recurring E&G funded costs ("reallocated base," "enrollment growth," and "new recurring") from Years 1-4 that continue into Year 5.

***Identify if non-recurring.

Faculty and Staff Summary

Total Positions	Year 1	Year 5
Faculty (person-years)	1.70	1.70
A & P (FTE)	0.2	0.2
USPS (FTE)	0	0

Calculated Cost per Student FTE

	Year 1	Year 5
Total E&G Funding	\$47,375	\$71,313
Annual Student FTE	4.5	18
E&G Cost per FTE	\$10,528	\$3,962

APPENDIX A
TABLE 3
PROJECTED COSTS AND FUNDING SOURCES

Table 3 Column Explanations		
Reallocated Base* (E&G)	1	E&G funds that are already available in the university's budget and will be reallocated to support the new program. Please include these funds in the Table 4 – Anticipated reallocation of E&G funds and indicate their source.
Enrollment Growth (E&G)	2	Additional E&G funds allocated from the tuition and fees trust fund contingent on enrollment increases.
New Recurring (E&G)	3	Recurring funds appropriated by the Legislature to support implementation of the program.
New Non-Recurring (E&G)	4	Non-recurring funds appropriated by the Legislature to support implementation of the program. Please provide an explanation of the source of these funds in the budget section (section III. A.) of the proposal. These funds can include initial investments, such as infrastructure.
Contracts & Grants (C&G)	5	Contracts and grants funding available for the program.
Philanthropy Endowments	6	Funds provided through the foundation or other Direct Support Organizations (DSO) to support the program.
Enterprise Auxiliary Funds	7	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.
Continuing Base** (E&G)	9	Includes the sum of columns 1, 2, and 3 over time.
New Enrollment Growth (E&G)	10	See explanation provided for column 2.
Other*** (E&G)	11	These are specific funds provided by the Legislature to support implementation of the program.
Contracts & Grants (C&G)	12	See explanation provided for column 5.
Philanthropy Endowments	13	See explanation provided for column 6.
Enterprise Auxiliary Funds	14	Use this column for continuing education or market rate programs and provide a rationale in section III.B. in support of the selected tuition model.

APPENDIX A

TABLE 4

ANTICIPATED REALLOCATION OF EDUCATION GENERAL FUNDS*

Program and/or E&G account from which current funds will be reallocated during Year 1	Base before reallocation	Amount to be reallocated	Base after reallocation
15010100 - 107 faculty position for teaching	1,179,429	22,360	\$1,157,069
15010100 - 101 staff position for program oversight	75,073	15,015	\$60,058
15010100 - 175 Expenses	345,000	10,000	\$335,000
Totals	\$1,599,502	\$47,375	\$1,552,127

* If not reallocating E&G funds, please submit a zeroed Table 4


APPENDIX B

APPENDIX B

Please include the signature of the Equal Opportunity Officer and the Library Director.



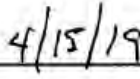
Signature of Equal Opportunity Officer



Date



Signature of Library Director



Date

This appendix was created to facilitate the collection of signatures in support of the proposal. Signatures in this section illustrate that the Equal Opportunity Officer has reviewed section II.E of the proposal and the Library Director has reviewed sections X.A and X.B.

APPENDIX C
Correspondent with Related SUS Master's Programs

Support for M.I.S.D. program from
Master of Science in Architectural Studies concentration in Sustainable Design (MSAS SD), UF



College of Design, Construction and Planning
School of Architecture

231 Architecture Building
PO Box 115702
Gainesville, FL 32611-5702
352-392-0205

March 17, 2020

Bahar Armaghani, LEED Fellow
Director, Sustainability and the Built Environment, and Lecturer
Director, UF Green Building Learning Collaborative
Sustainability and the Built Environment
College of Design, Construction and Planning
PO Box 115701
Gainesville, FL 32611-5701

Re: Master of Integrated Sustainable Development

Dear Bahar,

I am writing to indicate our support of the Master of Integrated Sustainable Development (MISD) degree program.

While similar to our Master of Science in Architectural Studies concentration in Sustainable Design (MSAS SD), we do not anticipate it will have any impact on the program and will likely develop synergies that will benefit both degree programs.

Sincerely,

A handwritten signature in black ink that reads 'Frank M. Bosworth'.

Frank M. Bosworth, PhD, AIA, Professor of Practice
Interim Director

Support for M.I.S.D. program from Patel College of Global Sustainability, USF



Mon 3/16/2020 9:50 AM

Parayil, Govindan <gparayil@usf.edu>

Re: UF New degree program

To: Armaghani, Bahar A

Cc: Barrett, Lynnette

Green Category

Greeks

You replied to this message on 3/16/2020 11:11 AM.

Good morning Bahar:

Based on the conversation we had last Friday regarding UF's proposed Masters in Integrated Sustainable Development (MSID), we at the Patel College of Global Sustainability have no objection to the proposed degree program. I believe the focus of MSID would be different from the various concentrations in Global Sustainability at the University of South Florida.

Best wishes,

Govindan Parayil, PhD

Dean and Professor, Patel College of Global Sustainability

University of South Florida

4202 E. Fowler Avenue, CGS 101

Tampa, FL 33620-8100, USA

Tel: 813-974-9694

E-mail: gparayil@usf.edu

www.usf.edu/pcgs/

Support for M.I.S.D. program from Master of Sustainable Development Practice Program (MDP), UF

From: Galloway, Glenn <GGalloway@latam.ufl.edu>

Sent: Monday, March 16, 2020 11:18 AM

To: Armaghani, Bahar A <barmagh@ufl.edu>

Cc: Noss, Andrew <anoss@ufl.edu>

Subject: MISD program application

Dear Bahar,

We are excited to read that you are completing the application for your MISD program. As we discussed in our meeting, we recognize that the MISD will be an important offering in UF that will complement the Master of Sustainable Development Practice (MDP) program. I look forward to exploring opportunities to create spaces in which MISD and MDP students can interact and learn from each other.

I wish you much success with your application. Please keep us abreast of your progress.

Sincerely,

Glenn

Glenn Galloway, PhD

Director, Master of Sustainable Development Practice Program (MDP)

Center for Latin American Studies\Center for African Studies

University of Florida

Gainesville, FL 32611-5530

Tel: (352) 392-3292



APPENDIX D

Abbreviated Curriculum Vitae of Participating Faculty

Alakshendra Abhinav, Ph.D.

Alakshendra is Assistant Professor and Director, Center for international Design and Planning. He has a PhD in Economics from Kansas State University and MA in Economics, Gokhale Institute of Politics and Economics, India. His research interests are Development Economics, Housing Policy, Transportation, Urban, and Regional Economics.

Armaghani Bahar, LEED^{AP} Fellow

Director, Sustainability and the Built Environment, and Lecturer
Director, UF Green Building Learning Collaborative

Bahar Armaghani is the Director of the Sustainability and the Built Environment (SBE) Program and Lecturer in the College of Design, Construction and Planning (DCP) at University of Florida (UF). She is also the Director of UF Green Building Learning Collaborative (GBLC). In addition to managing both programs, she teaches courses related to energy, greening the build environment, and Leadership. Since 2014 she established and teaches LEED Lab at University of Florida bridging the gap between education and operation arms of the university utilizing university as a laboratory for hands-on learning. This course focuses on teaching future consumers and conservers the skills needed in the green building industry. LEED Lab class worked on a campus building earned LEED V4.1 EB: O+M Gold certification. This is the first certified building by students in Florida and the eleventh in that States.

Bahar established UF's Green Building Program, Leadership in Energy and Environmental Design (LEED) and served as director for thirteen years. Since 2003, she managed and administered over 135 LEED BD+C, ID+C, Schools, Retail, and Homes Projects at UF and outside including 13 LEED Platinum certified buildings and first platinum project in the state of Florida. Under her leadership, UF has always been one of the leading universities in building green. Her role in administering university's LEED projects saved the university over \$6 million since the LEED program establishment. Bahar served as an Assistant Director and major Project Manager at University of Florida's Planning, Design and Construction Division for over a decade completing over 35 projects with a total budget of \$350 million.

Bahar. She has been active with U.S. Green Building Council (USGBC) locally, nationally and internationally. She is USGBC Faculty since 2007. In 2005, she established USGBC Heart of Florida Chapter and served as president for four years. She served on the board of directors for USGBC Central Florida chapter and USGBC Florida and the Caribbean Region. Currently, she is serving on the board of directors for USGBC Florida Chapter and on the ACG Certification Council.

She has been heavily involved with USGBC nationally since 2003. She is one of the first three LEED Fellows in the State of Florida. international advisor, and introduced green buildings and LEED rating system to the public and private sectors in Jordan, Republic of Georgia, and Iraq (Kurdistan). She has delivered green building design, construction, and operation workshops in Dubai, Abu Dhabi, Sweden, and Singapore. She played a leading role in establishing the Jordan Green Building Council. Most recently, she established Kurdistan Green Building Interest group. She presents in the U.S. and internationally.

She is University of Florida graduate earned a M.S. in Civil Engineering and B.S. in Environmental Engineering.

Baweja Vandana, Ph.D.

Vandana Baweja is an associate professor in the School of Architecture and the Bachelor of Science in Sustainability and the Built Environment Program in the College of Design, Construction and Planning at the University of Florida. She received a PhD in history and theory of architecture at the University of Michigan in 2008 working with Robert Fishman. She trained as architect in New Delhi, India and got a master in history and theory of architecture at the Architectural Association (AA) School of Architecture in London. She is the book reviews editor for Arris: The Journal of the Southeast Chapter of the Society of Architectural Historians. Vandana's areas of research are global histories of Tropical Architecture and Sustainable Architecture, and global paradigms of architecture and urbanism as represented through film and photography.

Carney Jeffrey, Ph.D.

Jeffrey Carney, AIA, AICP is an architect and urban designer working at the interface of urbanism, infrastructure, and dynamic coastal ecosystems. In the fall of 2018, Jeff joined the University of Florida, School of Architecture as Associate Professor and as Associate Director of the Florida Institute for Built Environment Resilience (FIBER). He was until recently the director of the LSU Coastal Sustainability Studio, a center dedicated to trans-disciplinary design research in the Lower Mississippi River Delta. While leading the CSS Jeff co-directed his team's award-winning submission for the Changing Course competition called "The Giving Delta." He led the development of the Louisiana Resiliency Assistance Program (LRAP) that continues to assist communities throughout Louisiana to build resilience and adaptive capacity. Jeff was PI on the project "Inland from the Coast", a three-year grant supported by the Gulf Research Program of the National Academies of Sciences, Engineering, and Medicine and the Robert Wood Johnson Foundation. The project studies the effects of inland flooding on community wellbeing in greater Baton Rouge, Louisiana.

During Jeff's time as director the CSS raised over \$7M through grants and contracts with the Kresge Foundation, EPA, NEA, HUD, FEMA, Gulf Restoration Program, the Louisiana Coastal Protection and Restoration Authority, and others. Jeff's work with the CSS exhibited at the Venice Biennale, was awarded a collaborative practice award by the American Collegiate Schools of Architecture, and recognized through awards from the American Planning Association as well as the American Institute of Architects. Jeff received his BA from Washington University in St. Louis and master's degrees in both architecture and city and regional planning from the University of California, Berkeley where he received the Branner Fellowship to study urbanism in locations around the world.

Deliz Katherine. Ph.D.

Professor Deliz earned her BS and MS in Biology at the University of Puerto Rico and her PhD in Environmental Engineering Sciences at University of Florida. She started her academic career at UF in fall of 2017, after working four years in Environmental Consulting, as Project and OQA Manager. Her research in environmental biotechnology focuses on fate, transportation & remediation of pollutants and pathogens. Additional research interests include resilience, sustainability and public health.

<https://www.essie.ufl.edu/people/name/katherine-deliz-quinones/>

Frank Kathryn, Ph.D.

Dr. Frank's research focuses on interdisciplinary and collaborative planning practices to improve regional resilience and global sustainability. She has been the principal investigator for \$1 million in funded research projects concerning coastal adaptation to sea level rise, which have combined the physical, social, and policy sciences. Her interests have also led to studies of rural planning and environmental management and restoration. She currently teaches courses in environmental land use planning, planning administration and ethics, and sustainability and the built environment.

Larsen Kristin, Ph.D.

Director, University of Florida, School of Landscape Architecture and Planning 7/18 – Professor, University of Florida, Department of Urban and Regional Planning. As Director of the School of Landscape Architecture and Planning (SLA&P), I secured faculty support for significantly increased collaboration between the two departments that comprise SLA&P, worked with faculty to revise the SLA&P By-Laws to reflect this collaboration, and refined and edited a proposed interdisciplinary graduate degree (approved through the Board of Trustees, but denied by the Board of Governors). Also, I introduced and taught a new interdisciplinary course featuring innovative collaborative work within the professions, developed a faculty mentoring program, established common research themes through a participatory engagement process among SLA&P faculty, and developed a successful speaker series. At certain points, I have also functioned in two other administrative positions while holding down the position of Director, most notably as Chair of the Department of Urban and Regional Planning (from January 2016 to the present and from May 2013 through December 2013). As Program Director of our MURP Online Degree Program (from establishment of the program in July 2011 through early January 2015). In June 2016, I participated in a nationally recognized 2-week training for women leaders in higher education with Higher Education Resource Services (HERS).

Najafi Fazil, Ph.D.

EDUCATION PhD, Civil Engineering, (Transportation), Virginia Polytechnic Institute & State University (1977) MS, Civil Engineering, Virginia Polytechnic Institute & State University (1972) BS, Architectural

Engineering, Virginia Polytechnic Institute & State University (1970) BS, Civil Engineering. See link to CV <https://www.essie.ufl.edu/~fnaja/CV.pdf>

Nawari Nawari, Ph.D., P.E., M.ASCE

Dr. Nawari () has more than twenty years of experience in design, teaching and research specializing in Building Structures and Building Information Modeling. Currently, he is an associate professor and teaches graduate and undergraduate Architectural Structures, Structural Modeling and Building Information Modeling courses at the University of Florida. He has written and co-authored over **70** publications and **3** books. He is an active member of the US National Building Information Modeling Standard Committee (NBIMS), BIM committee of the Structural Engineering Institute (SEI) and co-chair the subcommittee on BIM in education and many other professional and technical societies. He is a board-certified professional engineer in the state of Florida and Ohio with significant design and built experience.

Dr. Nawari received a 2014-2015 Fulbright U.S. Scholar grant for teaching and research in Kuwait. He conducted research and taught in Kuwait for ten months during fall 2014 and spring 2015.

Sharston Ryan. Ph.D.

Dr. Ryan Sharston is an architect and a civil and environmental engineer. For nearly two decades, he has taught, researched and practiced sustainable design and construction and environmental technologies in various academic and industrial settings.

His research focuses on computational building modeling, building performance evaluation, indoor environmental quality and occupants' health and well-being. He has taught architectural design studios and building and environmental technologies at the University of Michigan and University of Illinois, Urbana-Champaign.

In his professional practice, he has served as lead engineer and construction manager for numerous projects, with a particular focus on technologically advanced and integrated designs and constructions.

Silver Chris, Ph.D., FAICP

Dr, Silver is a professor and former Dean of University of Florida's College of Design, Construction and Planning. He came to University of Florida in fall of 2006 from University of Illinois at Urban-Champaign where he was professor and head of Department of Urban and Regional Planning for eight years. Prior to that Dr. Silver served for three years as urban development advisor to Indonesia under U.S. Agency for International Development project. He also has held academic appointments at Virginia Commonwealth. His international experience in Indonesia began in 1989 with a Fulbright Senior Lecturer at the University of Indonesia, and in 1992 and 2004 at the Institute of Technology Bandung. He holds a Bachelor degree from St. Lawrence University, a Masters and PhD, in history from University of North Carolina, Chapel Hill, and a Master of urban development and decentralization in the country, as well as developing and implementing faculty and students exchange programs. Dr. Silver's scholarship includes \$2 million in funded research projects, including several large capacity building university linkage in Indonesia.

Srinivasan Ravi, Ph.D.

Dr. Srinivasan is Associate Professor at Rinker School. He developed new courses related to low and net zero energy buildings in both undergraduate and graduate programs. Conducted advanced research using computational simulation related to building energy and sustainability. Published research work in reputed journals and conference proceedings; and presented in conferences held worldwide.

Key Achievements:

Instrumental in developing Dynamic-SIM platform, a robust, cloud-based platform to model, simulate, and visualize sustainability performance of buildings and campus, to produce auditable reports and sustainable strategies. Published over 75 technical articles in scientific journals, conference proceedings, etc. Published books, "Srinivasan, R.S., Moe, K. The Hierarchy of Energy in Architecture: Energy Analysis, PocketArchitecture: Technical Design Series, London: Routledge, 2015" and "Song, H., Srinivasan, R.S., Sookoor, T., Jeschke S. (Eds.) Smart Cities: Foundations, Principles and Applications. John Wiley & Sons Inc., 2017." For publication list & citations, refer ResearchGate and Google Scholar in <http://built-ecologist.com>

Instrumental in developing online building energy modeling courses for construction management and mechanical and aerospace engineering undergraduate and graduate students.

Co-organized iiSBE Net Zero Built Environment Symposium; over 90 authors contributed. Coordinated Tracks and Sessions in Winter Simulation Conferences (2011-12; 2014-15); chaired Sessions in Building

Simulation Conference.

Named as #1 review of Building and Environment Journal and Certificate of Excellence award. Won awards including teaching excellence, best paper (runner-up), and opportunity seed fund awards. Invited Reviewer at Harvard University Graduate School of Design Colloquium, University of Pennsylvania, and IIT-Madras.

Srinivasan Sivaramakrishnan (Siva). Ph.D.

Dr. Srinivasan is an Associate Professor in Dept. of Civil and Coastal Engineering with an affiliate appointment in the Department of Urban and Regional Planning at University of Florida. His research interests include Transportation Safety, Time Use and Travel Behavior Analysis, Transportation Demand Forecasting and Planning, Impact of Technology, and Transportation and Health.

Dr. Srinivasan has over 30 articles published in major peer-reviewed journals in addition to several research reports and publications in conference proceedings. His work been cited quite extensively (Google Scholar h-index of 171). He has been the lead PI or Co-PI on several research projects with a total budget of over \$2million. Several of his projects funded by the Florida Department of Transportation. He is also a lead researcher and founding member of the Transportation Safety Center housed at UFTI established by FDOT to assist a small and rural communities address transportation safety problems.

Steiner Ruth, Ph.D.

Ph.D. City and Regional Planning University of California at Berkeley, 1996 Fields: Infrastructure with a Focus on Urban Transportation Planning; Energy and Resources; Planning Theory Dissertation: Traditional Neighborhood Shopping Districts: Patterns of Use and Modes of Access.

Interests and Background research; Transportation policy and planning, land use and transportation interactions, school siting and children's travel, design and aging, multimodal transportation planning, growth management, redevelopment of old industrial sites, transportation concurrency, pedestrian and bicycle planning and design, health and the built environment, travel demand management, research methods, health impact assessment, environmental impact assessment, energy and resources planning, and use of computers in planning organizations.

Teaching: Graduate courses, Transportation Planning and Policy (both on-line and face-to-face); Transportation and Land Use Coordination; Planning Research Design (both on-line and face-to-face); Health and the Built Environment; Research Design for Sustainability (hybrid course); Ecological Issues in Sustainability; Environmental Land Use Planning and Management; Land Development Planning; Urban Planning Project; Survey and Research Design; Doctoral Research Seminar; History and Theory of Planning; and Growth Management Seminar; and lectures in College-wide course on Natural Hazards. Undergraduate courses taught: Introduction to Urban Planning and Development (seminar in honors program); Preview to Urban and Regional Planning; Environmental Analysis (as teaching assistant). I have also taught computer technical training course while employed as a computer systems analyst.

Townsend Tim. Ph.D.

Environmental engineer Tim Townsend is helping to design the next generation of landfills.

Townsend is managing several massive outdoor experiments designed to test a new approach that could significantly extend the lifespan of the nation's overburdened landfills and reduce their potential for pollution.

Since 2003, a 13-acre garbage mound at the New River Regional Landfill in North Florida has been operating as a huge "bioreactor." By pumping liquid into the garbage, researchers are promoting a decay process that closely monitored with an elaborate and extensive array of sensors and computer equipment. The experiment aims to speed up the breakdown of the garbage dramatically, creating space for more waste and reducing the threat of contamination of groundwater.

Today's standard practice is to place garbage in landfills isolated from the ground by heavy-duty plastic liners. These liners intended to intercept toxic leachate – the liquid that develops as rain percolates through the waste – from reaching groundwater. When a section of the landfill is full, workers bury the garbage in dirt to impede vermin and odors. Cut off from air and a consistent source of water that soaks all the waste, the garbage often remains preserved for decades – even centuries. By the time the garbage finally decays, the liner may no longer hold, allowing leachate to reach and affect groundwater, says Townsend, an associate professor of environmental engineering.

By infusing the trash with leachate, water and air, the bioreactor will spur proliferation of the natural bacteria that breaks down garbage, forcing it to decompose in the first few years when the liner is in the best condition, Townsend says.

Another big issue with current landfill technology is that until it decays, garbage remains bulky, filling space that otherwise be used for more waste, Townsend says. That is important because new landfills are notoriously difficult to build because of opposition from residents.

By breaking down garbage quickly, the bioreactor landfill could reduce the volume of waste in landfills significantly, making room for more.

Volk Michael Ives, M.S.

Michael Ives Volk, PLA Center for Landscape Conservation Planning Department of Landscape Architecture, School of Landscape Architecture and Planning, University of Florida.

EDUCATION 2005-2008 University of Florida: Masters of Landscape Architecture Degree Certificate in Historic Preservation. Master Thesis: Strategies for Adaptation to Sea Level Rise in Florida 2007 University of Florida Preservation Institute, Mt Lebanon Shaker Village 2006 University of Florida Paris Research Center, Paris France 2003-2005 Taliesin, Frank Lloyd Wright School of Architecture: Bachelor of Architectural Studies Degree, 2000-2001 Palm Beach Community College: Associate of Arts Degree, 1996-2000 A.W. Dreyfoos School of the Arts High School.

APPENDIX E

Courses' Objectives Aligned with STEM

The skills and problem-solving strategies necessary for sustainability professionals to support decision-making within coursework for M.I.S.D. are deeply aligned with the science, technology, engineering, and mathematics disciplines framed by the "STEM" approach to education. M.I.S.D. program organizes course modules, content, and student learning objectives around the monitoring, measuring, modeling, and managing of the complex adaptive social-ecological systems critical to more sustainability and resiliency.

Below examples of few course goals and objectives.

DCP 6xxx, Integrated Sustainable Development Studio **Course Goals & Objectives**

The goal of this course is to provide students with experiences in project management, design, analysis, and problem solving. Upon completion of this course, students should be able to:

- Demonstrate the ability to identify, analyze and solve complex built environment problems.
 - Assessment: Group projects appropriately respond to project briefs, and are clear, focused, expressive and communicative solutions to the stated problems.
- Develop iterative and diverse processes for problem solving.
 - Assessment:
- Demonstrate mastery of BIM, mapping, diagramming, and/or computer-energy modeling techniques and concepts in sustainable development and design.
 - Assessment: Final projects and portfolios that evidence correct impact assessment, analytics, materials, adherence to project parameters and implementation strategies.
- Demonstrate an understanding of the performance and function of structures and environmental/social communities and of the history and current state of the challenge.
 - Assessment: Projects, papers and presentations that appropriately reference historical trends and local knowledge.
- Demonstrate the ability to identify, analyze and solve design and development problems facing built and natural environment stakeholders.
 - Assessment: Projects appropriately respond to project briefs, and are clear, focused, expressive and communicative solutions to the stated problem.
- Demonstrate an understanding of the cultural and societal connections linking development and design trends and processes as well as a knowledge of business practices and of the marketplace.
 - Assessment: Projects and portfolio solutions that are culturally- and audience appropriate for the problem as posed by the project statement.
- Demonstrate proficiency in presenting their own work as well as discussing and constructively analyzing the work of others.
 - Assessment: Active participation in class analyzes, clear, thoughtful presentation of student's own projects, ability to give, accept and incorporate feedback.
- Develop the professional skills necessary for collaboration, workload distribution, and decision-making under uncertainty within individual and team settings.
 - Assessment: Student evaluation of their group's dynamics, including a self-evaluation, and the contributions of their teammates. Assessment of the process, not just the product.
- Demonstrate the capacity to undertake return on investment analysis of sustainable development projects for the built environment.
 - Assessment: Return on investment analysis included in final project is sound and evaluated by course instructor and outside evaluators.

DCP 6xxx, Economic of Sustainability in the Built Environment **Learning Objectives:**

The class aims to increase your capacity to work through sustainability problems and crises and ground solutions in economic thinking that supports improved capacity of an organization or geography. You will be asked to demonstrate ways to think practically and strategically about that clearly demonstrates how to use a sustainability framework in tandem with an economic way of thinking in resolving sustainability problems.

- Illustrate the sustainability challenge and imperative within an economic, well-being/equity and resource systems thinking context
- Distinguish the related analytical and paradigmatic weaknesses of conventional sustainability business and built environment practice
- Summarize the policy and economic implications of business practice to satisfy the needs of the interdependent economic, social, and ecological relationships.
- Describe the analytical and policy implications raised by the fundamental sustainability questions of economic growth, population, consumption, technology, and valuing nature.
- Apply ecological economic and sustainability tools and concepts to a selected issue or topic, through a structured problem-solving and analytical process, and communicate the results in a written form.
- Develop an understanding of the relationship between economic efficiency, equity and sustainability.
- The calculation of various sustainability metrics and indicators
- Exposure to management strategies and programs of selected firms that promote sustainability
- Understand the importance of marketing, internal and external communication, accountability, and transparency in a sustainability management system

BCN 6585, Sustainable Construction

Learning Objectives:

- Various definitions of Sustainable Development and Sustainable Construction.
- “Strong” versus “Weak” Sustainability.
- Sustainable Development relative to the interconnection of ecological, economic, and social conditions.
- Sustainable Construction as the implementation of Sustainable Development in the economic sector known as the Built Environment.
- General current thinking about Sustainable Development and Sustainable Construction.
- Worldwide efforts in Sustainable Development and Sustainable Construction.
- International organizations involved in Sustainable Development and Sustainable Construction.
- Agenda 21, the Brundtland Commission, the President’s Council on Sustainable Development.
- The concept of high-performance green buildings
- The assumptions of present economic thinking that does not consider the environment.
- The evolving field of Ecological Economics.
- Alternatives to GNP and GDP as measures of economic performance.
- Full Cost Accounting, which factors in impacts on natural systems.
- The application of Life Cycle Costing to Built Environment decision-making.
- Proposed approaches or frameworks for achieving sustainability.
- Concepts of measuring progress based on environmental issues (EcoMetrics) and the efficient use of natural systems functions (EcoEfficiency).

APPENDIX F
Green Building Learning Collaborative (GBLC) Board Members



Advisory Board Members, Fall 2020

Butler Nathan R. FAIA, LEED ^{AP}
Associate Principal & Senior Vice President
HKS
Orlando, FL
nbutler@hksinc.com
<https://www.hksinc.com/>

Chronic Robert G., PE, CCP, LEED ^{AP}
Training Specialist
Eaton Corporation
Gainesville, FL
RobertGChronic@Eaton.com
<https://www.eaton.com/us/en-us/company/about-us.html>

Colli Marissa
Account Executive
Patcraft
Orlando, FL
marissa.colli@patcraft.com
<https://www.patcraft.com/html/home>

Conley Jeffery
Managing Principal
SEQUIL Systems Inc.
Miami, FL
jconley@sequil.com
<http://www.sequil.com/about>

Cook Darin
CEO
Infinite Energy
Gainesville, FL
Darin@InfiniteEnergy.com
<https://www.infiniteenergy.com/>

Craddock Marc, CEM, LEED Green Associate
Siemens Industry, Inc.
Building Technologies Division
Orlando, FL
marc.craddock@siemens.com
<https://new.siemens.com/us/en/company/about.html>

Dragon Randall C., LEED ^{AP BD +C}

Partner | The Dragon Group

Atlanta, GA

rdragon@thedragongrp.com

<https://thedragongrp.com/>

Hess Michael, PE, LEED Fellow
Director of Future Ready, Smart City

City of Orlando

michael.hess@cityoforlando.net

<https://www.orlando.gov/Home>

Barry Jacobson, PhD, PE

President

Solar Impact, Inc.

Gainesville, FL

barry@solarimpact.com

<https://www.solarimpact.com/service/commercial>

Moore Steve, **Co-Chair**

Siemens Industry, Inc.

Jacksonville, FL

steven.a.moore@siemens.com

<https://new.siemens.com/us/en/company/about.html>

Olden Christopher, CSI, CDT, **Secretary**

Architectural Account Executive

The Sherwin-Williams Company

Orlando, FL

Chris.m.olden@sherwin.com

<https://www.sherwin-williams.com/>

John ChyZ, PE, GGA, LEED AP, WELL AP

Sustainability & Wellness Strategy, AEI | Affiliated Engineers, INC.

Affiliated Engineers, Inc.

Gainesville, FL

Jchyz@aeieng.com

<https://aeieng.com/>

Shahriari Paul

CEO / Founder

Ecomedes

Miami, FL

paul@ecomedes.com

<https://www.ecomedes.com/>

Stone Alexa, LEED AP, SFP

President

ecoPreserve - Building Sustainability

Orlando, FL

alexa@ecopreserve.net

<https://ecopreserve.net/>

Wallace Lauren, LEED ^{AP} BD+C, WELL ^{AP}

Principal

Director of Certifications and Consulting

Epsten Group, Inc.

Atlanta, GA

lwallace@epstengroup.com

<https://epstengroup.com/>

Walson Kristy M., PE, LEED ^{AP} BD+C, BEMP, **Chair**

Associate/Sustainability Consultant

TLC Engineering for Architecture
Orlando, FL
kristy.walson@tlc-eng.com
<https://tlc-engineers.com/>

Williams Matt Director Office of Sustainability
University of Florida
Gainesville, FL
miwilliams@ufl.edu
<https://sustainable.ufl.edu/>

UF Green Building Learning Collaborative



Mission:

To create a learning collaborative for students, faculty and industry to foster sustainability leadership and stewardship through participation in applied projects that address sustainability through the planning, design, construction, and operation of green buildings.

Vision:

To add to the preeminence of our sustainability and the built environment program by providing students with the opportunity to gain marketable skills and knowledge through hands on projects focused on green buildings.

Goals:

1. To provide students the opportunity to participate in applied sustainability projects focused on green buildings.
2. To allow for student mentoring by industry partners.
3. To develop marketable skills through hands on experience for the green job market.
4. To promote leadership in sustainability and the built environment.

Organization:

An Industry Advisory Board will direct and participate in the GBLC.

An annual report on the activities of the GBLC shared with its Industry Advisory Board, the Sustainability, and the Built Environment Governing Board.

Student Involvement:

Students will participate in the GBLC and may do so either as OPS employees or by registering for course credit.

UF Green Building Learning Collaborative



BYLAWS

ARTICLE I – Name

The name of this Advisory Board shall be UF Green Building Learning Collaborative (the “Collaborative”).

ARTICLE II – Mission Statement

Serve as a learning collaborative for students, faculty and industry to foster sustainability leadership and stewardship through participation in applied projects that address sustainability through the planning, design, construction, and operations of green building.

Article III - Purpose

The UF Green Building Learning Collaborative Advisory Board (the “Advisory Board” or “Board of Directors”) functions in an advisory capacity to the University of Florida, College of Design, Construction and Planning. The Advisory Board assists with raising funds, recruiting students, securing internships and scholarships, assists with finding professional positions for program graduates, and providing in-kind contributions to the Collaborative programming. It has no legislative, administrative or programmatic authority and is **advisory only**. The Advisory Board is an integral part of the experiential programming for Sustainability in the Built Environment students; bridging the gap between the student experience, campus administration, industry, and the “real world”.

Article IV – Objectives

The primary objective of the Advisory Board is to support the goals and policies of the Collaborative:

- a) Prepare students for leadership in sustainability and the built environment.
- b) Facilitate student mentoring opportunities by industry partners.
- c) Assist students in developing marketable skills through hands on experience.
- d) Create opportunities for students to participate in applied sustainability projects focused on green building.
- e) Assist students in locating and applying for and securing professional positions.

Article V – Membership

Section 1. Membership

- a) The members of the Advisory Board shall be industry representatives, faculty, and community leaders. Ideally, industry should make up at least 75% of the Advisory Board.
- b) The number of Advisory Board members shall consist of a minimum of 20 and a maximum of 25 Advisory Board members, as fixed from time to time by resolution of the Advisory Board. The minimum and maximum number of Advisory Board members may be increased or decreased from time to time by amendment of these bylaws, provided the Advisory Board shall always have at least three (3) Officers.
- c) Members of the Advisory Board shall receive no additional compensation for their services as Advisory Board members.
- d) An annual dues of \$2,500 are encourages from board member's organization.

Section 2. Term of membership

- a) Advisory Board Members serve on a volunteer basis only.

- b) Any member may resign from the Advisory Board by giving written notice to the Chairperson. The resignation will be effective immediately upon receipt of such notice.
- c) Appointment will be for a term of four years.
- d) Any member may be removed by a vote or agreement in writing by a majority of members. The notice of the meeting of the members to remove a member or members shall state the specific members to be Removed and reason for removal.

Section 3. Member Responsibilities

- a) Each member is expected to attend in-person annual (fall and spring semesters) meetings and to participate in programming activities.
- b) Board member missing more than two meetings without an excused absence can be a ground for removal from the board.
- c) Each member is expected to study the issues or problems which come before the Advisory Board in order to contribute to the resolution process.
- d) Board members are encouraged to fund raise and recommend opportunities for fund raising.
- e) Board members are encouraged to share information regarding internship and employment opportunities with the students of the program.

Section 4. Officers

- a) Officers will be elected by a simple majority. Officers will serve a one-year term and may be re-elected.
- b) A vacancy, however occurring, in any office may be filled by the Board of Directors for the unexpired portion of the term
- c) The candidate shall be nominated from nominations taken from the floor.
- d) Voting shall be done by closed ballot or via email.
- e) Officers will include a chair, vice chair, and secretary.
- f) Officers will be elected at the first meeting of each new academic year (fall semester).

Section 5. Officer Duties

- a) The duties of the Chair include, but are not limited to, presiding at meetings, overseeing student engagement, maintaining contact with the University, and to serve as the immediate “voice” of the Advisory Board.
- b) The duties of Vice-Chair include, but are not limited to, performing duties of the Chair in his/her absence, which may include setting up meetings (venue, time, etc.), and taking minutes of all meetings.
- c) The duties of the Secretary include, but are not limited to, attending programs, submitting budget requests for program activities, keeping an accurate record of all transactions, and follow up on funding raising opportunities.

Section 6. Impeachment of Officers

- a) Should the need of impeaching an officer or officers arise based on disorderly conduct, failure to meet minimum requirements to be an Advisory Board member, or abuse towards the Advisory Board, a two-thirds majority of the Advisory Board is needed to impeach the officer(s).

Article VI - Organization

Section 1. Advisory Board Operation

- a) Meetings will be held in-person semiannually (fall and spring semesters).
- b) Written or oral notice stating the place, day, and hour of the meeting and, in the case of a special meeting, the purpose or purposes for which the meeting is called, shall be delivered to each member entitled to vote at such meeting not less than ten (10) days before the date of the meeting, either personally or by electronic transmission.
- c) The Advisory Board Chair will develop an agenda for each meeting.
- d) Discussion to obtain consensus will be the prevailing procedure used at meetings. Parliamentary procedure will be used when a decision is to be recorded and transmitted as a recommendation.
- e) Any motions/decisions requiring a vote will be based on Quorum of third of board members present. Each member shall be entitled to one (1) vote upon each matter submitted to a vote at a meeting of the members. Any matter to be voted on by the members may be done through electronic means, including, but not limited to, internet-based voting.

- f) Meeting minutes will be recorded for each meeting. They will be distributed to each member and appropriate school officials.
- g) At least one meeting will be designated for review of strategic planning.

Section 2. Subcommittees

- a) Subcommittee membership is on a volunteer basis.
- b) Subcommittees may be of any size, but will usually include three or four members.
- c) Subcommittees will elect their own chairs.
- d) Subcommittees will provide updates at board meetings.

Article VII – Amendments

Section 1. Amendments

- a) Proposed amendments to these bylaws shall be submitted in writing and read at the next meeting and shall be acted upon at the following meeting.
- b) These By-laws may be amended by a majority of two-thirds of those members present at the meeting.

Section 2. Ratification

- a) A two-thirds majority of those present at the first meeting of the newly formed organization will be necessary to ratify these By-laws.

*** Draft Language if necessary***

Governance. The Collaborative shall be governed and operated in accordance with the laws of the State of Florida, the regulations and requirements for conduct of the University of Florida as adopted from time to time by University of Florida Board of Trustees and these Bylaws. In the event that there is a conflict between any of the governing documents, the documents will govern in order of priority as listed above.

Support Letter from the Board for M.I.S.D.



November 22, 2020

To whom it may concern:

Subject: Support Letter from GBLC Board for M.I.S.D. program

I am writing this letter in support of the new degree program, Master's in Integrated Sustainable Development (M.I.S.D.). The GBLC Board is an Industry Advisory Board of leaders in sustainability established in 2014 in support of the Sustainability and the Built Environment (SBE) Program, the newest and one of the fastest growing programs in College of Design, Construction, and Planning (DCP). This board was established to create a learning collaborative for students, faculty and industry to foster sustainability leadership and stewardship through participation with applied projects that address sustainability through the planning, design, construction, and operation of green buildings.

Since its inception, the board meets every fall and spring semester to update the students and faculty on the green industry market trends and projection for skills needed and job opportunities. The board members companies hire SBE students for internships and startup positions, and also support the program with scholarship opportunities for professional accreditations, field trips, and conference attendance.

In spring 2019, the proposal for the M.I.S.D. program was presented to the board and the board unanimously voted to support the new degree program, as the board recognizes the need for advanced degrees in sustainability in the market and within their companies.

Our board believes that this will be a feeder for the needed workforce in sustainability in Florida, Nationally, and internationally.

Sincerely,

A handwritten signature in blue ink that reads 'Kristy M. Walson'.

Kristy M. Walson, PE, LEED Fellow, BEMP
GBLC, Chair kristy.walson@tlc-eng.com
255 South Orange Ave., Ste 1600
Orlando, FL 32801

APPENDIX G
HBCU Colleges

Armaghani, Bahar A

From: Patten, Iris

Sent: Monday, January 13, 2020 3:56 AM

To: Anumba, Chinemelu J

Cc: Armaghani, Bahar A

Subject: Re: Morris Brown College in Atlanta

Dean Anumba,

Yes, I did mention them last week in regards to collaborating to establish my research interests in Atlanta independent of UF. The collaboration Bahar and I are exploring is to establish a UF dual degree undergraduate sustainability program at Morris Brown using a CityLab format. There are some nuances to the relationship (i.e. they currently aren't accredited) but in asking a general question to the Provosts office to determine feasibility it seems like there are remedies to this. Additionally, my very general question to the Provosts office led to a very specific description of my intentions and they are very interested in pursuing this relationship, in fact they have offered to help see this through and would like to get started ASAP, potentially with a simultaneous demonstration with a Florida HBCU (suggested were Bethune Cookman or Florida Memorial). I have concerns about our capacity in establishing a Florida HBCU during this process, that wasn't really my original intent, but the Associate Provost I spoke to made this suggestion because there seems to be a longstanding interest in partnering with HBCUs but no one's quite figured out how to effectively. The Associate Provost I spoke with then notified several other high level people. Bahar and I thought it would be prudent to mention this to you immediately so you were not caught off guard if asked. I know you are traveling but if you have questions don't hesitate to ask.

- Iris

Sent from my iPhone

On Jan 12, 2020, at 10:51 PM, Anumba, Chinemelu J <anumba@ufl.edu> wrote:

Hi Bahar,

Iris mentioned a college in Atlanta at our meeting with Ana last week. Let me know what you learn from the trip.

Rgds,

Chimay

From: Armaghani, Bahar A <barmagh@ufl.edu>

Sent: Sunday, January 12, 2020 10:35 PM

To: Anumba, Chinemelu J <anumba@ufl.edu>

Cc: Patten, Iris <ipatten@ufl.edu>

Subject: Morris Brown College in Atlanta

Dear Dean Anumba,

Hope all is well. I know you are aware of the initiatives that Iris is starting especially the grant with JP Morgan. In addition, she has been in contact with Morris Brown College president for collaboration. We are planning to visit Morris Brown College campus Friday, 1/17 to learn more about them. I wanted to make sure you are aware of this, and please let us know what you think.

Many thanks.

Bahar Armaghani

Bahar Armaghani, LEED Fellow

Director, Sustainability and the Built Environment, and Lecturer

Director, UF Green Building Learning Collaborative

Sustainability and the Built Environment

College of Design, Construction and Planning

1480 Inner Road

Architecture Building

PO Box 115701

Gainesville, FL 32611-5701

PH: 352-294-1428

barmagh@ufl.edu

<http://www.dcp.ufl.edu>

Please consider supporting our program, [Make an Impact with Your Contribution](#)



<image002.png>

 Please consider the environment before printing this email.

=====

Armaghani, Bahar A

From: Armaghani, Bahar A

Sent: Thursday, January 2, 2020 10:19 PM

To: Patten, Iris

Subject: RE: HBCU partnership

Hi Iris,

I had guests for long time, I saw this email and flagged it to get back with you. I am back to normal work.

It is a good opportunity especially with our regular trips to Atlanta and having so many of our Alumnus there. We need to have a good plan with pros and cons for SBE before we run it by the Dean.

- We already mentioned they will be accredited this year
- how many potential students we will get
- will they be here on campus, as you know we do not have online courses yet
- will they be like SF college arrangement, do we need to do an MOU with them
- I like underdog too, we need to make sure that we cover all basis to make it work
- if you have your center off campus, I know you can use our students, but will SBE will get any other benefits

Do you want to meet Monday to review. Let me know.

I just do not want to get the Dean involved until we have a solid plan that we discuss and answer any questions that we have before going to him.

So, the proposal that we presented to him before the Holidays is not going to work anymore.

Thanks.

Bahar Armaghani

Bahar Armaghani, LEED Fellow

Director, Sustainability and the Built Environment, and Lecturer Director, UF Green Building Learning Collaborative

Sustainability and the Built Environment College of Design, Construction and Planning

-----Original Message-----

From: Patten, Iris <ipatten@ufl.edu>

Sent: Tuesday, December 31, 2019 7:51 AM

To: Armaghani, Bahar A <barmagh@ufl.edu>

Subject: HBCU partnership

Hi Bahar,

I hope you had a restful holiday break. There is a historically black college in Atlanta that is currently unaccredited but will hopefully regain accreditation Fall 2020. I've managed to connect with the President of the college and proposed doing a dual degree program with SBE similar to what we were proposing with Edward Waters. Just as with Edward Waters, the SBE dual degree would align with their business program and this presents an opportunity to create a DCP CityLab in Atlanta. The President, Dr. Kevin James, is very interested and wants to move immediately on this. Although they aren't yet accredited they have received approval from the State of Georgia to be recognized as a college, accreditation is the last piece. This whole thing needs to be quickly thought through but I believe that we could use this collaboration to help incubate Morris Brown back to a more stable status (yes, I like the underdog), we get an alignment (and resources) with a business program, and it helps the university's diversity challenges.

I also see this partnership as a way to resolve my issue with finding an environment to create my outreach center for geodesign. What I'm proposing (see the attached diagram) is that I create my center through Morris Brown. Any UF students that participate in the center would be paid outside of UF as a direct hire of the center. It would be similar to internship relationships that you have with Siemens and others. Since the center is created at another institution and the students are employees of the center there should be no conflict between my teaching duties and my consulting company because I'm not pulling any of my consulting work into UF, unless UF wants to buy a license from my company to help with fundraising.

Thoughts? Given the deadlines for Morris Brown I'd like to begin working on this but I'm seeking your permission first.

Do we need to float this by the Dean? Upon your approval I will introduce you and the Dean to Dr. James through email.

Take care,

- Iris

APPENDIX H

Masters of Integrated Sustainable Development (M.I.S.D.)

Course Number	Course Title	Number of Credits	Term
<u>Required Courses</u>			
DCP XXXX*	Economics of Sustainability in the Built Env.	3	SP
BCN 6584C	Building Energy Modeling	3	FA
BCN 6585	Sustainable Construction	3	SP
DCP XXXX*	Integrated Sustainable Development Studio	6	SU
Sub Total		15	
<u>Electives (select five out of the following courses from a minimum of two disciplines)</u>			
ARC 6311C	Building Information Modeling (BIM)	3	SP
ARC 6883	Vernacular Architecture and Sustainability	3	FA
ARC 6912**	Resilient Urbanism	3	SP
ARC 6621	Graduate Environmental Technology 2	3	FA
BCN 6558C	Building Integrated Renewable Energy Systems	3	FA
BCN 6580	High-Performance Green Building Delivery Sys.	3	SP
CGN 5605	Public Works Planning	3	SP
CGN 5606	Public Works Management	3	SP
EES 6007	Advanced Energy and Environment	3	SP
ENV 5306	Municipal Refuse Disposal	3	SP
ENV 6511	Biological Wastewater Treatment	3	FA
ENV 6043	Life Cycle Assessment	3	FA
TTE 5006	Advanced Urban Transportation Planning	3	FA
LAA 6382	Ecological and Environmental Policy	3	FA
URP XXXX*	Sustainable Urbanism in Europe	3	FA
URP 6716	Transportation Policy & Planning	3	FA
URP 6711	Transportation and Land Use Coordination	3	SP
URP 6100	Planning Theory and History	3	SP/FA
URP 6421	Environmental Land use Planning and Mgmt.	3	FA
URP 6541	Economic Development Planning	3	FA

* These course are approved and waiting on the permanent course number

** This course will be submitted to obtain a permanent course number

APPENDIX I

Below email from the Director of the Construction Management (CM) unit at DCP confirming CM will be delivering the courses within M.I.S.D. after passing our dear Colleague, Dr. Kibert.



Cox, Robert Francis Armaghani, Bahar A

Re: Dr. Kibert and the MISD application

You replied to this message on 1/29/2021 3:49 PM.

Bahar - I feel comfortable leaving the courses with TBD for faculty assignment - we have not been able to determine all these answers so quickly.

Robert

From: Armaghani, Bahar A <barmagh@ufl.edu>

Sent: Friday, January 29, 2021 2:10 PM

To: Cox, Robert Francis <robcox@ufl.edu>

Subject: Dr. Kibert and the MISD application

Dear Robert,

Hope all is well. Below are Dr. Kibert's courses that are part of the MISD. I was going to submit the finalized MISD application last week, but the accident with courses and either indicate TBD or if you know who will take over these courses, I can add the new faculty name. please let me know. Many thanks.

Masters of Integrated Sustainable Development (MISD)

Course Number	Course Title	Number of Credits	Instructor	Term
Required Courses				
DCP XXXX	Economics of Sustainability in the Built Env	3	TBD, new faculty	SP
BCN 6584	Building Energy Modeling	3	Ravi Srinivasan	FA
BCN 6585	Sustainable Construction	3	Charles Kibert	SP
DCP XXXX	Integrated Sustainable Development Studio	6	TBD, new faculty	SU
Sub Total		15		

Electives (select five out of the following courses from a minimum of two disciplines)

ARC 6311C	Building Information Modeling (BIM)	3	Nawari Nawari	SP
ARC 6883	Vernacular Architecture and Sustainability	3	Vandana Baweja	FA
ARC 6912	Resilient Urbanism	3	Jeff Carney	SP
ARC 6621	Graduate Environmental Technology 2	3	Ryan Sharston	FA
BCN 6558C	Building Integrated Renewable Energy Systems	3	Charles Kibert	FA
BCN 6580	High-Performance Green Building Delivery Sys.	3	Charles Kibert	SP
CGN 5605	Public Works Planning	3	Fazil Najafi	SP
CGN 5605	Public Works Management	3	Fazil Najafi	SP
EES 6007	Advanced Energy and Environment	3	Katherine Deliz Quinonez	SP
ENV 5306	Municipal Refuse Disposal	3	Tim Townsend	SP
ENV 6043	Life Cycle Assessment	3	Katherine Deliz Quinonez	FA
TTE 5006	Advanced Urban Transportation Planning	3	Sivaramkrishnan Srinivasan	FA
LAA 6382	Ecological and Environmental Policy	3	Michael Volk	FA
URP 6905	Sustainable Urbanism in Europe	3	Chris Silver	FA
URP 6716	Transportation Policy & Planning	3	Ruth Steiner	FA
URP 6711	Transportation and Land Use Coordination	3	Ruth Steiner	SP
URP 6100	Planning Theory and History	3	Kristin Larsen	SP/FA
URP 6421	Environmental Land use Planning and Mgmt.	3	Kathryn Frank	FA
URP 6541	Economic Development Planning	3	Abhinav Alakshendra	FA

Bahar Armaghani

Bahar Armaghani, LEED Fellow

Director, Sustainability and the Built Environment, and Lecturer
Director, UF Green Building Learning Collaborative



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC3
December 3, 2021**

SUBJECT: HB 1261 Career Planning for First-Year Undergraduate Students

BACKGROUND INFORMATION

During the 2021 Legislative Session, House Bill 1261 created section 1006.75(3)(a), Florida Statutes, requiring each state university board of trustees to adopt procedures to connect undergraduate students to career planning, coaching and related programs during the first academic year of the student's enrollment. The procedures established by each university are required to be reviewed and approved by the State University System Board of Governors by March 1, 2022.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the attached HB1261 Career Planning for First-Year Undergraduate Students 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: See attached.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC4
December 3, 2021**

SUBJECT: Honorary Degrees

BACKGROUND INFORMATION

The Honorary Degrees and Distinguished Awards Committee recommends honorary degrees to the Faculty Senate. The following honorary degrees were approved by the Faculty Senate on November 18, 2021 and then by the President on November 19, 2021:

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Honorary Degrees for James E. Hines and Thomas Earl Petty for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached Biographies for [James E. Hines](#) and [Thomas Earl Petty](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

Call for Nominations

Nominator's Name: Madan K. Oli
 Department: Wildlife Ecology and Conservation
 Address: 324 Newins-Ziegler Hall
 Phone: (352) 846 0561 Fax: (352) 392-6984
 Email: olim@ufl.edu
 Signature of Nominator: Madan Oli Digitally signed by Madan Oli
Date: 2021.09.27 09:33:36 -0400

The Committee on Honorary Degrees and Distinguished Awards Committee will consider nominations at its next meeting in **October**. This form and a complete nomination package should be emailed or mailed to the committee in care of Stephanie McBride, stephmcbride@aa.ufl.edu Provost's Office, PO Box 113175 by **October 1**.

1. General Information:

Nominee's Name: James E. Hines
 Affiliation: United States Geological Survey, Patuxant Wildlife Research Center
 Business Address: 12100 Beech Forest Road, Laurel, Maryland 20708-4038
 Home Address: 11450 Weller Rd, Monrovia, MD 21770
 Phone: Home 301-529-7476 Business 301-497-5661 Fax: 301-497-5666
 Email: jhines@usgs.gov

Nominated for (PLEASE CHECK ONE):

- Distinguished Alumna/Alumnus
- Distinguished Achievement
- Distinguished Service
- Honorary Degree: (please check one)

Because the University of Florida is a public university and part of the State University System, the university's policy is that elected or appointed officials of the State of Florida or the Federal Government to whom the university is directly or indirectly answerable are ineligible for honorary degrees and distinguished awards. Current faculty members, officers, an employees of the university are also ineligible

- | | |
|---|--|
| <input type="checkbox"/> Doctor of Arts | <input type="checkbox"/> Doctor of Music |
| <input type="checkbox"/> Doctor of Commerce | <input type="checkbox"/> Doctor of Pedagogy |
| <input type="checkbox"/> Doctor of Divinity | <input type="checkbox"/> Doctor of Pharmacy |
| <input type="checkbox"/> Doctor of Education | <input type="checkbox"/> Doctor of Public Administration |
| <input type="checkbox"/> Doctor of Fine Arts | <input type="checkbox"/> Doctor of Public Service |
| <input type="checkbox"/> Doctor of Humane Letters | <input checked="" type="checkbox"/> Doctor of Science |
| <input type="checkbox"/> Doctor of Laws | <input type="checkbox"/> Doctor of Technology |
| <input type="checkbox"/> Doctor of Letters | |

2. Description

Please write a brief description of this individual's intellectual and professional achievements and attributes and attach it to this form.

3. Vita or Resume

Please attach the nominee's vitae, resume or a biographical description.

4. Supporting letters or materials

A. Three or more letters of support (typically a mixture of internal and external letters) that will help the the committee understand the significance of this nominee's work, his/her contributions, and his/her impact on others.

B. Letter of support from the college dean that will host the award recipient, including a statement for honorary degree nominees about how the nominee was vetted by the faculty of the college or department and the outcome of that vetting.

27 September 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Dean Turner,

Re: Honorary Doctor of Science Degree Nomination (Mr. James E. Hines)

It is our distinct honor and privilege to nominate **Mr. James E. Hines** (Jim) for the University of Florida's (UF) **honorary Doctor of Science degree**. We have known and collaborated with Jim for 20 (Oli) – 40 (Nichols) years, and have followed his career closely. Thus, we are thoroughly familiar with Jim's many achievements and his contributions to science and society. After graduating with a Bachelor of Science degree in mathematics from the University of Maryland in 1979, Jim joined the U. S. Fish and Wildlife Service, Patuxent Wildlife Research Center, as a computer programmer, thus marking the beginning of a remarkable career. Administration of his research group was transferred to the National Biological Service and then the U.S. Geological Survey, and the Research Center itself has been renamed the Eastern Ecological Science Center, where he currently serves as Computer Scientist. He has made very significant contributions to science as a member of a small group of researchers that changed the way we conduct and think about the sciences of animal ecology and wildlife management. It is our considered opinion that Jim is an ideal and deserving candidate for University of Florida's honorary Doctor of Science degree for several reasons:

- **Exceptional record of scholarship:** With >200 peer reviewed journal articles, 3 books (one of them in its 2nd edition) and several book chapters and conference proceeding contributions, Jim's publication record is exceptional. The quality of Jim's research is also evident in the publication outlets that he has selected; his work has been published in many high impact journals, including *Science*, *Nature*, *PNAS*, *Proceedings of the Royal Society B*, *Ecology*, *Ecological Applications*, *Journal of Applied Ecology*, *Biometrics*, and *Conservation Biology*. The subjects of his research and many publications can be split almost evenly between addressing important questions in animal population and community ecology, and developing the complex inference methods needed to carry out such studies.
- **High impact research:** Citation records and related indices are often taken as measures of research impact. A quick Google Scholar (https://scholar.google.com/citations?user=ig_tgQ4AAAAJ&hl=en&oi=sra) assessment reveals that Jim's work has been cited >34,000 times; one of the books co-authored by Jim has already received >4,100 citations. Jim's *h*-index is 85, which exceeds that of many

distinguished academicians and many members of the National Academy of Science, Engineering and Medicine elected from biological disciplines. Additionally, Jim has 209 publications that have been cited at least 10 times (*i-10* index = 209). Exceptional as they are, these citation statistics do not even fully capture the impact of Jim's revolutionary research. Two classes of inference methods, multistate capture-recapture models and occupancy models, were virtually unknown to ecology prior to work conducted by two small research teams of which Jim was a key member and sole software developer. Nearly every issue of every major ecological journal now includes multiple papers using these classes of methods.

- **Global impact via ecological software and interactive webpages:** He has developed >20 ecological software programs (www.mbr-pwrc.usgs.gov/software) that are routinely used around the world for ecological data analysis and modeling. Jim has made these programs available for download free of charge. For example, Program PRESENCE (and a related R package, RPRESENCE) computes inferences for occupancy models, a class of models developed by Jim and colleagues that has become a workhorse of conservation science, and this software alone has been downloaded >50,000 times. In addition to the ecological computer software archive he maintains, he also developed (and now administers) the Patuxent Wildlife Research Center's Breeding Bird Survey data, analysis and results web page (www.mbr-pwrc.usgs.gov/bbs). Monthly usage of web pages administered and maintained by Jim has ranged from 90,000 to >3 millions (<https://www.mbr-pwrc.usgs.gov/usage/>), another measure of Jim's global impact.
- **Workshops, training and ecological capacity building:** Jim also contributes substantively to ecological capacity building both nationally and internationally via workshops and short courses. In addition to workshops in various U. S. locations (e.g., USGS Patuxent Wildlife Research Center, University of Idaho, Smithsonian Institution, University of Florida, Volcano National Park in Hawaii), he has taught workshops and short courses in many countries including Brazil, India (Dehradun, Nagarhole, and Bangalore), Norway, Panama, Thailand, Ecuador, Canada and France. Through these workshops and courses, Jim has helped train hundreds of ecologists around the world. During 1992 – 2019, Jim organized and cotaught 10 workshops at the University of Florida. These workshops were attended by hundreds of UF faculty and graduate students, as well as by our Federal (e.g., U.S. Geological Survey, U. S. Fish and Wildlife Service) and State (e.g., Florida Fish and Wildlife Conservation Commission) Agency partners. Large numbers of the students of these courses and workshops continue to receive help from Jim long after the courses are over. Jim is extremely generous with his time and efforts and has helped hundreds of students with their research, providing contributions ranging from advice about appropriate methods to development of methods and software.
- **Numerous awards and recognitions:** In recognition of his extraordinary achievements and contributions, Jim has been awarded the two most prestigious awards of the U.S. Department of Interior: **Meritorious Service Award** and **Distinguished Service Award**. Additionally, his contributions have been recognized by various professional societies, including the Wildlife Society (multiple **Publication Awards**) and the American Statistical Society's **George W. Snedecor Award**.
- **International reputation:** Jim is held in high professional regard by his peers in the United States, and internationally. The letters of support provided by leading academicians and practicing conservation biologists/wildlife managers clearly demonstrate that Jim is a distinguished scientist and a global leader in ecological computation, wildlife ecology and wildlife conservation research. Here, we include few excerpts from the letters of support:

Dr. Evan Cooch, Cornell University

“In summary, Jim Hines is one of the most outstanding scientists I’ve been lucky enough to have met in my career. The fact that he has not received a doctorate in the ‘usual way’ is entirely due to his being too busy – too involved with the work, helping people, and making contributions to the profession – to pursue the normal academic route to achieve those credentials. I think an honorary ‘Doctor of Science’ from the University of Florida is not only appropriate by the usual measures for justifying such an award, but would be a long-overdue public acknowledgement of the singular contributions Jim Hines has made over the past ~ 45 years. I urge you to give Jim’s nomination every consideration. Should his nomination be successful, there would be a very large, world-wide sense of gratitude to the University of Florida for recognizing a person held in the highest esteem.”

Dr. Mel Sunquist, University of Florida

“I doubt that there are many faculty in IFAS with a CV as strong as that of Jim Hines. He has excelled in all the requisite measures of scholarship, exhibited sustained achievements of significance and value, and has a long history of working collaboratively with faculty and students at UF. His presentations and international activities have clearly raised UF’s profile as a major research university, significantly enhanced the academic programs of graduate students, and provided the education and training for the next generation of global conservation leaders. I can’t think of a better recipient for an Honorary Degree, and I strongly endorse Jim’s nomination”.

Dr. Douglas Kelt, University of California, Davis

“I consider Jim Hines’ professional record not only to be comparable to many of my PhD peers in academics and applied government, but to exceed the vast majority of them. I generally am not a fan of standard indices to measure and compare my colleagues, but in Jim’s case I honestly believe the 2.1% tail of his h-index is a valid representation of his impact. I suspect that most readers of his papers, and the enormous number of colleagues using his software, simply assume that he already has a PhD. To grant him this honor will, in my considered opinion, not only bestow upon this remarkable colleague a title that he so clearly deserves.”

Dr. Jean-Dominique Lebreton, Member of the French Academy of Sciences & Former Director of the Centre d’Ecologie Fonctionnelle et Evolutive (CNRS), France

“I have known Jim for 30 years, and interacted with him during frequent visits to the Patuxent Wildlife Research Center, and as mentioned above in three workshops at university of Florida. I have a strong respect for him and his scientific contributions, and I think he is an ideal candidate for an honorary degree of the University of Florida.”

Dr. Arpat Ozgul, University of Zurich, Switzerland

“I have no doubt that Jim, with his strong dedication to his research and mentoring principles, will continue to contribute enormously to science and society in years to come. I personally have substantially benefited from him in my development as a wildlife biologist and sincerely hope that many others will continue to do so. In summary, Jim must surely be one of the most influential wildlife biologists, and I strongly urge you to consider him for the honorary degree of Doctor of

Science. I have no doubt that the UF community, especially your early career researchers, will benefit from the scientific rigour that Jim will continue to demonstrate. For this, I give Jim my highest recommendation.”

Dr. Larissa Bailey, Colorado State University

“... Jim’s publication record is extraordinary, co-authoring over 200 papers, 3 books, and 8 monographs, which are widely used by academic, agency, and non-government organization scientists worldwide. These works have been cited over 34,000 times, with an h-index of 85. This level of productivity exceeds all professors in my home department, including two endowed chairs, by >10,000 citations.... Jim is a quiet, humble man of extraordinary talent and vision; an honorary doctorate would bring honor and distinction to him and the entire University of Florida community.”

Dr. Byron Williams, The Wildlife Society and U. S. Geological Survey Cooperative Research Units

“In summary, the record of accomplishments by Jim as a scientist, teacher, and collaborator is truly exemplary, all the more so given his continuing engagement and influence in wildlife science and conservation. For his past and ongoing contributions to natural resources science and conservation, I believe Jim Hines is truly deserving of the award of a Doctor of Science degree by the University of Florida, and I heartily and without reservation recommend him for it.”

Dr. Eric Hellgren, University of Florida

“Mr. Hines also has had a decades-long association with the University of Florida as a teacher and scholar. He first provided a course on animal population dynamics and estimation to our wildlife program in 1992, and has co-instructed multiple short course and workshops for nearly 30 years (most recently in 2019). We estimate that hundreds of departmental graduate students and a similar number of our agency partners have benefited from his direct instruction of his software and scholarly products. These short courses, which have been taught throughout the world, have allowed our UF students, faculty, and partners to be trained by the best. Mr. Hines also has worked individually with multiple faculty and graduate students in the Department of Wildlife Ecology and Conservation at UF on research design, methodology, programming, and data analysis. This assistance has led to dozens of peer-reviewed articles and immeasurable professional development.”

Dr. John Sauer, U. S. Geological Survey

“The combination of scientific productivity, influence in fields from bird conservation to community ecology to human population estimation, and his exceptional service as a teacher and mentor at the University of Florida and other research institutions makes Mr. Hines a unique figure in the scientific community. I wholeheartedly recommend him for an honorary doctorate degree at the University of Florida.”

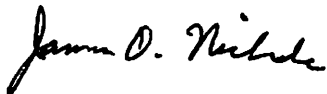
Dr. William Kendall, U. S. Geological Survey

“In summary, I cannot think of anyone more appropriate than Jim Hines to receive an honorary doctorate for their direct contributions to science, their development of tools for others to use in

conducting science, and their teaching of others in the methods of science. And given Jim's direct contributions and service to the students of UF, an honorary doctorate from your institution would be especially appropriate, and special to him."

The University of Florida's honorary Doctor of Science degree is a rare and high honor, befitting only of exceptional individuals with extraordinary achievements. The bar is very high, as it should be. We strongly believe that Jim Hines is one of those rare and exceptional individuals. He has made outstanding contributions addressing important questions in animal population and community ecology and conservation, developing the complex statistical methods required to study animal populations and communities, writing the software required to implement his methods, developing and maintaining websites that display animal data and analytic results, and educating other scientists. His contributions in each of these areas are extremely impressive when considered by themselves, and when considered together they are simply extraordinary. He is brilliant, his achievements are outstanding, his contributions to science, society at large and to the University of Florida are extraordinary. We believe that Jim is an ideal candidate for the University of Florida's honorary Doctor of Science degree; we know of no one who is better qualified or more deserving of this honor than Jim. We close our nomination letter with a quote from Dr. Cooch's letter of support: "...an honorary 'Doctor of Science' from the University of Florida is not only appropriate by the usual measures for justifying such an award, but would be a long-overdue public acknowledgement of the singular contributions Jim Hines has made over the past ~ 45 years."

Sincerely,



James D. Nichols, Ph.D.
Courtesy Professor



Madan K. Oli, Ph.D.
Professor & Distinguished Teaching
Scholar

Encl:

1. Completed and Signed Nomination Form
2. A Brief Description of Nominee's Intellectual and Professional Achievements
3. Letters of Support
4. Curriculum Vitae (Mr. James E. Hines)

2. A Brief Description of Mr. James E. Hines' Intellectual and Professional Achievements

After receiving a Bachelor of Science degree from the University of Maryland in 1979, James E. Hines (Jim) joined the U. S. Fish and Wildlife Service working at the Patuxent Wildlife Research Center, Laurel, MD. Jim has remained at the Patuxent Center (now administered by the U.S. Geological Survey) for his entire career and currently serves as a Computer Scientist (GS-1550-15). Jim has led an incredibly productive and highly influential research program focused on population and computational ecology, web-based informatics, and quantitative approaches to wildlife management and conservation. Jim has coauthored two books (one in its second edition), 8 monographs, several book chapters and ~200 peer-reviewed journal articles. Equally impressive is the fact that Jim's work has been published in nearly every important outlet in general science, ecology and conservation biology, including *Science*, *Nature*, *PNAS*, *Proceedings of the Royal Society B*, *Oikos*, *Oecologia*, *Biological Conservation*, *Conservation Biology*, *Biometrics*, *Ecology*, and *Wildlife Monographs*. Additionally, Jim has developed >20 user-friendly software programs (<https://www.usgs.gov/centers/pwrc/software>) which are being used for ecological data analysis around the world. One of Jim's software programs (program PRESENCE) has been downloaded >50,000 times! Jim's work in quantitative ecology and software development (especially that related to capture-recapture analysis and occupancy modeling) has played a major role in pushing the sciences of ecology, wildlife management and conservation biology forward. Jim's scientific contributions have been recognized by numerous awards from various professional societies (e.g., The Wildlife Society Biometrics Working Group Special Recognition Award, multiple Wildlife Society Publication Awards, and the George W. Snedecor Award of the American Statistical Association), as well as from government agencies (e.g., multiple US Fish and Wildlife Service Special Achievement Awards, and US Department of Interior's Distinguished Service Award).

In addition to his publications and software programs, Jim has impacted hundreds (if not thousands) of graduate students, faculty, researchers, and agency scientists and managers around the world through workshops and short courses. Jim's educational contributions extend far beyond these courses and workshops, as he is extremely generous of his time and effort and has provided statistical and methodological help to large numbers of students working on thesis analyses.

Frequently used metrics of a scientist's research impact are the number of citations and related citation indices. A quick Google Scholar search reveals that Jim's work has received >34,000 citations (https://scholar.google.com/citations?user=ig_tgQ4AAAAJ&hl=en&oi=sra); one of the books Jim has coauthored has received >4,100 citations! With an i-10 index of 209, and an h-index of 85, Jim is one of the most highly cited scientists in the US Geological Survey. Jim's h-index far exceeds that of the average h-index of recent inductees in the National Academy of Sciences in biological and biomedical sciences, and places him among the 2-3% most-cited authors.

Curriculum Vitae

JAMES E. HINES

U.S. Geological Survey, Eastern Ecological Science Center
12100 Beech Forest Road, Laurel, Maryland 20708-4038
Phone: Office - 301-497-5661

Summary

Over the last 40+ years I have dedicated my career to Software Development, Biometrics, and Animal Population Ecology. My main areas of impact are population modeling, survival and occupancy estimation, statistical computing, applied statistics, and computational ecology.

Education

Bachelor of Science, Mathematics. University of Maryland 1974-79

Technical Training (selected)

- Various Training courses on computer security, ethics, workplace discrimination 1999-present
driver safety, workplace safety, first aid, environmental systems, and administrative computer programs, USGS
- Data Intensive Scientific Computing Workshop, CO
2015
- Workshop on Adaptive Management, Wildlife Society Annual Meeting,
2001
- LAN Concepts: An Introduction to Local Area Networks. USDA Graduate School. 1992
- GIS Workshop, Fort Collins, CO 1991
- Introduction to ARC/INFO, ESRI 1991
- An Introduction to OPN, Lincoln National Information Systems
1990
- GAUSS Workshop, Aptech Systems, Inc.
1989
- The UNIX Operating System (8 hours), Govt. Computer Expo
1984
- TRANSACT/3000 (3 days), Hewlett-Packard Corporation 1982
- SAS, SPSS & BMDP (3 credit hours), USDA Graduate School 1979

Work Experience

Computer clerk/programmer/specialist/scientist 1977-
present

U.S. Fish and Wildlife Service, National Biological Service and U.S. Geological Survey,
Patuxent Wildlife Research Center
Migratory Bird and Habitat Research Laboratory, Eastern Ecological Science Center
(formerly, Patuxent Wildlife Research Center)

Awards and Honors

- 2016 Biometrics Working Group Special Recognition Award
- 2012 The Wildlife Society's Wildlife Publication Award, Book Category:

Forsman, E. D., R. G. Anthony, K. M. Dugger, E. M. Glenn, A. B. Franklin, G. C. White,
C. J. Schwarz, K. P. Burnham, D. R. Anderson, J. D. Nichols, J. E. Hines, J. B. Lint, R. J.
Davis, S. H. Ackers, L. S. Andrews, B. L. Biswell, P. C. Carlson, L. V. Diller, S. A. Gremel,
D. R. Herter, J. M. Higley, R. B. Horn, J. A. Reid, J. Rockweit, J. P. Schaberl, T. J.
Snetsinger, and S. G. Sovern. 2011. Population Demography of Northern Spotted
Owls. Studies in Avian Biology No. 40. Cooper Ornithological Society.
- 1996 Performance Award, National Biological Service
- 1993 Quality Performance Award, USFWS
- 1992 Quality Performance Award, USFWS
- 1991 The George W. Snedecor Award of the American Statistical Association (Pollock, K.
H., J. D. Nichols, C. Brownie, and J. E. Hines. 1990. Statistical inference for capture-
recapture experiments. Wildl. Monogr. 107. 97pp.)
- 1991 The Wildlife Society's Wildlife Publication Award for Monograph (Pollock, K. H., J. D.
Nichols, C. Brownie, and J. E. Hines. 1990. Statistical inference for capture-
recapture experiments. Wildl. Monogr. 107. 97pp.)
- 1990 Quality Performance Award, USFWS
- 1988 Quality Performance Award, USFWS
- 1987 Quality Performance Award, USFWS
- 1986 Quality Performance Award, USFWS
- 1984 Southeastern Section of the Wildlife Society, Outstanding Publication Award
(Nichols, J.D., K.J. Reinecke, and J. E. Hines. 1983. Factors affecting the distribution
of mallards wintering in the Mississippi Alluvial Valley. Auk 100: 932946).
- 1982 Special Achievement Award, USFWS

Major Agency Awards:

- 2015 Department of Interior Distinguished Service Award
- 2012 Department of Interior Meritorious Service Award

Computer Software Development, Website Establishments, and System Administration

Before the mid 1990's, content produced by agency scientists was distributed via mail after receiving a request. As the internet grew, more public requests were able to be filled electronically. I took the initiative to set up a computer to serve requests for content over the internet, first as a "gopher/ftp" site, then as a webserver. I also took the responsibility to manage all aspects of the server, including administration of user accounts, file backups, software installation and updates. With the webserver in place, I worked with Dr. J. Sauer to convert the BBS Status and Trends project into a web-based platform. Those webpages have become the most popular aspect of the webserver, generating thousands of "hits" per month and many citations in the literature.

I developed (and/or currently maintain) the following computer programs for the analysis of animal populations for wildlife biologists/managers:

Program	Description
<u>BAND2</u>	Computes the number of animals that must be banded in order to achieve a specified level of precision for survival rates estimated using band recovery models.
<u>BROWNIE</u>	Computes estimates of survival and recovery rates for 2-age class band-recovery data.
<u>CAPQUOTA</u>	Computes expected coefficients of variation of survival and capture probability for use in the design of capture-recapture-resighting experiments.
<u>CAPTURE</u>	Computes estimates of capture probability and population size for "closed" population capture-recapture data.
<u>CENTROID</u>	Tests the null hypothesis that two samples of recoveries belong to the same bivariate distribution.
<u>COMDYN</u>	Computes estimates of species richness using large scale data.
<u>CONTRAST</u>	Compares estimates of survival (or any normally distributed parameter estimates).
<u>CountRemoval</u>	A removal model for estimating detection probabilities from point count surveys.
<u>DOSECOMP</u>	Analyzes dose responses for two populations, using the PROBIT model and the abbreviated protocol as described by Link et al (1996).

<u>DOBSERV</u>	A Double-observer approach for estimating detection probability and abundance from avian point counts as described in Nichols et. al. (2000).
<u>ESTIMATE</u>	Computes estimates of survival and recovery rates for 1-age class band-recovery data.
<u>fatalityCMR</u>	Estimates fatalities using raw counts of wildlife fatalities, trial experiments for carcass detection probability and persistence time.
<u>GENCAPH1</u>	Generates capture-history data for given s, θ, p, c .
<u>JOLLY</u>	Computes estimates of survival and capture probability for 1-age class open population capture-recapture models.
<u>JOLLYAGE</u>	Computes estimates of survival and capture probability for 2-age class open population capture-recapture models.
<u>LOLASURVIV</u>	Computes estimates of survival and capture probability for open capture-recapture models when sex is not always known.
<u>MAYFIELD</u>	Computes estimates of daily survival rate for nest visitation data.
<u>MSSURVIV</u>	Computes estimates of survival-movement and capture probability for open capture-recapture models.
<u>MSSRVRD</u>	(BETA) replacement for MSSURVIV, RDSURV - Combines multi-strata, robust-design and trap-deaths.
<u>MSSRVRCV</u>	Computes survival-movement, capture and recovery probabilities from multi-strata capture-recapture-recovery data.
<u>MSSRVMIS</u>	Computes estimates of survival and capture probability adjusted for misclassification.
<u>MULT</u>	Computes estimates of survival and recovery rates for band-recovery data with additional models for estimating reporting rate.
<u>nestAbund</u>	Estimates abundance of nests using a capture-recapture approach which deals with imperfect detection probability as well as the impact of environmental and individual covariates on nest fate.
<u>ORDSURVIV</u>	Computes estimates of survival and temporary emigration under the "Open Robust Design".
<u>POWER</u>	Computes the power of between-model likelihood ratio tests.
<u>PRESENCE</u>	Estimates patch occupancy rates and related parameters.
<u>RDSURVIV</u>	Computes estimates of survival and capture probability using capture-recapture data with "robust-design" models and recoveries.
<u>RELEASE</u>	Computes estimates of survival and capture probability for capture-recapture experiments on open animal populations.
<u>SCATMAN</u>	Tests the hypothesis of prey-selectivity based on random samples of predator scats.

<u>SPACECAP</u>	Estimates Animal Abundance and Density using Spatially-Explicit Capture-Recapture.
<u>SPECRICH</u>	Computes "species richness" or total number of species from empirical species abundance distribution data.
<u>SPECRICH2</u>	Estimates the total number of species from species presence-absence data on multiple sample sites or occasions using model $M(h)$ from program <i>CAPTURE</i> .
<u>SURVIV</u>	Computes estimates of survival (or any model parameter) with multinomially distributed data.
<u>TMSURVIV</u>	Computes estimates of survival and capture probability and the proportion of <i>transients</i> in open population capture-recapture data.

Description of websites

1. BBS analysis and results web-site (www.mbr-pwrc.usgs.gov). Interactive visual web-pages displaying trends and other statistics of over 600 bird species using USFWS Breeding Bird Survey data.
2. Ecological computer software archive (www.mbr-pwrc.usgs.gov/software). Over 30 software programs for use in analyzing ecological data are available for download, many can be run over the web via a web-browser. The top 4 programs are:
 - a. PRESENCE – Software for the analysis of presence/absence data using occupancy modelling which accounts for imperfect detection. Software is available as a Windows GUI program, or an R package. This page has been accessed > 1,000 times per month in 2021.
 - b. fatalityCMR - Estimates fatalities at wind farms using raw counts of wildlife fatalities, trial experiments for carcass detection probability and persistence time.
 - c. CountRemoval – Software for estimating detection probabilities from point count surveys using a “removal” model.
 - d. COMDYN – Software to compute estimates of species richness using large scale data
3. Patuxent Bird Quiz (www.mbr-pwrc.usgs.gov/bbs/trend/birdquiz.shtml). Educational/recreational software for testing knowledge of bird species identification via photos or songs.

High-performance computing at Patuxent

I have served as the system administrator of two high-performance computers at Patuxent, with responsibilities including Operating System installation and maintenance, software installation and updating, data backup and user administration. These systems have been used by several scientists, post-docs and interns at Patuxent for complex, time-consuming computing jobs.

Teaching Experience: Invited Instructor, Lecturer and Visiting Professor (41)

Organizer and Instructor, Course entitled, "Matrix Population Models for Wildlife Conservation and Management", 4-9 March 2019, Univ. of Florida, Gainesville, Florida.

Organizer and Instructor, Course entitled "Population and Community Parameter Estimation using Mark-recapture and Occupancy Models, 4-10 March 2017, Univ. of Florida, Gainesville, FL.

Organizer and Instructor, Course entitled "Occupancy Modeling with Camera Trap Data", June 2016, June 2017, May 2018, June 2019, Smithsonian-Mason School of Conservation, Smithsonian Conservation Biology Institute, Front Royal, VA.

Organizer and Instructor, Course entitled "Matrix Population Models for Wildlife Conservation and Management", Department of Wildlife Ecology and Conservation, University of Florida. 27-Feb – 5 March, 2016, Gainesville, Florida

Organizer and Instructor, Course entitled "Analysis and Management of Animal Populations and Communities", Department of Wildlife Ecology and Conservation, University of Florida. 28-Feb-8 March, 2015, Gainesville, Florida

Organizer and Instructor, Course entitled "Estimating Animal Abundance and Occupancy", May 2014, Apr 2015, Aug 2016, July 2019, Smithsonian-Mason School of Conservation, Smithsonian Conservation Biology Institute, Front Royal, VA.

Organizer and Instructor, International Workshop entitled "Analysis and Management of Animal Populations", 15-22 January, 2013, Wildlife Institute of India, Dehradun, India

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 28 November – 2 December, 2011, Patuxent Wildlife Research Center, Laurel, MD.

Organizer and Instructor, Course entitled "Analysis and Management of Animal Populations and Communities", Department of Wildlife Ecology and Conservation, University of Florida. 5-12 March, 2011, Gainesville, Florida

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 13-17 September, 2010, Finse Alpine Research Center, Finse, Norway.

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 6-10 December, 2010, Univ. of Missouri, Columbia, Missouri.

Organizer and Instructor, Workshop entitled "Estimating Patterns of Species Occurrence Accounting for Imperfect Detection", 8 Nov., 2008, 15th Annual Conference of The Wildlife Society, Miami, FL.

Organizer and Instructor, Workshop entitled "Modeling and Estimation Based on Capture-recapture and Occupancy Data", 19-23 May, 2008, Volcano National Park, Hawaii.

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 22-25 March, 2008, CEFE/CNRS, Montpellier, France.

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 21-25 April, 2008, National Conservation Training Center, Shepherdstown, WV

Organizer and Instructor, Workshop on Estimation and Monitoring for Conservation and Management of Animal Populations, 29 Oct.- 5 Nov., 2007. Conservation International at Smithsonian Tropical Research Institute, Panama City, Panama.

Organizer and Instructor, Workshop entitled "Estimation of Animal Abundance and Related Parameters", 21-25 May, 2007. University of Puerto Rico, Mayaguez, PR.

Organizer and Instructor, Workshop entitled "Analysis and Management of Animal Populations," 30 April – 8 May, 2007. Chapada dos Guimaraes, Brazil.

Organizer and Instructor, Short Course entitled: "Parameter Estimation and Decision-Making for Conservation and Management of Animal Populations and Communities". Department of Wildlife Ecology and Conservation, University of Florida. 10-17 March, 2007, Gainesville, Florida.

Organizer and Instructor, Workshop entitled "Modelling Patterns and Dynamics of Species Occurrence", 25-27 October, 2006, Boise, Idaho.

Organizer and Instructor, Workshop entitled "Site Occupancy Estimation and Modelling", 7-9 August, 2006, Patuxent Wildlife Research Center, Laurel, Maryland.

Organizer and Instructor, Workshop entitled "Site Occupancy Estimation and Modelling", 31 May – 2 June, 2006, San Marcos, Texas.

Organizer and Instructor, Course entitled "Analysis and Management of Animal Populations." Wildlife Conservation Society Graduate Programme in Wildlife Biology and Conservation. 16-22 August, 2005, Bangalore, India.

Organizer and Instructor, Short course entitled "Occupancy Estimation and Modelling", 5-9 Dec, 2004, Amphibian Research and Monitoring Initiative National Meeting, Wekiva Springs, Florida.

Organizer and Instructor, Course entitled "Parameter Estimation and Decision-Making for Conservation and Management of Animal Populations and Communities". Department of Wildlife Ecology and Conservation, University of Florida. 6-13 March, 2004, Gainesville, Florida.

Organizer and Instructor, Workshop entitled "Parameter Estimation and Decision-Making for Conservation and Management of Animal Populations and Communities", June 2003, Patuxent Wildlife Research Center, Laurel, MD

Organizer and Instructor, Workshop entitled "Parameter Estimation and Decision-Making for Conservation and Management of Animal Populations and Communities", 21-27 March, 2003, Bangkok, Thailand

Organizer and Instructor, Guest lectures on Quantitative Wildlife Ecology (WIS4601). Department of Wildlife Ecology and Conversation, University of Florida. 21-24 Jan, 2003, Gainesville, Florida.

Organizer and Instructor, Course on Computer Software for Animal Population Dynamics and Estimation. Department of Zoology, N.C. State University, March, 2002, Raleigh, NC.

Organizer and Instructor, Course on Animal Population Dynamics and Estimation. Department of Wildlife Ecology and Conversation, University of Florida. April, 2000, Gainesville, Florida.

Organizer and Instructor, Course on Quantitative Methods for the Study of Animal Population Dynamics. The Smithsonian Conservation and Research Center. June, 1999, Front Royal, VA.

Instructor, Indo-U.S. Workshop on Monitoring Tiger and Prey Populations, 12-17 Jan., 1999, Nagarhole National Park, India.

Hines, J.E., J.D. Nichols, and C. J. Schwarz. Biostatistics Workshop. Estimation of Animal Abundance and Rates of Survival, Reproduction and Movement: A Survey of Recent Developments with Case Studies. 27th Annual Meeting of the Statistical Society of Canada. June 1999. Regina, Saskatchewan, Canada

Organizer and Instructor, Course on Quantitative Methods for the Study of Animal Population Dynamics. The Smithsonian Conservation and Research Center. June, 1998, Front Royal, VA.

Organizer and Instructor, Course on Quantitative Methods for the Study of Animal Population Dynamics. The Smithsonian Conservation and Research Center. June, 1997, Front Royal, VA.

Instructor, Course on Quantitative Methods for the Study of Animal Population Dynamics, Department of Biological Sciences, Universidad Catolica, 17 June - 10 July, 1996, Quito, Ecuador.

Organizer and Instructor, Course on Quantitative Methods for the Study of Animal Population Dynamics. The Smithsonian Conservation and Research Center. June, 1996, Front Royal, VA.

Organizer and Instructor, Course on Animal Population Dynamics and Estimation. Department of Wildlife and Range Sciences University of Florida. 9-21 August, 1992, Gainesville, Florida.

Instructor, Second Latin American Workshop on Migratory Bird Research and Management. U.S. Fish and Wildlife Service. 16-17 May, 1984, Laurel, Maryland.

Instructor, First Latin American Workshop on Migratory Bird Research and Management. U.S. Fish and Wildlife Service. 3-4 May, 1983, Laurel, Maryland.

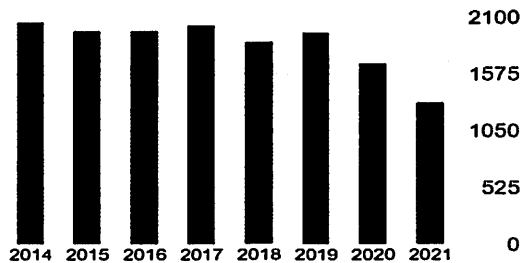
Instructor, Short course on PASCAL programming language for Migratory Bird and Habitat Research Lab, Patuxent Wildlife Research Center, Laurel, MD. 1981.

Publications

Google Scholar Profile

https://scholar.google.com/citations?user=ig_tgQ4AAAAJ&hl=en&oi=ao

	Cited by		VIEW ALL
	All	Since 2016	
Citations	34161	10853	
h-index	85	44	
i10-index	209	131	



Books (3)

MacKenzie, D.I., J.D. Nichols, J.A. Royle, K.H. Pollock, L.A. Bailey, and J.E. Hines. 2017. Occupancy estimation and modeling: Inferring patterns and dynamics of species occurrence, 2nd edition. Academic Press, San Diego, CA. 641pp.

Forsman, E.D., Anthony, R.G., Dugger, K. M., Glenn, E.M., Franklin, A.B., White, G. C., Schwarz, C.J., Burnham, K. P., Anderson, D. R., Nichols, J.D., Hines, J.E., Lint, J.B., Davis, R.J., Ackers, S.H., Andrews, L.S., Biswell, B.L., Carlson, P.C., Diller, L.V., Gremel, S.A., Herter, D.R., Higley, J.M., Horn, R.B., Reid, J.A., Rockweit, J., Schaberel, J., Snetsinger, T.J., and Sovern, S.G. 2011. Population demography of northern spotted owls: 1985-2008. Studies in Avian Biology 40. 106p.

MacKenzie, D.I., J.D. Nichols, J.A. Royle, K.H. Pollock, L.A. Bailey, and J.E. Hines. 2006. Occupancy estimation and modeling: Inferring patterns and dynamics of species occurrence. Academic Press, San Diego, CA. 324pp.

Online Book (1)

Donovan, T. and Hines, J.E., 2022. Exercises in occupancy estimation and modelling (in development)

Monographs (8)

Conroy, M. J., Hines, J. E. , & Williams, B. K. 1989. Procedures for the analysis of band-recovery data and user instructions for program MULT. Resource Publication - US Fish & Wildlife Service, 175.

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Unpublished Reports (4)

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Pradel, R., J.E. Hines, J.D. Lebreton, and J.D. Nichols. 1996. Capture-recapture survival models taking account of transients. Rapport de recherche de l'Unité de Biométrie 96-03. E.N.S.A. Montpellier, France.

Hines, J. E. , K. H. Pollock, and J. D. Nichols. 1984. Program LINLOGN users instructions. N. C. State Univ. Institute of Statistics Mimeo. Series No. 1650. 6pp. + Appendices.

Invited Presentations (28)

Sauer, J. R., W. A. Link, and J. E. Hines. 2020. Biometrics for complex long-term biodiversity data sets: Lessons from the North American Breeding Bird Survey. Invited presentation. Wildlife Society Annual Meeting 2020 (Virtual). 18 September 2020.

Sauer, J. R., J. E. Hines, and W. A. Link. 2020. Visualizing The North American Breeding Bird Survey. Invited presentation at North American Ornithological Congress VII. (Virtual) August 10-15 2020.

Sauer, J. R., W. Link, J. E. Hines, and D. K. Niven. 2019 What do we know about bird population change in North America? Invited Seminar at the Appalachian Ecology Laboratory, Frostberg, MD April 18, 2019.

Sauer, J. R., J. Hines, M. Clements, and W. A. Link. 2015. The North American Breeding Bird Survey: Monitoring as a faith-based initiative. James Nichols Retirement Symposium, St. Johns College, Annapolis, MD 8 August 2015. Invited Plenary.

Hines, J. E. , M. Clements, and J. R. Sauer. 2015. Estimating occupancy and detection of birds

Péron, G., J.E. Hines, W.L. Kendall, and J.D. Nichols. Fatality CMR: Estimation of bird and bat fatality numbers in wind farms using models inspired by capture-recapture methods. October 2014, The Wildlife Society, 21st Annual Meeting, Pittsburgh, PA. (presented by Péron)

Hines, J.E., J.A. Spendelow, and J.D. Nichols. Waterbird population dynamics: Patuxent contributions to methods, models, and inferences. November 2011. Annual Meeting of the Waterbird Society, 2011, Annapolis, MD. (presented by Hines and Spendelow).

MacKenzie, D.I., L.L. Bailey, J.E. Hines, and J.D. Nichols. Integrated modeling of habitat change and species occurrence dynamics. Oct. 2010. The Wildlife Society, 17th Annual Conference, Snowbird, Utah. (presented by MacKenzie).

Karanth, K.K., J.D. Nichols, K.U. Karanth, J. E. Hines, and N.L. Christensen, Jr. Extinctions of large mammals in India. Oct. 2010. The Wildlife Society, 17th Annual Conference, Snowbird, Utah. (presented by Nichols)

Hines, J.E., J.D. Nichols, J.A. Royle, D.I. MacKenzie, A.M. Gopalasway, N. S. Kumar, and K.U. Karanth. Tigers on trails: occupancy modeling for cluster sampling. Oct. 2010. The Wildlife Society, 17th Annual Conference, Snowbird, Utah. (presented by Hines)

Ferraz, G., J.D. Nichols, J.E. Hines, R.O. Bierregaard, and P.C. Stouffer. SLOSS revisited: bird species richness in Amazon forest patches. August 2008. Joint Meeting of American

Ornithologists Union, Cooper ornithological Society and Society of Canadian Ornithologists, Portland, OR. (presented by Ferraz)

Nichols, J.D., D.I. MacKenzie, J.A. Royle, J.E. Hines, L.L. Bailey, J. Martin, G. Ferraz, M.E. Seamans, and R.J. Gutierrez. August 2008. Overview of occupancy models: current state and new developments. Joint Meeting of American Ornithologists Union, Cooper Ornithological Society and Society of Canadian Ornithologists, Portland, OR. (presented by Nichols)

Nichols, J.D., T.S. Sillett, and J.E. Hines. Direct modeling of population growth rate based on studies of marked birds. Third International Partners In Flight Conference. March 2002, Asilomar, California. (presented by Nichols)

Nichols, J. D., J. R. Sauer, E. Cam, and J. E. Hines. 2000. Using Estimates of Species Richness to Test Ecological Theory. Invited Presentation in Symposium # 18: The Role of Theoretical Ecology in Biodiversity Conservation and Management. Ecological Society of America Annual Meeting, Snowbird, UT. August 2000.

Nichols, J.D., and J. E. Hines. Approaches for the direct estimation of lambda and related parameters using capture-recapture data. EURING 2000. October 2000, Marshall, California. (presented by Nichols)

Nichols, J.D., J.R. Sauer, E.Cam, and J.E. Hines. Using estimates of species richness to test ecological theory. 85th Meeting of the Ecological Society of America. August 2000, Snowbird, Utah. (presented by Sauer).

Nichols, J.D., J.E. Hines, J.-D. Lebreton and R. Pradel. The relative contributions of demographic components to population growth: a direct estimation approach based on reverse-time capture-recapture. SEEM3: Statistics in Ecology and Environmental Monitoring Conference. December 1999, Otago, New Zealand. (presented by Nichols)

Boulinier, T., J. Nichols, J. Hines, and J. Sauer. Using capture-recapture methodology for inference on the dynamics of communities at large scales. Norwegian Academy of Science and Letters Symposium: Dynamics in Time and Space: Basic and Applied Issues. September 1999, Oslo, Norway. (presented by Boulinier)

Kendall, W.L., J.D. Nichols, J.E. Hines, J.A. Dubovsky, and F.A. Johnson. Using tag returns and reward bands to model survival. Sept. 1999. American Fisheries Society Annual Conf., Charlotte, NC. (presented by Kendall)

Cam, E., J. D. Nichols, J. E. Hines, J. R. Sauer, and C. Flather. Geographic Analyses of Species Richness and Community Attributes of Forest Birds from Survey Data in the Mid Atlantic Integrated Assessment (MAIA) Region. Invited Presentation at Mid Atlantic Integrated Assessment Working Conference, Baltimore, MD, 1 December 1998. (Presented by E. Cam).

Sauer, J. R., J. E. Hines, J. D. Nichols, W. A. Link, I. Thomas, and G. Gough. Bird survey analysis and summary via internet. Invited Presentation at the USGS Gateway to the Earth Workshop in Sterling, Virginia on 14 October 1998.

Boulinier, T., J.D. Nichols, K.H. Pollock, and J.E. Hines. Capture-recapture approach to estimation of species richness and rates of extinction, colonization, and turnover. The Wildlife Society Third Annual Conference. October, 1996, Cincinnati, Ohio. (presented by Boulinier)

Kendall, W.L., J.D. Nichols, and J.E. Hines. Estimation of temporary emigration using secondary capture-recapture samples. Joint Statistical Meetings of the American Statistical Association. August 1995, Orlando, Florida. (presented by Kendall)

Nichols, J.D., J.E. Hines, and J.A. Spindel. Methods for estimating and modeling rates of intercolony movement using data from capture-recapture/resighting studies of metapopulations. Roseate Tern Symposium: Biology, Conservation and Management, 17th Annual Meeting of the Colonial Waterbird Society. October 1993, Arles, France. (presented by Nichols)

Nichols, J.D., and J.E. Hines. Survival rate estimation in the presence of tag loss using joint analysis of capture-recapture and resighting data. EURING-92, The Use of Marked Individuals in the Study of Bird Population Dynamics: Models, Methods, and Software. April 1992, Montpellier, France. (presented by Nichols)

Nichols, J.D., C. Brownie, J.E. Hines, K.H. Pollock, and J.B. Hestbeck. The estimation of exchanges among populations or subpopulations. EURING-92, The Use of Marked Individuals in the Study of Bird Population Dynamics: Models, Methods, and Software. April 1992, Montpellier, France. (presented by Nichols)

Hines, J. E. , C. Brownie, J. D. Nichols and K. H. Pollock. JOLLY and JOLLYAGE: Computer programs for capture-recapture estimation on open populations. 49th Midwest Fish and Wildlife Conference. December 1987, Milwaukee, Wisconsin. (presented by Hines)

Nichols, J. D., J. E. Hines, G. R. Hepp, K. L. Stromborg, and C. E. Grue. Effects of exposure to organophosphate pesticide on post-fledging survival of European starlings: A capture-resighting experiment. Joint Statistical Meetings of The Biometric Society, Eastern North American Region, and the American Statistical Association. March 1985, Raleigh, North Carolina. (presented by Nichols)

Presentations (76)

Sauer, J.R., W. A. Link, and J. E. Hines. 2019. Visualizing results from the North American Breeding Bird Survey. Patuxent Centerwide Meeting, December 2019.

Prat-Guitart, M., D.P. Onorato, J.E. Hines, and M.K. Oli. 2018. Spatiotemporal Patterns of Human-Panther Interactions in a Human-dominated Landscape. 2018 Spring meeting of the Florida Wildlife Society, Crystal River, FL, 11-13, April, 2018 (presented by Prat-Guitart)

Clement, M., J.D. Nichols, J.E. Hines, J. Collazo, A. Terando, D. Ziolkowski, Jr., K. Pardieck. Dynamic Modelling of BBS Data: Effects On Inference. North American Ornithological Conference. August 16-20, 2016. Washington, DC. (presented by Hines)

Powell, L.L., J. D. Nichols, J. E. Hines, A. Zurita, P.C. Stouffer, E. I. Johnson, and J.D. Wolfe. Forest recovery in post-pasture Amazonia: testing a conceptual model of space use by

insectivorous understory birds. July 2013, International Congress on Conservation Biology, Baltimore, MD. (presented by Powell)

Ferraz, G., J.D. Nichols, J.E. Hines, R.O. Bierregard, and T.E. Lovejoy. Bird species richness in Amazon forest patches of varied sizes: a re-evaluation of the SLOSS problem. April 2013, EURING 2013, Athens, GA. (presented by Nichols)

Miller, D.A., C.S. Brehme, J.E. Hines, J.D. Nichols. Community ecology of southwest arroyo toads: Joint dynamics of toads, predators, and habitat. Aug. 2011. 96th Annual Meeting of the Ecological Society of America. Austin, TX. (presented by Miller).

McGowan, C.P., J. E. Hines, J.D. Nichols, J.E. Lyons, D.R. Smith, K.S. Kalasz, L.J. Niles, A.D. Dey, N.A. Clark, P.W. Atkinson, H.P. Sitters, C.D.T. Minton, and W.L. Kendall. Demographic consequences of migratory stopover: linking red knot survival to horseshoe crab spawning abundance. July 2011. 129th Annual Meeting of the American Ornithologists' Union, Jacksonville, FL. (presented by McGowan).

Kendall, W.L., G. White, J.D. Nichols, J.E. Hines, and A. Franklin. Combining occupancy and mark-recapture models to adjust for state uncertainty: application to disease ecology. September 2009. EURING 2009. Pescara, Italy. (presented by Nichols)

Martin, J., S. Chamaille-Jammes, J.D. Nichols, H. Fritz, J. Hines, C. Fonnesebeck, D. MacKenzie, and L. Bailey. Multistate occupancy modeling to infer movement of elephants. August 2009. Ecological Society of American Conference, Albuquerque, NM. (presented by Nichols)

Fonnesebeck, C., J. Martin, J. Nichols, J. Hines, S. Chamaille-Jammes, and H. Fritz. Optimal conservation decision-making using reinforcement learning. July 2008. International Statistical Ecology Conference, St. Andrews, UK. (presented by Nichols)

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Johnson, F.A., B.K. Williams, J.D. Nichols, J.E. **Hines**, W.L. Kendall, G.W. Smith, and D.F. Caithamer. Developing an adaptive management strategy for harvesting waterfowl in North America. North American Wildlife and Natural Resources Conference 58. March 1993, Washington, D.C. (presented by Johnson)

Nichols, J.D., and J.E. **Hines**. Estimating rates of migration among subpopulations. 6th Annual Meeting of the Society for Conservation Biology. June 1992, Blacksburg, Virginia. (presented by Nichols)

Dawson, D. K., J. R. Sauer, M. K. Klimkiewicz, and J. E. **Hines**. 1988. Winter survival of birds at a feeding station in Maryland. Wilson Ornithological Society, Rosemont, PA. (Presented by D. K. Dawson).

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Blohm, R. J., R. E. Reynolds, J. P. Bladen, J. D. Nichols, J. E. **Hines**, K. H. Pollock and R. T. Eberhardt. Mallard mortality rates on key breeding and wintering areas. 52nd North American Wildlife and Natural Resources Conference. March 1987, Quebec City, Quebec, Canada. (presented by Blohm)

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Hepp, G., R. Blohm, R. Reynolds, J. **Hines**, and J. Nichols. Physiological condition of autumn-banded mallards and its relationship to the probability of recovery. Waterfowl in Winter: A Symposium and Workshop. January 1985, Galveston, Texas. (presented by Hepp)

Hines, J. E. , and J. D. Nichols. Sources of variation in survival rates of winter-banded mallards. 41st Northeast Fish and Wildlife Conference. May 1984, Ocean City, Maryland.

Hines, J. E. , and J. D. Nichols. Programs for use in the design and analysis of capture-recapture and capture--resighting experiments. National Workshop on Computer Uses in Fish and Wildlife Programs. December 1983, Blacksburg, Virginia.

Nichols, J. D., and J. E. **Hines**. Of mice and mallards: tests of the compensatory mortality hypothesis in vertebrate populations. Meeting of the Ecological Society of America held in

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Hensler, G. L., J. D. Nichols, R. A. Coon, H. F. Percival, and J. E. **Hines**. Estimating nesting success: A model, estimators, and a field example. Meeting of the Ecological Society of America held in conjunction with the 31st Annual Meeting of the American Institute of Biological Sciences. August 1980, Tucson, Arizona. (presented by Hensler)

Session Organizer, Chair or Co-chair

Organizer and Session Chairperson for the computer software session of the EURING-94 meeting on State-of-the-Art Data Analysis for Studies of Marked Birds (Laurel, MD, September 1994).

Journal Referee

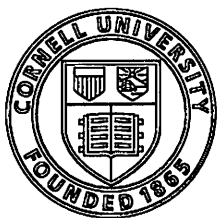
- Animal Biodiversity and Conservation
- Animal Conservation
- Biodiversity and Conservation
- Biological conservation
- Biological Invasions
- Canadian Journal of Statistics
- Diversity and Distributions
- Ecological Applications
- Ecological Research
- Ecology
- Journal of Animal Ecology
- Journal of Applied Statistics
- Journal of Fish and Wildlife Management
- Journal of Mammalogy
- Journal of Wildlife Management
- Methods in Ecology and Evolution
- Mortality
- The Condor

Graduate Committees

I have served on three graduate student's advisory committees:

- **University of Florida:** Martial Kiki (PhD); Marta Prat (MS)

- **University Minnesota: Pornkamol Jornburom (PhD)**



Cornell University

Evan G. Cooch
Associate Professor
Department of Natural Resources
& the Environment
202 Fernow Hall
Ithaca, NY 14853

September 17, 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

RE: nomination of **Mr. Jim Hines** for 'Doctor of Science' at the University of Florida

It is my honor and distinct pleasure to write in support of Jim Hines, nominee for an honorary 'Doctor of Science' at the University of Florida. Based purely upon Jim's abilities, and the sheer magnitude of the contributions he has and continues to make as both a world-class researcher, scientific programmer, and teacher/mentor, the only qualifier needed to my 'support' is 'extremely enthusiastic'. My own personal caveat to making this statement is I feel inadequate to the task of trying to speak as proxy for the very large number of people (thousands, easily) who have benefitted by their involvement with Jim Hines. Quite simply, Jim is superb — one of the brightest minds I have ever encountered, one of the kindest and most helpful colleagues I've had the pleasure of knowing, and one of the most productive and impactful people I've met in nearly 40 years of 'doing science'.

While I've written many 'letters of recommendation' over the years, I think something a bit out of the realm of the 'typical' structure for such a letter is appropriate for Jim. I first met him in the early 1990's, while a post-doctoral fellow working in the general area of 'statistical ecology' at the Patuxent Wildlife Research Center¹, in Laurel, Maryland, where Jim has worked continuously since 1977. I was a 'fresh doctoral graduate', with the typical combination of smug satisfaction that I knew a lot, and the naïve tendency to suggest as much, especially in public. When faced with a particularly nasty little statistical program that I thought might benefit from some modified computer code, I was introduced to Jim Hines, who proceeded to not only answer my question quite promptly, but did so with considerable grace. Not once pointing out my lack of clear thought, or my presumed understanding of the problem (or my abysmal attempts at re-writing some of what turned out to be Jim's computer code).

Literally the next day, I was gathered with other scientists in an office, discussing some new idea or other. One of the other post-docs in the group was trying to articulate a new idea

¹ It is probably called something else these days, owing to the usual government fascination with 'rebranding', but to the majority of the scientific world, it is and always will be known simply as 'Patuxent'.

concerning a novel statistical approach to a problem – not very well, it seemed, since most of us in the room were unsure we understood the approach. I remember Jim writing down a couple of notes, and then disappearing down the hall to his office. Later that day, we all happened to reconvene. The post-doc announced to the rest of us that in the intervening few hours since the initial presentation, Jim had not only understood the thrust of the idea, but had written a computer program to handle the core calculations, and in the process had come up with a number of extensions that the post-doc had not originally thought of. Jim was not in the room when this was announced – apparently (according to the post-doc), he refused to take credit for the contribution, and simply let the post-doc in question proceed with it as ‘their own’.

Smart, world-class programmer, modest concerning his contributions. I had, indeed, ‘met’ Jim Hines.

Beyond my personal interactions with Jim, some summary points concerning his broader impacts:

1. Jim is superb, but annoyingly modest concerning his work. He has authored and co-authored some 250+ papers, reports, and book chapters, and yet despite his having been heavily involved in a statistical discipline where ‘counting things’ is part of what he ‘does for a living’, I would bet a fair sum that Jim Hines doesn’t really know (or probably care) how many publications he has. In fact, I can’t even imagine Jim Hines doing any of the normal tabulations that most academics do routinely as part of the process of ‘advancement and promotion’ – unless forced to by some administrative type. Those sorts of things are simply not motivating for Jim Hines.
2. As suggested, the formal tabulations of ‘productivity’ and ‘impact’ for Jim Hines are remarkable. A recent check with Google Scholar shows > 30K citations, with an h -index is 85 and the $i10$ index (number of publications with ≥ 10 citations) is 209. Each of these measures of productivity and impact are exceedingly high by any standard. An h -value of 85 far exceeds the standard of 45 that has been suggested for entry level into the National Academy of Sciences. For example, among 36 new inductees in the National Academy of Sciences in biological and biomedical sciences in 2005, the median h -index was 57.

But, perhaps as noteworthy are the sheer number of occasions on which Jim Hines has ‘helped’ people – with statistical advice, computer code, or simple encouragement. For example, I created and moderate a heavily used ‘online forum’, where people pose questions about experimental design and analysis of data from replicated encounters of marked individuals¹. Of the some $\sim 4K$ topics created on the forum, Jim Hines along has been responsible for some ~ 525 ‘posts’, virtually all of them being of the ‘question answered’ variety, where Jim has helped someone with a particular problem.

3. While quiet and modest by nature (see above), Jim has taken the lead in a large number of instructional workshops (I note that many of these – perhaps the majority – have been affiliated with the University of Florida). Having sat in on a few, I can

¹ As esoteric as this might sound, it is one of the most rapidly developing sub-disciplines in ecological statistics.

say that despite his tendency to avoid the limelight, Jim is an excellent teacher. His technical command of the subject goes without question. But what impressed me the most was his singular patience in explaining often quite technical things to workshop participants who struggled with the concepts. Jim Hines is not a typical 'isolated academic' – he strongly believes in taking the ideas and methods, and the tools, to the people who might use them. His educational outreach contributions are outstanding. Beyond his workshop contributions, his software contributions alone (all free, all made readily available online) dwarf almost everyone else in the profession – by a considerable margin. It is probably not hyperbole to say that Jim Hines has written and contributed more pieces of heavily-used computer code than some holding the 'doctorate' title have written papers (of which Jim Hines has also done a fair of, to say the least – above). Without Jim Hines, our profession would not have progressed at nearly the rate it has.

In summary, Jim Hines is one of the most outstanding scientists I've been lucky enough to have met in my career. The fact that he has not received a doctorate in the 'usual way' is entirely due to his being too busy – too involved with the work, helping people, and making contributions to the profession – to pursue the normal academic route to achieve those credentials. I think an honorary 'Doctor of Science' from the University of Florida is not only appropriate by the usual measures for justifying such an award, but would be a long-overdue public acknowledgement of the singular contributions Jim Hines has made over the past ~ 45 years. I urge you to give Jim's nomination every consideration. Should his nomination be successful, there would be a very large, world-wide sense of gratitude to the University of Florida for recognizing a person held in the highest esteem.

I'd be happy to provide further comments on Jim, at your request.



Evan Cooch
Associate Professor
Department of Natural Resources & the Environment
Cornell University



United States Department of the Interior

U.S. GEOLOGICAL SURVEY

Eastern Ecological Science Center
12100 Beech Forest Road
Laurel, Maryland 20708
(301) 497-5500

22 September 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Dean Turner:

It is my pleasure and honor to write this letter in support of the nomination of Mr. James E. Hines for an honorary Doctor of Science degree from the College of Agricultural and Life Sciences. I am a Courtesy Professor with the Department of Wildlife Ecology and Conservation (WEC), having been a member of your courtesy faculty since the early 1990s. I spent my career as a research scientist at the Patuxent Wildlife Research Center (PWRC), cycling through 3 organizations, U.S. Fish and Wildlife Service, National Biological Service, and U.S. Geological Survey (USGS). I retired several years ago and am now an emeritus scientist with USGS. In 1977, Hines began working with me part-time at PWRC while he was obtaining his B.S. degree in mathematics at University of Maryland. Upon graduation he accepted a full-time position with PWRC as a computer programmer, with subsequent promotions to computer specialist and computer scientist. I was Hines' immediate supervisor for his entire career until my retirement in 2015. Hines and I have jointly authored well over 100 scientific papers, and he is my most frequent collaborator by far. I am thus well-qualified to comment on his extraordinary career.

I will broadly classify Hines' contributions as: (1) focused research in animal population ecology and conservation, (2) methodological research, including development of user-friendly software for carrying out complex statistical analyses, (3) establishment and maintenance of an important citizen-science website, and (4) graduate and post-graduate education. I will provide general comments on these contributions here and provide more detailed information in an addendum.

(1) Hines' career has differed from that of most computer scientists, in that he has never been part of an IT department or any other group of computer specialists. Instead, he has always been an integral part of a team of scientists focused on research in animal ecology and wildlife management. He has had the central role in all of these teams as the person who handles the data and develops statistical methods and associated computer code to address the focal questions. He has an uncanny ability of "knowing" exactly what information is encoded in data, developing models to estimate parameters that the rest of us thought impossible to access. Because of his connections with UF, he has contributed to a number of Florida studies of such species as snail kites, scrub jays, panthers,

manatees, feral pigs, indigo snakes, alligators, pig frogs, wood ducks and the Lower Keys marsh rabbit. Through the many questions that he has addressed, he has been a huge contributor both to the theory of animal ecology and to decision-making in wildlife management and conservation.

(2) Hines' many publications are roughly split equally between those that address specific research questions, as described in (1), and those that develop and describe statistical inference methods. For Hines' work on inference methods, two broad classes of model, multistate capture-recapture models and occupancy models, deserve special mention. Hines was a member of the teams that developed these models, and they have become two of the most widely used model classes in animal population and community ecology. Prior to their development by Hines' teams, these models were essentially unknown. Now, it is virtually impossible to find a current volume of any journal for animal ecology or conservation that does not contain papers using models from both of these methodological classes. When the interests of Hines' research teams include topics likely to be of interest to other researchers, Hines has developed user-friendly software for use by the scientific community. As an example, Hines developed the software PRESENCE and RPRESENCE to implement occupancy models and estimate species distributions and distributional dynamics. These programs are widely used and cited by ecologists around the world.

(3) The North American Breeding Bird Survey (BBS) is a continent-wide citizen-science program developed by a scientist at PWRC in the early-mid 1960s. PWRC scientist John Sauer and Hines had the vision to create a BBS website that would provide user access to not only data, but completed analyses that provided rigorous estimates of such metrics as population trend for different species and geographic locations. They have expanded this website over the decades, and the current realization of their vision is the best citizen-science website in existence (my opinion). The distinction between their site and most sites for other citizen-science programs is the ability of users to obtain rigorous analyses tailored to the species, time periods and locations of interest. This site is heavily used, and the associated summary publications are widely cited.

(4) Hines has a deep interest in conveying his understanding of science and how it works to others. He also wants to share the methods that he develops with potential users. One way of doing this is via short courses and workshops. Indeed, he has taught numerous short courses at UF (see addendum). During these short courses and workshops, students frequently ask Hines for help with their thesis research, such that Hines' evenings are often spent working with these students. Hines is extremely generous with his time and expertise, and he truly enjoys working with graduate students. In many cases, the students stay in contact with Hines for help with their thesis analyses, sometimes coming to PWRC to work with Hines for periods ranging from a day to several months. As a result of these kinds of interaction, Hines has helped large numbers (well over 100) of students from all parts of the world with their thesis projects. Hines has been a formal graduate committee member for Ph.D. students at UF and University of Minnesota, but his assistance to graduate students extends far beyond these assignments. Hines has coauthored a large number of publications based on student thesis research.

Despite these four and substantial contribution areas, Hines is very modest and does not seek recognition. As a result, he is seldom listed as senior author for his contributions as a research team member. This is ironic, as he is typically the single person without whom the work could not have been completed and published. Because of the complexities of dealing with animal survey data (e.g., dealing with nondetection, misclassification, nonstandard spatial sampling, multiple data types) the statistical analyses required to provide robust inferences are extremely complicated, requiring someone who both knows statistics very well and can write computer code for large, messy data sets. Hines is one of the small number of scientists worldwide capable of implementing such analyses.

In contrast to his author order for standard research publications, Hines is senior author on a number of important methodological papers and sole author (and developer) of virtually all of his software packages. Although he began his career implementing the statistical analyses formulated by other members of his research teams, he quickly developed proficiency in statistics, enabling him to formulate new models and approaches himself. The large numbers of citations and downloads of his software provide ample evidence of his influence. In fact, Hines is one of four software developers worldwide responsible for about 90% of the software used by the ecological community to draw inferences about animal populations. At the invitation-only EURING meetings of scientists engaged in such work, Hines has been invited to participate (often as a session chair) in all of the meetings for the last 25+ years.

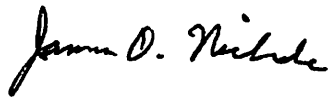
Hines' publications and citation statistics speak for themselves and require little elaboration. Google Scholar currently lists him with >34,000 citations, an H' index of 85 and 209 papers cited at least 10 times. These numbers place him well above nearly all of the senior scientists (full professor equivalents) within USGS Biology, nationwide. His publications have earned him awards from The American Statistical Association and The Wildlife Society. He has earned the 2 most prestigious awards of the U.S. Department of Interior (Meritorious Service, Distinguished Service), as well as a Special Recognition Award from the Biometrics section of The Wildlife Society. He is highly regarded internationally as one of the top experts on all aspects of ecological statistics that deal with animal population and community dynamics.

Hines' work is highly regarded and his expertise is well known to colleagues in his discipline, who treat him as an esteemed peer. It is interesting that Hines has helped so many graduate students with the analyses that allow them to obtain Ph.D. degrees, without ever having done this himself. Newcomers to this field always refer to him as Dr. Hines, assuming that he earned a Ph.D. The formal recognition of the honorary Doctor of Science degree is highly appropriate and would be greatly appreciated and valued by Hines and all of us who know him and his work.

In sum, I believe that an honorary Doctor of Science degree from UF would be a perfect capstone to Hines' extraordinary professional career. I know a large fraction of the worldwide scientists who work in Hines' discipline, and Hines' contributions far exceed those of the vast majority of us. Hines has helped so many other scientists in their

research, and a UF Doctor of Science degree would be a fitting honor for his outstanding contributions.

Sincerely,



James D. Nichols

Addendum

Here, I provide some more detail on the four main classes of contribution by Hines.

(1) Hines' research has focused on animal ecology and wildlife management. Most serious science in these disciplines now relies on statistical inference methods that require software tailored to specific research data and question(s). Development of such tailored, specialized software has been the primary focus of Hines' work throughout his career. Very early in Hines' career, he was asked to translate complex algebraic expressions into computer code and to accept large amounts of input data and convert them into summary statistics required by the analytic methods. However, he very quickly became a self-taught statistician who developed new models to achieve desired analysis objectives. He has become expert at developing specific models for use with the key step in science, the comparison of experimental and observational data against model-based predictions. Hines' role in research conducted by the various teams with which he has worked has thus been both central and essential.

Hines' has contributed to so many important research efforts, that it would be impossible to enumerate them here. His work has been published in high-impact general scientific journals (*Nature*, *Science*, *Proceedings of the National Academy of Sciences*, *Proceedings of the Royal Society*), as well as virtually all of the important international ecology, conservation and wildlife journals (including *Ecology*, *Journal of Animal Ecology*, *Oikos*, *Oecologia*, *Ecological Applications*, *Biological Conservation*, *Conservation Biology*, *Journal of Applied Ecology*, *Journal of Wildlife Management*, *Animal Conservation*). The ecological breadth of the work is impressive as well, with Hines' studies including North American waterfowl, a variety of large and meso carnivores, invertebrates, a variety of small mammal species, North American bird species and communities, manatees, African elephants, Amazon bird communities, Brazilian and Indian primates, fish species and communities, various reptile species, amphibian species and communities, bats, etc. Non-ecological research includes inferences for the U.S. Navy about detection and correct classification probabilities for vessel images on boat-mounted cameras. Hines possesses a deep understanding of

statistical inference and its role in science. This understanding has allowed him to contribute to a bewildering variety of research questions.

As just one example of Hines' research contributions, consider his involvement with northern spotted owl research over the last 25 years. In the 1990s, the U.S. Forest Service funded a set of demographic studies on a number of northern spotted owl populations in the Pacific northwest. The researchers carrying out the fieldwork meet for workshops to analyze the combined data every 4-6 years, and Hines was invited (and agreed) to be a senior analyst for these. At the initial workshop, Hines was asked to implement a projection matrix approach to estimate growth rates of the owl populations. Hines recognized that this approach was complicated by the absence of information on owl movement in and out of populations. He recommended a different capture-recapture approach that accommodates such movement, an approach for which he had written computer software while assisting a PWRRC postdoc. The owl research team accepted Hines' recommendation, and Hines has implemented this superior approach at every analytic workshop since then. In later analyses, there was much interest in the influence of invasive barred owls on northern spotted owl population dynamics. Initial analytic efforts to investigate this influence were ineffective, so Hines recommended a new 2-species occupancy approach which he and others had developed and for which he had written software. This approach was adopted and has provided strong inferences about barred owl effects. Most recently, he has recommended a multistate occupancy approach for drawing inferences about spotted owl reproductive rates, and this has just been adopted as well. The requests for Hines to be a senior analyst for these workshops is indicative of the high regard that researchers have for his skills. The efforts of the >100 biologists and field technicians collecting data in this massive study are maximally useful because of Hines and a few other senior analysts who developed the methods that use these data to produce useful inferences. The fact that Hines has recommended three new methodological approaches, all of which have been adopted, provides a great example of his innovation with respect to analytic methods. The estimates of population growth rate produced by his analyses always generate by far the most interest of all the analytic results produced at these workshops.

(2) Hines' methodological contributions cover a wide range of target parameters, including survival rate, reproductive rate, rates of movement, population size and growth rate, species richness, species occupancy, and local rates of extinction and colonization. His work covers a wide range of data types, and hence classes of models, for example, band recovery models, capture-recapture models, distance sampling models, multiple observer sampling models, time-of-detection models, and occupancy models. Two broad classes of model deserve special mention, as Hines was a member of the teams that developed these models, and they have become two of the most widely used model classes in animal population and community ecology. One is multistate capture-recapture models, first developed in the early 1970s and seeing virtually no use for 2 decades. In the early 1990s, a small group of researchers that included Hines recognized the importance of these models and began work on them. Hines developed associated software, MSSURVIV, and these models are now used worldwide for a wide variety of research questions. The other class is occupancy models, developed by Hines' research

team in the late 1990s and early 2000s. These models use species-level detection data to estimate parameters associated with site-level occurrence, extinction and colonization of focal species. Hines wrote the initial software to implement these methods (PRESENCE) and has been a developer and author on the majority of important publications developing these methods. These two classes of methods are now among the most widely used in animal ecology and wildlife management.

Because of his integration into research teams and programs, Hines' computing is always tailored to the questions and problems at hand. As such, much of his software is developed for a single use. However, when focal questions are anticipated to be useful to a larger audience, Hines modifies software to be user-friendly for the broader scientific community. Hines has a website that offers about 25 programs that are made available at no charge for interested scientists. In almost all cases, these programs were the first to carry out the analyses for which they were developed. In many cases, programmers who primarily developed user-friendly software later incorporated Hines' software into their own packages, as Hines had moved on to other projects and had no reason to expand or extend his original work. As noted above, MSSURVIV was written by Hines as the very first software package to provide estimates for multistate capture-recapture-resighting models. MSSURVIV was used widely for several years until the interest in these models had increased to the point where another computer specialist borrowed Hines' code for incorporation into his own software.

The glaring exception to Hines' usual approach of developing software, making it available to the public, and then moving on to other work when his development was completed is program PRESENCE (also RPRESENCE). Hines was an integral member of the team that developed the now widely-used occupancy models and, together with team member Darryl MacKenzie, wrote the first software to implement the models. In this case, these models remained a primary research topic for one of Hines' research teams, so Hines has continued to develop the software, adding new models and capabilities as they are developed. Other software packages now implement many of these occupancy models, but PRESENCE is the software that always contains the new models first. PRESENCE and RPRESENCE show large numbers of downloads each year, and Hines responds to numerous queries worldwide about these programs and occupancy models.

(3) I have little to add here to the above description of Hines' contributions to the website for the BBS. Historically, PWRRC scientist John Sauer worked on methods for analyzing these data and recognized that results would be of widespread interest to the general public. He worked with Hines to place results on floppy disks that were made available to the public. With the advent of the internet, Sauer and Hines developed a vision for a website at which users could obtain data and/or analytic results tailored to their specific questions and interests. The resulting site is widely emulated and heavily used and cited.

(4) As noted, Hines has a deep interest in, and commitment to, education. Hines was an instructor at a short course at UF in 1992, and has since instructed in at least eight others. These short courses focus on estimation of parameters associated with animal population

dynamics and typically span about five days. Students are from the Departments of Wildlife Ecology and Conservation and Zoology, as well as from local agencies such as the Florida Fish and Wildlife Conservation Commission. Hines also teaches regularly at the Smithsonian – George Mason School of Conservation in Front Royal, VA. In addition to such university courses that are taught on a fairly regular basis, Hines has developed and instructed single short courses and workshops at universities and other venues throughout the U.S. and all over the world (e.g., India, Brazil, France, Norway, Panama, Ecuador, Puerto Rico). In the early part of his career, Hines developed and administered the computer exercises for these courses, but quickly expanded his role and to give regular lectures as well.



COLLEGE OF AGRICULTURAL AND
ENVIRONMENTAL SCIENCES
AGRICULTURAL EXPERIMENT STATION
COOPERATIVE EXTENSION

DEPARTMENT OF WILDLIFE, FISH, AND CONSERVATION BIOLOGY
ONE SHIELDS AVENUE
DAVIS, CALIFORNIA 95616-8751
FAX (530) 752-4154

19 September 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270
c/o Dr. Madan Oli (olim@ufl.edu)

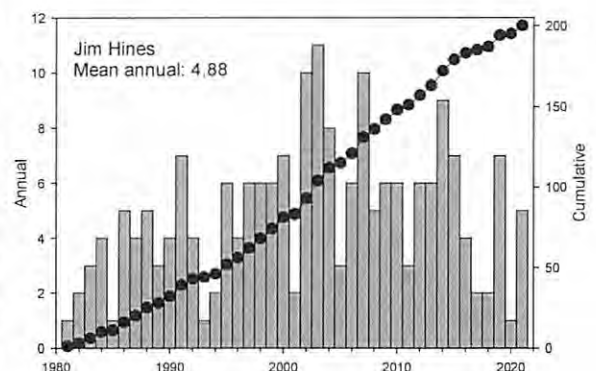
Dear Dr. Turner,

I am writing to offer my deepest and most sincere support for the nomination of Mr. James E. Hines as a candidate for an Honorary Doctor of Science from the University of Florida. I write with a profound appreciation of the rarity with which such requests are – and should – be awarded, but with equally firm resolve that Mr. Hines has exceeded expectations for a doctoral degree many times over in what can only be considered a storied career. I have never met Jim, and to my knowledge we have never interacted professionally or personally, either directly or indirectly. However, I believe that I am representative when I note that I certainly know who Jim is. Jim has done more to promote quantitative ecology than most people, and he does this with no apparent desire for notoriety. He just plugs away at what he is particularly good at. Thank goodness!

By way of personal background, I have been a full professor since 2004, and I have served as Chair of my department (2007-12) and I have served on college-wide merit/promotion review panels. I recently completed a stint as President-Elect and then President of the American Society of Mammalogists (2016-18, 2018-21, respectively). I am invited to review tenure and promotion dossiers in most years. Consequently, I believe that I have a good “image” of what constitutes a typical – and an above average – record for PhD colleagues at various stages of their career. In my view, Jim Hines’ record outshines most dossiers I have reviewed by any measure.

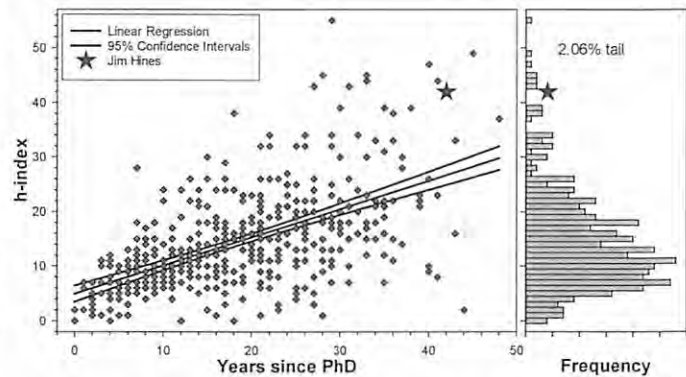
There are many colleagues who publish in the scientific literature and who write computer code without having PhD degrees. Given that, what makes Jim Hines stand out? Why consider him for this most honorific of honors? Well, not to sound quaint, but “where should I start?” You will already have the raw numbers at hand – two books coauthored (one in its second edition), 8 monographs, currently exceeding 200 published papers in the peer-reviewed literature, and principal developer/author of over 20 software programs that are used by scientists globally. While this represents an impressive foundation, it is the detail that is so overwhelmingly impressive.

When reviewing the publication record of colleagues, I frequently plot these to give myself a clear view of their productivity. I do not typically insert these figures into my letters, but I am making an exception in this case because the record is so astounding. In a 42-year career (1981–2021), Jim Hines has maintained a remarkable rate of almost five publications annually, and he consistently publishes in the very best and most relevant journals



in his field. Underscoring his role in these efforts, Jim is “lead” author (first or last) of over one-third of these publications. Thirty-two of these are in *Ecology*, and another 27 are in the *Journal of Wildlife Management*. These are the crème de la crème in their respective fields. This is complemented by papers in virtually every important outlet including *Science*, *Nature*, *PNAS*, *Proceedings of the Royal Society B*, *Oikos*, *Oecologia*, *Biological Conservation*, *Conservation Biology*, *Biometrics*, and so on. In terms of influence in the fields of quantitative ecology, conservation, and management, Jim Hines’ record reflects that rarified atmosphere where few have the raw ability to tread. Jim Hines has been leading the way in this arena for four decades.

Productivity is only one measure, however. Citations give an estimate of influence, of the extent to which ones’ efforts are guiding the research of others, and here again Jim stands out. Google Scholar indicates that Jim’s work has been cited over 34 thousand times (almost 11 thousand in the past five years alone), and to the extent that standard indices mean anything, his h-index is a jaw-dropping 85. The more conservative Web of Science includes only 138 of Jim’s publications (excludes books and all publications before 1990, for example), but still indicates an h-index of 42. One means of comparing this to other scientists is to capitalize on a comprehensive survey of productivity by faculty in fisheries and wildlife sciences¹. If we plot the h-index (from Web of Science) for 437 environmental scientists against the number of years since they obtained their PhD, and then superimpose Jim Hines’ Web of Science h-index (the green star), conservatively assuming a “date since PhD” as 42 years (e.g., since he published his first paper in 1981), it is immediately clear that Jim’s research is **very** actively cited. Indeed, with a Bachelor’s of Science degree in mathematics, his publication record is in the 2.1% tail of the distribution of university faculty! When we further consider that Web of Science does not include Jim’s 32 peer-reviewed publications prior to 1990, nor his books, the record is all the more impressive.



And yet, these accolades fail to give due consideration to what may be Jim’s most far-reaching accomplishments, which is the 20 or so computer programs that he has written to allow others to apply sophisticated quantitative approaches to their data. This alone has pushed the fields of wildlife, conservation, and fisheries science to a more rigorous, replicable, and defensible position. As one example, if we assume that citation of Jim’s book on occupancy modeling² is reflective of use of the accompanying Program Presence, then this suggests that this program has been applied in at least 4,157 independent articles.

Jim Hines has been recognized numerous times for his contributions to wildlife and fisheries ecology, including both Meritorious Service Award and the Distinguished Service Award from the US Department of the Interior. Accepting my argument that Jim Hines deserves an Honorary Doctor of Science degree, why the University of Florida? Jim has already developed a compelling association with UF-Gainesville. He organized and taught short courses there in 1992, 2000, 2004, 2007, 2011, 2017, and 2019, he has served on the graduate advisory committee for a number of UF students, and he has been active in publishing with faculty from UF over many years. In short, your campus has developed a strong relationship with Jim Hines, putting your faculty in a particularly strong position to evaluate his contributions and to assess him relative to his peer-group. Any contemporary fisheries or wildlife ecologist is immediately knowledgeable of many of Jim’s publications. His C.V. reads as a list of many of the most important contributions to quantitative ecology of the past four decades. And, his role in these is not trivial – he’s the guy making the electrons move in the right direction inside our computers, thereby allowing us to push our science to

¹ Swihart, R. K., et al. 2016. Performance benchmarks for scholarly metrics associated with Fisheries and Wildlife Faculty. *PLoS One* 11(5): e0155097. doi:10.1371/journal.pone.0155097

² MacKenzie, D. I., et al. 2018. *Occupancy estimation and modeling: inferring patterns and dynamics of species occurrence*. 2nd ed. Elsevier. First edition published in 2006.

a higher level. Jim is an unsung hero of contemporary ecological and conservation science, and I find it remarkable and surprising to know that he has “just” a B.S. degree. If we all could be so accomplished with our respective backgrounds.

In summary, I consider Jim Hines’ professional record not only to be comparable to many of my PhD peers in academics and applied government, but to exceed the vast majority of them. I generally am not a fan of standard indices to measure and compare my colleagues, but in Jim’s case I honestly believe the 2.1% tail of his h-index is a valid representation of his impact. I suspect that most readers of his papers, and the enormous number of colleagues using his software, simply assume that he already has a PhD. To grant him this honor will, in my considered opinion, not only bestow upon this remarkable colleague a title that he so clearly deserves. I believe that it also will reflect well on the University of Florida, for having had the insight to recognize an outstanding colleague in an increasingly critical field of science.

Thank you for this opportunity to provide my perspective on Jim Hines, and his uncontestable qualifications for an Honorary Doctor of Science degree.

Very sincerely,



Douglas A. Kelt, Ph.D.
Professor, Wildlife Ecology
Department of Wildlife, Fish, & Conservation Biology
University of California, Davis
One Shields Avenue
Davis, CA 95616 USA
T: +1-530-754-0145 F: +1-530-752-4154
dakelt@ucdavis.edu

September 18, 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Dr. Turner:

I am writing to support the nomination of Mr. James E. Hines for an Honorary Degree of Doctor of Science. I am well acquainted with his background, numerous achievements, and strong connections to the University of Florida. I am a professor emeritus in UF's Department of Wildlife Ecology and Conservation, where for 30 years I ran a research program focused on carnivore ecology and conservation in Florida and internationally in Venezuela, Pakistan, Nepal, India, Borneo, and Malaysia. The quantitative analyses essential to my graduate students drew heavily on the publications and computer programs developed by Mr. Hines.

In looking at the requirements to receive an Honorary Degree, recognition depends largely on three major criteria: (1) Recognition of eminent achievement in scholarship; (2) Sustained achievements of lasting significance and value; and (3) Connections in some significant and meaningful way with the University. I will address these criteria in order.


1. Jim has an exceptional record of scholarship and his work has been recognized by numerous prestigious professional scientific agencies and academic institutions. His findings have become the guidelines, the standards by which animal population studies are judged. He has been joined by some of the world's best biostatisticians to further advance the analytical applications needed to study elusive carnivores and their prey. His use of camera-trap surveys, line-transect sampling, and occupancy modeling approaches have been ground breaking. It is an understatement to say his work has had far reaching and significant impacts.
2. Jim has an astounding and enviable record of scientific publication, averaging five referred journal publications per year over the last 40 years. To this 200 must be added his books (3), monographs (8), technical reports (4), book chapters (3), and proceedings (20). Jim is also the author of at least 34 computer programs, some of which have been downloaded >50,000 times. His productivity has been sustained over several decades and his work continues to have lasting significance and value. The impacts of his works have been

dispersed through numerous refereed journal publications, book chapters, books, invited presentations at scientific meetings, and national and international symposia.

3. Jim has strong connections to UF. We at UF have been most fortunate in that he has organized and taught numerous quantitative workshops and short courses over the last 20 years for 100's of UF students, numerous faculty, and agency (USGS, FWC) personnel. I should also mention that he has extended the reach of these workshops to many foreign countries, often in collaboration with former UF students.

Overall, I doubt that there are many faculty in IFAS with a CV as strong as that of Jim Hines. He has excelled in all the requisite measures of scholarship, exhibited sustained achievements of significance and value, and has a long history of working collaboratively with faculty and students at UF. His presentations and international activities have clearly raised UF's profile as a major research university, significantly enhanced the academic programs of graduate students, and provided the education and training for the next generation of global conservation leaders. I can't think of a better recipient for an Honorary Degree, and I strongly endorse Jim's nomination.

Sincerely,



Mel Sunquist
Professor Emeritus



Montpellier, September 22, 2021

To whom it may concern

Over the last three decades, our knowledge of animal and plant demography has been revolutionized. Large data sets obtained in long term field programs using marked animals have been used in refined statistical analyses to estimate demographic parameters (mortality, fecundity, dispersal...) in thousands of populations covering a variety of life styles: from butterflies to whales, from warblers to albatrosses, from annual plants to trees. This revolution greatly helped deciphering the consequences of human activities on biodiversity (hunting and other forms of exploitation, land use change and loss of habitat and, more recently, climate change), quite a useful progress in the current context of the environmental crisis. It also strongly influenced empirical studies of selection, adaptation and evolution.

This revolution took place thanks to the development of sophisticated statistical models for estimating demographic parameters while accounting for the imperfect and incomplete detection of marked animals – the so-called capture-recapture methodology-, and of flexible software to analyze data based on these statistical models, though appropriate model selection, estimation procedures, and estimation of the precision of the results. The development of powerful software has relied over the last 30 years on a tiny handful of productive people, less than 5 indeed worldwide. James E. Hines (“Jim”) has been one of these people. The various powerful pieces of software he produced, and the scientific contributions he developed based on this core activity, in particular in the dissemination of novel and powerful methodology to population biologists, have been strongly instrumental in the revolution of animal and plant demography.

I cannot provide a full review of Jim’s achievements, and I will just develop a few examples to illustrate what I think are his major scientific contributions.

Among the many key pieces of software developed by Jim Hines, I choose to comment on MS-SURVIV, the first program for treating “multistate capture-recapture data”, in which the individuals are categorized into several states (such as different sites, reproductive or non-reproductive status, weight classes...). These models, developed theoretically in the early 1970s started being used in practice only in the early 1990s, thanks to program MS-SURVIV. Clearly, being able to estimate transition probabilities among states (dispersal probabilities, probability of reproducing etc.) and state specific probabilities of mortality made it possible to address a number of unresolved biological questions, ranging from management (e.g., understanding source-sink population systems), to evolutionary biology (e.g., linking fitness to body weight). The first paper using MS-SURVIV (Hestbeck et al. 1991, Ecology) used in particular for the first time a sophisticated type of model to demonstrate that migrating Geese were keeping a memory over the years of their wintering area, being more prone after some change to come back to an area used earlier. Since this landmark paper, multistate models developed in an explosive fashion, along a variety of different lines. They became a key tool for population biologists and are commonly taught in graduate curricula of population biology as well as biostatistics. MS-SURVIV, relying on expression giving the probabilities used in the models has also been used in a flexible fashion to analyze specific innovative models such as statistical demographic models based on records of dead individuals.

Developing efficient software in a research context is very different from developing software for a classical, stabilized, statistical model (such as Analysis of Variance models for instance). Typically, unnoticed structural features of the model will curb the implementation, and the program developer has to interact with the statisticians to improve the statistical models and their flexibility. The

development of such software also requires close collaboration with the biologists to be able to translate their questions into some key model structures and program abilities. One example among many concerns linking probabilities of spatial movement with some environmental change: This approach made it possible for instance to demonstrate the negative effect of hurricanes on survival in some bird species.

The ability to interact with the same level of quality with statisticians and biologists is one of the key qualities of Jim Hines, thanks to a deep understanding of the biological questions as well as of the statistical modelling he acquired along his productive career. Moreover, he never overwhelms the investigators with whom he collaborates with computer or programming stuff, and always keep on schedule, whatever technical difficulties he met. The French saying for that would be that "he has no problems, only solutions...". The result is that many people have had a great pleasure and benefit collaborating with him, making rapid progress on complex pending questions of research.

It is thus not surprising that Jim played a key role in large collaborative programs, as a pluridisciplinary go-between helping the communication between biologists and bio-statisticians. The best example of this type of contribution is Jim's participation to the analyses of the demography of the northern spotted owl, subject of a major controversy in animal conservation. He is a coauthor of a renowned monograph on the subject (Forsman et al. 2011. Population demography of northern spotted owls: 1985-2008. Studies in Avian Biology 40). Altogether, Jim's personal themes of research and collaborative skills resulted in an impressive publication record, with to date 215 publications and an H-index equal to 85.

Jim is a reserved person, with a strong listening skills and sense of focus: therefore, he is extremely efficient in contacts with students. I was lucky to benefit from his skills in three workshops on demographic methodology at University of Florida (2016;2017, 2019). He was then one of the co-organizers and instructors, with full responsibility on hands-on work and several lectures. The success of this training for post-graduate students, each bringing his own subject and data for analysis, was a direct consequence of the quality of personal interactions between students and instructors, interactions in which Jim took a large share. He organized or participated indeed in an overall number of 37 such workshops, including 8 at University of Florida.

Altogether, based on his culture and his sense of relevance and efficiency, Jim Hines has been innovative in applied statistics in many aspects. I cannot skip his role in the development of so-called "occupancy models", in which the incomplete detection of species in animal or plant community survey is accounted for, leading to a full revision of species dynamics and turnover in such "communities" (= local species assemblage). He is a co-author of the major publication on the subject, a book with 4166 citations to date).

I have known Jim for 30 years, and interacted with him during frequent visits to the Patuxent Wildlife Research Center, and as mentioned above in three workshops at university of Florida. I have a strong respect for him and his scientific contributions, and I think he is an ideal candidate for an honorary degree of the University of Florida.



Jean-Dominique LEBRETON
Emeritus Director of Research at CNRS
Member of the French Academy of Sciences

CEFE, CNRS, 1919 Route de Mende
34 293 Montpellier cedex 5, France
Tel : + 33 6 33 55 35 59
jean-dominique.lebreton@cefe.cnrs.fr



United States Department of the Interior

U.S. GEOLOGICAL SURVEY

Eastern Ecological Science Center
12100 Beech Forest Road
Laurel, Maryland 20708
(301) 497-5500

27 September 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Dr. Turner:

I am writing in support of the nomination of James E. Hines for an honorary Doctor of Science degree from the University of Florida. Mr. Hines has been a colleague for my entire career, I have taught graduate-level courses with him at the University of Florida, and we have collaborated on a variety of projects that have played a unique role in bird conservation science.

Mr. Hines is a master of a scientific discipline that has utterly transformed the study of Ecology and Wildlife Biology over the past few decades. Technological innovations in computing and internet applications have dramatically altered how we obtain information and conduct science. In the field of quantitative ecology, Mr. Hines has been at the center of this innovation, developing and implementing technological tools for analysis of ecological and wildlife population data. Mr. Hines develops and implements statistical methods for analysis of population and community data. He has been personally responsible for development of statistical methods of estimation of demographic and occupancy parameters that are routinely used worldwide by scientists; his computer programs are used by scientists working on taxa from humans to bacteria. His ability to add value to any scientific project is demonstrated by his exceptional publication record. His H-index of 85 places him in the highest ranks of publishing scientists, and the approximately 34,250 citations of his papers illustrate his unique position as a scientist who has been a sought-after collaborator for relevant scientific projects.

My collaborations with Mr. Hines provide an excellent example of his unique abilities, innovations, and productivity. For many years, we have collaborated on the development of statistical methods for summary and display of population change information from the North

American Breeding Bird Survey. Our first efforts involved summary and display on personal computers, and Mr. Hines developed an innovative approach for making these results accessible to users. When the internet became available, Mr. Hines recognized the potential of the new medium and adapted his approach for web browsers. These innovations have made survey results available to everyone and established the relevance of the survey for bird conservation. This work is a scientific product, and versions of the website have been cited in more than 2,000 publications. His continuing work with the project has kept it relevant, and now the web results are the worldwide primary source for Breeding Bird Survey information, providing data and summaries in a geographic format that parallels other USGS environmental datasets. Mr. Hines has been the primary architect of this unique achievement for several decades.

Mr. Hines is a dedicated teacher both in undergraduate and graduate level courses at universities and in professional workshops. His service to the University of Florida is noteworthy, as he has taught many courses in quantitative methods in wildlife ecology and influenced generations of students. His mentoring extends far beyond the classroom, as he has provided guidance to many of the class students through their graduate careers.

The combination of scientific productivity, influence in fields from bird conservation to community ecology to human population estimation, and his exceptional service as a teacher and mentor at the University of Florida and other research institutions makes Mr. Hines a unique figure in the scientific community. I wholeheartedly recommend him for an honorary doctorate degree at the University of Florida. Please contact me if I can provide any additional information regarding Mr. Hines.

Sincerely,

**JOHN
SAUER**

Digitally signed by
JOHN SAUER
Date: 2021.09.27
08:58:08 -04'00'

John R. Sauer, Ph.D.
Senior Scientist
United States Geological Survey

15 September 2021

UF Honorary Degrees and Distinguished Awards Committee
University of Florida

RE: Nomination of James Hines for the Honorary Doctor of Science

Dear Committee:

It is my pleasure to enthusiastically support the nomination of James (Jim) Hines for an Honorary Doctor of Science from the University of Florida. Mr. Hines has a uniquely impressive record of scientific achievement and global impact in the field of wildlife ecology and conservation; and this record is supplemented by his considerable and specific contributions to our faculty and students at the University of Florida. He holds a BS in Mathematics (1979) from the University of Maryland, and has worked for 44 years in a variety of roles for the US Fish and Wildlife Service and the US Geological Survey.

The scholarly record of Mr. Hines is quite impressive. His work in the area of animal population dynamics and estimation of population and community parameters is seminal. He has co-authored 2 books (one of which has been cited >4000 times), 8 monographs, and 200 peer-reviewed articles. His papers include works in *Science*, *Nature*, and PNAS. He has been instrumental as the lead or co-developer of numerous software programs that are used in the field of wildlife research globally. For example, his software program PRESENCE has been downloaded >50,000 times and the associated paper has been cited >800 times. With an overall Google Scholar profile of >34,000 citations and an H-index of 85 (https://scholar.google.com/citations?hl=en&user=ig_tgO4AAAAAJ&view_op=list_works), he is one of the most widely published wildlife scientists in the world.

Mr. Hines also has had a decades-long association with the University of Florida as a teacher and scholar. He first provided a course on animal population dynamics and estimation to our wildlife program in 1992, and has co-instructed multiple short course and workshops for nearly 30 years (most recently in 2019). We estimate that hundreds of departmental graduate students and a similar number of our agency partners have benefited from his direct instruction of his software and scholarly products. These short courses, which have been taught throughout the world, have allowed our UF students, faculty, and partners to be trained by the best. Mr. Hines also has worked individually with multiple faculty and graduate students in the Department of Wildlife Ecology and Conservation at UF on research design, methodology, programming, and data analysis. This assistance has led to dozens of peer-reviewed articles and immeasurable professional development.

Jim Hines has made extensive contributions to the field of animal ecology, and specific long-term contributions to students and scholarship at the University of Florida. Although it will likely be noted by reviewers of this nomination packet that Jim Hines does not have a large number

of senior-authored works, his influence casts an enormous shadow in his chosen field. His programming and mathematical skills have served as the basis for much of our understanding of how to sample animal populations, how to estimate key parameters of animal populations, and how to estimate the occupancy of sites by wildlife species and communities. He is worthy of the Honorary Doctor of Science degree at the University of Florida.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric C. Hellgren". The signature is fluid and cursive, with a long horizontal stroke at the end.

Eric C. Hellgren
Professor and Chair



15 September 2021

To whom it may concern,

I am writing in strong support of Mr. Jim Hines's nomination for the honorary degree of Doctor of Science from the University of Florida. I received my PhD degree from the University of Florida (graduated in 2006) and subsequently served as a Postdoctoral Research Associate (2006-2008). During my time at the University of Florida, I participated in several workshops and short courses Jim taught or co-taught. I have closely followed his research on the quantitative analysis of wildlife populations and greatly benefited from his contribution to our field in my own career as a wildlife biologist. Furthermore, over the last twenty years, I have interacted with a great variety of researchers in world-renowned institutes including University of Florida, Imperial College London, University of Cambridge and University of Zurich, which forms a strong basis for my evaluation of Jim as a researcher and a mentor.

Jim is a world-renowned wildlife biologist and has worked as an integral member of probably the most influential research team in our field, USGS Patuxent Wildlife Research Center in Maryland. His research has contributed substantially to ecological theory and its application, to the development of analytical tools for monitoring and management of biological populations, and thus, to evidence-based guidance for biodiversity conservation. His contribution to the development of bio-demographic methods had substantial impact in our field, as demonstrated by his vast publication record (2 books, 8 monographs, 200 journal articles with >34,000 citations), and on biological conservation, as demonstrated by the directly applied nature of his research.

While our field of science seeks good theoretical understanding of how the natural systems operate, there is pressing need for the application of theory to the field where direct conservation action is urgently needed. Jim's contribution of robust analytical methods for the analysis of wildlife populations effectively bridges this critical gap between the theory and its application. He has developed several software programs for wildlife ecologists, which are being heavily used all around the world (90,000-366,000 usage per month). For example, Program Presence represents the state of the science analytical framework in conservation science, and this software alone has been downloaded by thousands of users from all over the world. He has also taught several courses and workshops on these software and analysis methods around the world, including north America, India, Central/Latin America, and Europe. The methods he has developed and the workshops he has taught equipped plethora of wildlife biologists and conservation biologists with an understanding of the link between theory and its application, and mastership of advanced quantitative methods. His contribution to global wildlife research and conservation through his publications, software development, and mentoring is truly unequalled. The UF academic community has especially benefitted from his services; since 1992, Jim has taught or co-taught ~20 workshops and short courses, from which >500 UF graduate students and about the same number of State and Federal stakeholders have benefitted.

I have no doubt that Jim, with his strong dedication to his research and mentoring principles, will continue to contribute enormously to science and society in years to come. I personally have substantially benefited from him in my development as a wildlife biologist and sincerely hope that many others will continue to do so. In summary, Jim must surely be one of the most influential wildlife biologists, and I strongly urge you to consider him for the honorary degree of Doctor of Science. I have no doubt that the UF community, especially your early career researchers, will benefit from the scientific rigour that Jim will continue to demonstrate. For this, I give Jim my highest recommendation. Please feel free to contact me if you have any questions.

Best regards,

A handwritten signature in black ink, appearing to read 'Arpat Ozgul'.



September 20, 2021

Dr. R. Elaine Turner, Dean
College of Agriculture and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Dean Turner:

I am writing to support the nomination of James Hines for an honorary Doctor of Science degree from The University of Florida. I am very happy to do so, as his contributions to the scientific and academic communities are numerous, with enormous impact.

Receiving this honor from UF would be especially appropriate, given his contributions over the years, including his co-teaching your graduate course in Analysis and Management of Wildlife Populations since 1992. He has also frequently further assisted these students with their theses or dissertations. Many of the students who took this course have gone on to making their own significant contributions to quantitative ecology.

Jim is world-renowned in especially the areas of population and species distribution analysis, with his input sought by other centers of excellence in this area of science, including the CNRS, Montpellier, France; the University of St. Andrews, Scotland; the Swiss Ornithological Institute, Switzerland; the University of Otago, New Zealand; and Colorado State University. He has taught population analysis or occupancy workshops in eight different countries on four different continents.

I recently have seen Jim's latest CV, as he asked me to serve as a reference for him in the USGS peer-reviewed promotion process for research-grade positions. He is being considered for the highest grade, Senior Scientist, which if successful would likely be the first time a person with only a Bachelor's degree has reached this level. Jim has published more than 200 articles and book chapters, and the occupancy modeling books he coauthored are the definitive references in this area of science. With 34,000 citations in Google Scholar, and an H-index of 85, along with his teaching record, he could certainly compete well for a position in our Department of Fish, Wildlife, and Conservation Biology here at Colorado State. And this does not even consider what is perhaps his greatest contribution to ecological science: the numerous user-friendly computing tools for analyzing population, community, and distribution data which he has provided. I counted 34 software packages on his Patuxent website. His mark-recapture packages were key, heavily used tools for population analysis in the 1980's and 1990's, and continue to be used today. His program PRESENCE is the seminal and likely most used tool for occupancy analysis in the world, up through the present day.



**Colorado Cooperative
Fish and Wildlife Research Unit**



In summary, I cannot think of anyone more appropriate than Jim Hines to receive an honorary doctorate for their direct contributions to science, their development of tools for others to use in conducting science, and their teaching of others in the methods of science. And given Jim's direct contributions and service to the students of UF, an honorary doctorate from your institution would be especially appropriate, and special to him. I hope you will give him strong consideration for this honor, and I will be happy to provide any additional input you might request.

Sincerely,

William Kendall

William L. Kendall
Senior Scientist
Assistant Unit Leader

201 Wagar Building, 1484 Campus Delivery
Colorado State University
Fort Collins, CO 80523-1484

Main Office: 970-491-5396
Accounting: 970-491-6942
Fax: 970-491-1413



Department of Fish, Wildlife, and Conservation Biology
1474 Campus Delivery
Fort Collins, CO 80523-1474
Bailey's Office: 970-492-4084
September 24, 2021

Dr. Elaine Turner, Dean
College of Agriculture and Life Sciences
University of Florida
2001 McCarthy Hall D
P.O. Box 110270
Gainesville, FL 32611-0270

Dear Dean Turner and Awards Committee Members,

It is my great pleasure to write a letter supporting James (Jim) Hines' nomination for an honorary doctorate degree from the University of Florida. Originally trained in mathematics and computer science, Jim's impacts on the fields of wildlife ecology and conservation are unrivaled. Many studies investigating factors influencing animal distributions, communities, or population dynamics rely on designs, analyses, and software that Jim developed or helped develop. Jim's publication record is extraordinary, co-authoring over 200 papers, 3 books, and 8 monographs, which are widely used by academic, agency, and non-government organization scientists worldwide. These works have been cited over 34,000 times, with an h-index of 85. This level of productivity exceeds all professors in my home department, including two endowed chairs, by >10,000 citations. Jim's papers have been selected twice for publication awards by The Wildlife Society, the largest international organization of wildlife professionals. Jim is also committed to making quantitative methods and software available to scientists around the world. He has developed over 30 free programs that he has used in numerous workshops and short courses taught abroad (e.g., Ecuador, India, Brazil, Thailand) and domestically through the Smithsonian Conservation Biology Institute to provide education and resources to international scientists and conservation professionals.

Jim first taught a class in Animal Population Dynamics at University of Florida in 1992 and has taught a course there approximately every 3 years since 2000. An honorary doctorate represents the greatest recognition a university can grant other than an earned doctorate and contributions and achievements of people like Jim Hines represent the spirit and intent of these awards. In awarding an honorary doctorate to Jim Hines, the University highlights and celebrates Jim's outstanding contributions to ecological and conservation disciplines and provides a lasting tribute to an extraordinary scientist, whose association with the University of Florida has benefitted countless faculty and students of this and other institutions worldwide.

Jim is a quiet, humble man of extraordinary talent and vision; an honorary doctorate would bring honor and distinction to him and the entire University of Florida community. Thank you for your consideration of his nomination and for your committee service.

Sincerely,

A handwritten signature in black ink that reads "Larissa Bailey". The signature is written in a cursive, flowing style.

Dr. Larissa Bailey, Professor
Colorado State University
Department of Fish, Wildlife and Conservation Biology
1474 Campus Delivery
Fort Collins, CO 80523
Email: Larissa.Bailey@colostate.edu

September 27, 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dean Turner:

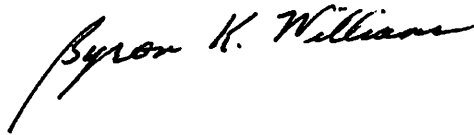
This is a letter of support for the nomination of Jim Hines for an honorary Doctor of Science degree at the University of Florida. I have known and worked with Jim for well over 30 years, in my positions as research scientist with the U.S. Fish and Wildlife Service (FWS), head of the FWS Office of Migratory Bird Management, executive director of the North American Waterfowl and Wetlands Office, chief of the Cooperative Research Units, and CEO of The Wildlife Society. At various times during our careers I have collaborated with Jim on specific projects, consulted with him on technical and computer-related issues, published with him in the scientific literature, and always benefitted from his contributions on biological and technical issues of concern to me and the conservation community at large.

I can personally speak to the remarkable reach of Jim's engagement, productivity, and international stature on issues of importance to conservation. Even a cursory look at his CV highlights the scope of his work on scientific methodologies, involving modeling, statistical estimation and inference, computer programming, and specialized applications in such diverse areas as radio telemetry, camera trapping, and operations research. Also clear is the remarkable breadth of his biological work, with wide-ranging contributions in such taxonomic areas as avifauna, amphibians, reptiles, herptiles, large and small mammals, and aquatic populations and communities. A similar breadth can be seen in his focus on key biological issues, including estimation and inference about population vital rates; the influence of harvest and other factors on those vital rates; species-habitat relationships and the effects on them of fragmentation and other habitation alterations; and species richness and community dynamics. By any measure it is an extraordinary record of scientific productivity, one that is documented in well over 200 scientific publications and recognized by wildlife scientists across the U.S as well as internationally.

Of special note to me personally are Jim's contributions to the scientists and students in CRU. From first-hand experience as former chief of CRU, I am well aware of his support for many dozens of Coop Unit students and postdocs, many of whom have gone on to be Unit leaders and assistant leaders themselves. I also have followed Jim's collaborations with Unit leaders and assistant leaders over the years, including David Anderson, Terri Donovan, Katie Dugger, Franklin Percival, Jaime Collazo, Ted Simons, Bob Anthony, Chuck Meslow, and of course, yours truly. His contributions to the science conducted by Unit scientists and students alike, along his prolific record of publication with them in the process, has materially influenced the long-term success of the Coop Units program.

I think it is worthwhile as well to note Jim's decades-long experience as an instructor in the classroom and other venues. I have co-taught with him, and have personally witnessed both his dedication and effectiveness as an instructor. He has participated in university courses, conference seminars, and specialized short courses on wide-ranging and complex technical issues throughout North America and the world, including Ecuador, Thailand, India, Panama, Brazil, France, Norway, and other venues. It is his command, preparation and delivery of what could otherwise be seen by students as impenetrable subject matter that makes him such an effective communicator and teacher, and in such demand around the globe.

In summary, the record of accomplishments by Jim as a scientist, teacher, and collaborator is truly exemplary, all the more so given his continuing engagement and influence in wildlife science and conservation. For his past and ongoing contributions to natural resources science and conservation, I believe Jim Hines is truly deserving of the award of a Doctor of Science degree by the University of Florida, and I heartily and without reservation recommend him for it.

A handwritten signature in black ink that reads "Byron K. Williams". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

Byron K. Williams
CEO, The Wildlife Society (retired)
Chief, U. S. Geological Survey Cooperative Research Units (retired)

1 October 2021

Dr. R. Elaine Turner, Dean
College of Agricultural and Life Sciences
University of Florida
2001 McCarty Hall D
PO Box 110270
Gainesville, FL 32611-0270

Dear Elaine,

I am pleased to submit a reference for the nomination of James Hines for an honorary degree at UF. Hines' achievements are indeed impressive. I am certain that you will see all the statistics, e.g., publications, presentations, workshops, citations, hits on his digital products. This reference will deal more with the impact on students and faculty from a more subjective point of view.

Historically in the field of wildlife ecology, there were 2 primary centers of expertise: the US Fish and Wildlife Service's Patuxent Wildlife Research Center and Colorado State University. Over time, the value of quantitative techniques became more obvious and other centers of excellence evolved. In 1976, Patuxent hired James D. Nichols to lead what later became a powerhouse of population ecology.

Nichols and his supervisors recognized the value of not just statistics, modeling, and mathematics but the emerging importance of computerization. He hired, part-time, a kid who was working on a BS in mathematics at the nearby University of Maryland, Jim Hines. Hines programmed for Nichols who soon had a bevy of statisticians, mathematical statisticians, population ecologists either working at Patuxent or collaboratively from other facilities. Hines was hired on a full-time appointment when he obtained his BS. After all, he was already building a significant resume and was working shoulder to shoulder with scientists who became worldwide leaders in our business.

I can recall Hines sitting at a little desk surrounded by partitions in a wide hall very near the office I occupied at Patuxent at that time. He operated a monitor and keyboard connected to the mainframe computer in the basement. It was years before a computer was on everyone's desk.

Hines' by-lines include the names of Byron K. Williams, Michael Conroy, John Sauer, Michael Runge, William Kendall, David Anderson, Jean-Dominique Lebreton, Madan Oli and others who, along with Nichols, are internationally recognized at the zenith of quantitative and population ecologists. Their efforts were dependent on Hines' programming and later statistical and modeling prowess. Hines is a superstar in his own right and led many of his own projects with these giants as his coauthors.

In addition to Madan Oli, many other UF faculty and their graduate students also appear on a large proportion of Hines' publications. Nichols and Hines have been collaborators and teachers of many UF students, scientific staff, and faculty since the early 1980s. Initially it was easy to get them here as Nichols had his own interest in alligators and had family in Jacksonville and Gainesville. Hines' brother lived in Gainesville. We had interesting projects and IFAS administration was helpful in getting them here.

They began formally offering courses and teaching workshops through Wildlife Ecology and Conservation (WEC) and its predecessor organizations in 1992. They added other Patuxent personnel as well as other top quantitative scientists to the teaching cadre. All the aforementioned powerhouse scientists were at some point involved with those courses teaching our students and agency colleagues for 30 years!

1992 was the year US professional basketball players first appeared in the summer Olympics. We referred to Nichols, Hines, Sauer, and Conroy as our "Dream Team!"

These almost annual courses that are now primarily run by Hines and Madan Oli (the others have retired, and Hines is substituting other hotshots into the game) are still ongoing. The courses are typically offered in Spring break or other academic breaks. UF graduate students are joined by USGS, FL Fish and Wildlife Commission and other agency scientists in 5-7 eight-hour days of lecture and computer lab. Invariably lecturers also spend evening hours with students consulting on their projects. In many cases Hines or other instructors continued those relationships resulting in coauthorships, collaborations, and, in numerous situations, our students landing postdoctoral positions at Patuxent or other institutions.

Other UF faculty have taken advantage of the generosity and congeniality of Hines and his collaborators. Those intensive sessions are simply productive beyond measure. For example, the 1996 summer class was taught in an architecture lab in which Hines and Wayne Hyde (now in IFAS IT) had to cobble together a working computer lab for 30 students. WEC had just hired the young Madan Oli, our first population ecologist, who was to report for duty the following semester. Oli secured at his own expense a seat in that class. He sat next to Ken Rice upon whose MS and PhD committees Nichols served and with whom Hines had consulted on programming issues. Both have been connected to Hines and Nichols since. Oli has distinguished himself in population ecology, maintained and increased the Hines/Nichols involvement with UF and took over the lion's share of the responsibility for those courses since! Rice obtained a USGS research position stationed at the Davie REC, became a valued leader in herpetological research, collaborator of UF faculty, active courtesy WEC faculty. He now is director of a major USGS Science Center housed on IFAS property and in Lafayette, LA. He supports and sends his employees to courses now organized by Hines and Oli.

Behind each citation, each hit on each citation, each hit on a published computer program, there is a human story. Hines and his colleagues are preeminent scholars and have played invaluable roles in the education of students around the globe. He has advised and consulted with other wildlife scientists advancing the knowledge and understanding of animal populations. His scientific products have proven to be integral to wildlife science. UF has had way more than its fair share of attention, connection, and profitability from its association with Jim Hines. He has given a large part of his

time, energy and talent to students and faculty of UF. He is deserving of recognition of a remarkably productive career and his contribution to the University of Florida and Florida's fish and wildlife resources.

James Hines, having a BS degree, has achieved what most having a PhD would envy. He has shared his knowledge and skills with leading scientists and students across the US and internationally. The University of Florida's wildlife ecology program has especially enjoyed his generosity. He is enormously deserving of our highest recognition.

Sincerely,

(signed via email)

H. Franklin Percival, PhD
Leader, Florida Cooperative Wildlife Research Unit (retired)
Courtesy Associate Professor (retired)

UF/IFAS
College of Agricultural and Life Sciences
Office of the Dean

2001 McCarty Hall
PO Box 110270
Gainesville, FL 32611-0270
352-392-1961
352-392-8988 Fax
www.cals.ufl.edu

October 1, 2021

Dr. Richard Yost, Chair
Committee on Honorary Degrees,
Distinguished Alumnus Awards and Memorials

Dear Rick:

The College of Agricultural and Life Sciences enthusiastically supports the nomination of **Mr. James E. Hines** for the Honorary Degree, Doctor of Science. Mr. Hines has had an exceptional career with the U.S. Geological Survey. As you will read in the nomination letter from Drs. Nichols and Oli, and in the many support letters, his work has changed the way scientific research in wildlife ecology and management is conducted around the world.

The Faculty Advisory Committee of the Department of Wildlife Ecology and Conservation vetted Mr. Hines's nomination by affirming his educational background and contents of his curriculum vitae, and through a thorough discussion of his credentials, achievements, and impact. The conclusion of the vetting process found Mr. Hines to be extremely deserving of this honor. He has co-authored hundreds of highly cited publications and developed software programs used by scientists around the world. I am also pleased to note that he has co-instructed multiple short courses and workshops at UF over the past 30 years, impacting hundreds of graduate students, faculty, and agency partners.

It would be an honor for the College of Agricultural and Life Sciences to host Mr. Hines if he is selected for the Honorary Degree.

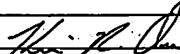
Thank you and the committee for your efforts on behalf of the University of Florida.

Sincerely,



R. Elaine Turner
Dean and Professor

Call for Nominations

Nominator's Name: Kevin R. Orr
 Department: School of Music
 Address: Box 117900 / 435 Newell Drive
 Phone: 352-392-8506 Fax: 352-392-0461
 Email: korr@arts.ufl.edu
 Signature of Nominator: 

The Committee on Honorary Degrees and Distinguished Awards Committee will consider nominations at its next meeting in **October**. This form and a complete nomination package should be emailed or mailed to the committee in care of Stephanie McBride, stephmcbride@aa.ufl.edu Provost's Office, PO Box 113175 by **October 1**.

1. General Information:

Nominee's Name: Thomas Earl Petty—Tom Petty (1950-2017)
 Affiliation: Professional Musician, Philanthropist, 2006 UF Distinguished Achievement Award Recipient, Gainesville Hometown Icon
 Business Address: Petty Legacy, LLC. ATTN: Paul Barnabee OR Adam Holt, Estate Contact
P.O. Box 340020, Nashville, TN 37203
 Home Address: _____
 Phone: Home _____ Business 317-946-1991 Fax: _____
 Email: adam.holt@redlightmanagement.com

Nominated for (PLEASE CHECK ONE):

- Distinguished Alumna/Alumnus
- Distinguished Achievement
- Distinguished Service
- Honorary Degree: (please check one)

Because the University of Florida is a public university and part of the State University System, the university's policy is that elected or appointed officials of the State of Florida or the Federal Government to whom the university is directly or indirectly answerable are ineligible for honorary degrees and distinguished awards. Current faculty members, officers, an employees of the university are also ineligible

- | | |
|---|--|
| <input type="checkbox"/> Doctor of Arts | <input checked="" type="checkbox"/> Doctor of Music |
| <input type="checkbox"/> Doctor of Commerce | <input type="checkbox"/> Doctor of Pedagogy |
| <input type="checkbox"/> Doctor of Divinity | <input type="checkbox"/> Doctor of Pharmacy |
| <input type="checkbox"/> Doctor of Education | <input type="checkbox"/> Doctor of Public Administration |
| <input type="checkbox"/> Doctor of Fine Arts | <input type="checkbox"/> Doctor of Public Service |
| <input type="checkbox"/> Doctor of Humane Letters | <input type="checkbox"/> Doctor of Science |
| <input type="checkbox"/> Doctor of Laws | <input type="checkbox"/> Doctor of Technology |
| <input type="checkbox"/> Doctor of Letters | |

2. Description

Please write a brief description of this individual's intellectual and professional achievements and attributes and attach it to this form.

3. Vita or Resume

Please attach the nominee's vitae, resume or a biographical description.

4. Supporting letters or materials

A. Three or more letters of support (typically a mixture of internal and external letters) that will help the the committee understand the significance of this nominee's work, his/her contributions, and his/her impact on others.

B. Letter of support from the college dean that will host the award recipient, including a statement for honorary degree nominees about how the nominee was vetted by the faculty of the college or department and the outcome of that vetting.

Honorary Doctorate in Music Nomination
for
Tom Petty (1950-2017)

Brief Description

Gainesville native, Thomas Earl Petty (October 20, 1950 – October 2, 2017), is widely considered among the most distinctive and influential musicians of the past 50 years. Petty's presence remains significant, as seen by abundant radio airplay of his music and the popularity of events in his honor, such as the Tom Petty Birthday Bash held annually in Gainesville. On the UF campus, Petty's famed "I Won't Back Down" has become a mantra at athletic events.

In addition to receiving UF's Distinguished Achievement Award in 2006, Petty has been honored with three Grammy Awards (1990, 1996, 2009); UCLA's Gershwin Award for Lifetime Musical Achievement (1996); American Society of Composers, Authors, and Publishers' Golden Note Award (1996); Billboard Magazine's Century Award (2005); and numerous documentary films in his honor. With his group, the Heartbreakers, Petty was inducted to the Rock and Roll Hall of Fame (2002), and received a star on the Hollywood Walk of Fame (1999).

Tom Petty's charitable endeavors in aiding the homeless, as well as his passionate defense of artists' rights to protect original creative work, define an individual whose considerable platform was employed for the greater good. He was recognized for this work in 2011 with the Midnight Mission's Golden Heart Award, and at the 2017 Grammy Awards ceremony as the MusicCares person of the year.

Tom Petty's unrelenting commitment to his art, and employment of his position to aid those in need, are values we wholly embrace in the School of Music, the College of the Arts, and the University of Florida as a whole.

Honorary Doctorate in Music Nomination
for
Tom Petty (1950-2017)

Biography

(source links: biography.com; wikipedia.com; looktothestars.org; smaritanmag.org)

Early Life. Tomas Earl Petty was born in Gainesville, Florida, on October 20, 1950, the first son of Earl and Kitty Petty. Though he was close to his mother and younger brother, Petty had a difficult relationship with his father, who was often physically and verbally abusive. But Petty found refuge in music, idolizing the likes of Elvis Presley and the Beatles and learning to play guitar. By high school, Petty's passion for music was all-consuming. He began playing bass with a local group called the Epics, and at the age of 17, he dropped out of school to perform with a new band that would become known as Mudcrutch, named after the farm where two of its members lived. Petty quickly emerged as the leader and primary songwriter in the group, which soon developed a devoted local following.

The year 1974 proved a pivotal one for Petty, who married his girlfriend, Jane Benyo (with whom he already had a daughter, Adria), before moving to Los Angeles with Mudcrutch in the hopes of reaching a wider audience. There, Petty and Benyo had their second daughter, Anna-Kim, and Mudcrutch signed to Shelter Records, but when their lone single went largely unnoticed, the group disbanded. However, the label recognized Petty's talent and offered him a solo contract.

Tom Petty and the Heartbreakers. After trying for a while to put together a new backing band, Petty eventually reconnected with his former Mudcrutch bandmates Mike Campbell (guitar) and Benmont Tench (keyboards), who were playing with bassist Ron Blair and drummer Stan Lynch. Shortly thereafter, they restructured Petty's deal with Shelter, signed a contract as Tom Petty and the Heartbreakers and set to work on a new record. Released in November 1976, their self-titled debut established the blueprint for success that would follow on much of their subsequent work, combining a hard-edged, rock-and-roll foundation with the pop sensibilities of 1960s groups.

Although their first two albums endured an acrimonious relationship with MCA Records, the group signed with MCA subsidiary Backstreet Records to begin work on their third album, *Damn the Torpedoes*. Released in 1979, it rocketed to No. 2 on the charts on its way to selling more than 3 million copies. Packed with quality songs from beginning to end, among its more recognizable tracks were the enduring singles "Don't Do Me Like That" (No. 10) and "Refugee" (No. 15), which firmly established Tom Petty and the Heartbreakers as rock superstars.

That same year, Petty collaborated with Stevie Nicks on her album *Bella Donna*, recording the hit single/duet "Stop Draggin' My Heart Around," and also produced Del Shannon's *Drop Down and Get Me*. Back in the studio with the Heartbreakers, he continued his successful run with 1982's *Long After Dark*, which reached No. 9 on the charts.

New Work and Collaborations. In 1986, Tom Petty and the Heartbreakers embarked on a tour with Bob Dylan—performing both their own material and serving as Dylan's backup band—before returning to the studio to record *Let Me Up (I've Had Enough)*. Petty's friendship with Dylan would lead to another more successful collaboration when they joined George Harrison, Roy Orbison and Jeff Lynne to form the Traveling Wilburys, whose 1988 self-titled album reached No. 3 on the charts, went triple-platinum and won the Grammy for Best Rock Performance.

"Free Fallin'" and Solo Stardom. In the wake of his success with the Traveling Wilburys, Petty began work on his first solo album, *Full Moon Fever*, which was produced by Lynne and included several of the Heartbreakers. Released in 1989, the album was a massive success, reaching No. 3 on the charts and going multi-platinum. The album's top single, "Free Fallin'" reached No. 7 on the singles charts and remains among Tom Petty's best-known songs. "Runnin' Down a Dream" and "I Won't Back Down" also performed well.

Despite his new and overwhelming popularity as a solo artist, Petty did not turn his back on his bandmates. In 1990, the Traveling Wilburys released their follow-up album, *Volume 3*, and in 1991, Tom Petty and the Heartbreakers put out the platinum-selling *Into the Great Wide Open*, which featured a popular single of the same name accompanied by a music video starring Johnny Depp and Faye Dunaway, as well as the Top 40 offering "Learning to Fly."

'Wildflowers' and Continued Success. After separating from MCA Records, Petty's first Warner Brothers offering teamed with Rubin to produce his second solo album, *Wildflowers* (1994), which nearly equaled the achievements of *Full Moon Fever*. Among its notable tracks are the singles "You Don't Know How It Feels," "You Wreck Me" and "It's Good to Be King." Two years later, he reunited with the Heartbreakers (minus Stan Lynch, who left the band in 1994), to record the gold-record soundtrack for the film *She's the One* and also to play backup for Johnny Cash on his album *Unchained*. Also in 1996, Petty and his wife, Jane, divorced after 22 years of marriage, beginning a difficult period for Petty in which he developed a heroin addiction.

Personal struggles aside, Tom Petty and the Heartbreakers kept performing, playing 20 sellout nights at the Fillmore in San Francisco in 1997 before returning to the studio with Rubin to produce the Top 10 album *Echo* (1999). Continuing his record of siding with music fans against the might of the record labels, the single "Free Girl Now" was initially offered as a free MP3 download, and in spite of soaring success, Petty refused to raise ticket prices for their subsequent tour.

Still Runnin'. At the start of the new millennium, Petty got his personal life in order, kicking his heroin addiction and marrying Dana York, whom he had met a decade earlier. In 2002, Tom Petty and the Heartbreakers released their 11th album, *The Last DJ*, on which Petty aired his ongoing grievances about the record industry. Whatever he thought of it, however, the music industry loved him back, and later that year Tom Petty and the Heartbreakers were inducted into the Rock and Roll Hall of Fame.

Views on Artistic Control. Petty was known as a staunch guardian of artistic control and artistic freedom. In 1979, he was involved in a legal dispute when ABC Records was sold to MCA Records. He refused to be transferred to another record label without his consent.

In early 1981, the upcoming Tom Petty and the Heartbreakers album, which would become *Hard Promises*, was slated to be the next MCA release with the new list price of \$9.98, following Steely Dan's *Gaucho* and the Olivia Newton-John/Electric Light Orchestra *Xanadu* soundtrack. This so-called "superstar pricing" was \$1.00 more than the usual list price of \$8.98. Petty voiced his objections to the price hike in the press and the issue became a popular cause among music fans. Non-delivery of the album and naming it *Eight Ninety-Eight* were considered, but eventually MCA decided against the price increase.

Petty disallowed George W. Bush from using "I Won't Back Down" for his 2000 presidential campaign. His family would do the same for Donald Trump in 2020, stating "Tom Petty would never want a song of his used for a campaign of hate."

Charitable Work. Petty supported a number of important causes through the years, including Midnight Mission, a Los Angeles-based support program for the homeless; Safety Harbor Kids, an organization that helps orphan, foster and homeless children; music-themed environmental advocacy organization Rock the Earth, and the Special Olympics.

Petty was honored at the 59th Grammy Awards (2017) as the MusicCares person of the year, in recognition of his significant creative accomplishments, his career-long interest in defending artists' rights, and the charitable work he has undertaken throughout his career. The related gala fundraising concert event, which took place Feb. 10 at the Los Angeles Convention Centre and featured the likes of Foo Fighters, Don Henley, Norah Jones, Stevie Nicks, Jackson Browne and Randy Newman, raised more than \$8.5 million dollars.

Death. In September 2017, Tom Petty and the Heartbreakers completed a leg of their 40th-anniversary tour with a performance at the Hollywood Bowl. A week later, Petty suffered a cardiac arrest in his Malibu home and was rushed to UCLA Santa Monica Hospital. He died on October 2, 2017, at the age of 66.

College of the Arts

School of Music

Kevin Robert Orr, D.M.A.
Professor and Director

P.O. Box 117900

Gainesville, FL 32611-7900

Phone: (352) 392-8506

Fax: (352) 392-0461

Email: korr@arts.ufl.edu

Thursday, September 30, 2021

Dear Committee Members,

It is with great pleasure that I nominate Tom Petty for an Honorary Doctorate in Music from the University of Florida. Mr. Petty's remarkable achievements in music as a singer, instrumentalist, and songwriter, place him among the very top tier of rock musicians in history. His tireless defense of performing artists' rights and generous philanthropic endeavors define an impact that extends far beyond the familiarity of his melodies.

Thomas Earl Petty (October 20, 1950 – October 2, 2017) is widely considered among the most distinctive and influential musicians of the last 50 years. His songs, including "Don't Do Me Like That" (1979), "Refugee" (1980), "The Waiting" (1981), "Don't Come Around Here No More" (1985) and "Learning to Fly" (1991), "I Won't Back Down" (1989), "Free Fallin'" (1989), and "You Don't Know How It Feels" (1994), remain at the core of rock radio playlists. With more than 80 million records sold worldwide, Petty and the Heartbreakers' 2002 induction into the Rock and Roll Hall of Fame was an obvious choice.

An international superstar, Tom Petty is inextricably tied to Gainesville—his hometown, and where he first discovered and began to pursue a passion for music and the arts. Despite opposition from his father, Petty embraced his artistic calling. While never a student at UF, Petty served the campus for a period of time as groundskeeper. A lime tree Petty is said to have planted on campus is affectionately known today as the "Tom Petty Tree."

UF and Gainesville community ties to Tom Petty are rich and only continue to grow. Petty was honored in 2006 with UF's Distinguished Achievement Award. That same year, Petty and the Heartbreakers received Gainesville's "Keys To The City," and the former Northeast Park, where Petty would frequent in youth, was renamed "Tom Petty Park." Nearby, Depot Park is the site where, since Petty's passing in 2017, Gainesville residents organize the annual "Tom Petty Birthday Bash" music festival, attracting both local and national acts. On campus, inside Ben Hill Griffin Stadium, the singing of Petty's "I Won't Back Down" by 90,000+ Gator football fans symbolizes both an iconic expression of team spirit, and an impactful salute to our Gainesville hometown hero, Tom Petty.

Throughout his career, Tom Petty remained a compassionate advocate for the less fortunate in communities where he lived. For his leadership in organizing and performing benefit concerts to aid the homeless of Los Angeles, Petty was presented with the Midnight


Mission's Golden Heart Award in 2011. Petty was also a powerful voice for musicians facing challenges to artistic control—specifically, the unauthorized use or duplication of one's original creative work. Acknowledging his career-long pursuit of charitable work and passionate defense of artists' rights, Petty was recognized at the 59th Grammy Awards Ceremony, 2017, as the MusicCares Person Of The Year.

Such ideals are embodied by the students and faculty of the UF School of Music: commitment to one's artistic passions in the face of challenges; the safeguarding of creative work to ensure unique and lasting impact; and indeed, the power of music to advance causes for the greater good in society. It is no surprise that, when School of Music faculty members were presented with the prospect of nominating Tom Petty for an Honorary Doctorate in Music, not a single opposing voice was raised.

In this packet the committee will find the requested supporting materials, including a letter from College of the Arts Dean, Onye Ozuzu, and external letters from former Music Promotion Executive and UF Alumna, Marsha Costa; former ABC Records Executive and Author, Jon Scott; and peer musician and Record Producer, Steve Cropper.

I urge the committee's careful consideration of the nomination of Tom Petty for an Honorary Doctorate in Music. His spectacular and enduring achievements in music, passionate advocacy for fellow artists, and considerable generosity for those less fortunate, are well aligned with the stated University of Florida Honorary Degree protocol of "sustained achievements of lasting significance and value."

Respectfully,



Kevin Robert Orr, D.M.A.
Director and Professor
University of Florida School of Music

College of the Arts
Office of the Dean

PO Box 115800
Gainesville, FL 32611
Telephone: (352) 392-0207
Fax: (352) 392-3802
www.arts.ufl.edu

September 20, 2021

To Whom It May Concern:

I write as Dean of the College of the Arts to support the School of Music's nomination of Tom Petty for a University of Florida Honorary Doctorate in Music. As members of the UF community, I think we have already demonstrated the impact that Tom Petty has on *us* in the singing of his iconic song, "I Won't Back Down" during football games and in the context of graduation ceremonies here on campus. The song brings us together across many types of diversities, and resonates with us in a way that affirms our shared humanity. It has become a part of how we experience our shared membership in the Gator Nation, and is a potent living example of the power that one person, through music, can generate. So it seems almost surprising that he does not already have an Honorary Degree from the University of Florida. We would like to rectify that.

Mr. Petty, raised right here in Gainesville was known for his illustrious career as an award winning singer, songwriter, guitarist, and sometimes actor. He was active and involved on the business side of his career's management, and has been characterized as a clear and intentional guardian of his and others' artistic freedoms and creative controls. He was also clearly a thoughtful and responsive member of his community at large and always made sure to give back as a philanthropist in ways that could improve the lives of others. Mr. Petty's work is exemplary of the excellence, distinctiveness, and overall impact that we hope our students will emulate.

As you can see from the proposal packet, the nomination of Tom Petty is unanimously supported by the faculty of the School of Music. The nomination is further supported by members of the industry who knew Mr. Petty personally and have submitted letters of support. I urge the committee to seriously consider this nomination. He clearly meets the requirements for achievement, significance and value. An honorary degree in his name would bring much deserved honor to this hometown native son, and likewise would bring honor to us, here in the School of Music, the College of the Arts, and the University of Florida at large.

Sincerely,



Onye P. Ozuzu,
Dean

August 16, 2021

Honorary Doctorate Committee
University of Florida
Gainesville, Florida

Dear Nominating Committee:

It's with great enthusiasm that I support the nomination of Tom Petty for an Honorary Doctorate Degree of Music, posthumously, from the University of Florida.

Having had the pleasure of working with Tom during his early years in the music industry in Los Angeles, I can attest that he was a humble, kind human being that took his craft very seriously. He was an artist and a poet, who left an indelible mark on the world.

Since his passing in 2017, the outpouring of love and respect has been overwhelming. Tom's songs have resonated with people from all walks of life. They reflected his soul and many have become staples in the fabric of our lives. For example: Some songs have been used for motivation, such as "I Won't Back Down", which is played after the 3rd quarter of every Florida Gator football game. Some others have been used for reflection, such as "Southern Accents," one of my personal favorites, which recognizes Tom's Southern roots.

Tom was not just a prolific songwriter and artist. He was an advocate for the fair pricing of his albums and CD's. He fought for the consumer and his fans, and they loved him for it.

Tom was born in Gainesville and worked on the University grounds in his early years. His daughter has said he would have been grateful, proud and honored to receive this award.

I endorse the nomination of Tom Petty for this prestigious honor.

Sincerely,



Marsha Costa,
Former Promotion Executive

August 31, 2021

Honorary Doctorate Committee
University of Florida
Gainesville, Florida

Dear Nominating Committee:

Tom Petty was a friend of mine for 40 years. Before we became friends, it was his musical genius that drew me to him – first for my job, and then personally for decades.


As National Album Promotion Director at ABC Records back in 1976, my job was to get records played on the radio. When I found an album of this virtually unknown singer and band, I knew that this was a talent that the world should and would want to hear. Despite the fact that the record label was going to drop him, I persevered and did get him played on the radio. And then Tom Petty's career took off – people recognized his genius for songwriting and his music and they loved him for it.

An aficionado of all types of music, he was influenced by everything from the Blues to Big Mama Thornton to Elvis to the Byrds to the "British sound". He crafted songs that meant something to anyone who listened to them. These songs are timeless, etched into our collective brains, lighting us up from the first note – "American Girl", "Breakdown", and "I Won't Back Down". Just ask the 70,000 fans who sing this song at the 3rd quarter at every University of Florida football home game!

Back when the record label was about to drop him, his first album may have sold only 12,000 copies, but his skill as a songwriter and as a performing artist led him to sell over 80 million records over a 40 year history. Tom Petty and the Heartbreakers were skilled musicians and performers, and under the leadership of Petty, beloved by countless millions of fans and fellow musicians. He was generous, giving to many deserving charities and never forgetting those who helped him along the way. In fact, at his last concert, Tom dedicated "I Won't Back Down" to me as a testament to my commitment to him and his band, The Heartbreakers. I will be forever grateful.

Tom is truly an American treasure and an important part of our musical history. I wholeheartedly recommend this honor of an Honorary Doctor of Music at the University of Florida, in Tom's hometown. It's an honor Tom definitely deserves without any doubt.

Jon Scott

A handwritten signature in black ink that reads "Jon Scott". The signature is stylized, with the first name "Jon" written in a cursive-like script and the last name "Scott" in a more blocky, slightly cursive font.

Former ABC Records Executive
Author of "Tom Petty and Me"

August 17, 2021

Honorary Doctorate Committee
University of Florida
Gainesville, Florida

Dear Committee:

I always considered Tom Petty a friend and he and others have told me that he felt the same way about me.

I was his first guest on his radio show and I was present when he and the band were inducted into the Rock and Roll Hall of Fame in 2002. I was proud of him and proud to be there. Well deserving.

Giving Tom an Honorary Doctorate of Music from the University of Florida is a super idea. An award Tom would be honored to receive.

What a talent, who changed the world with his songs and music.

I totally support this effort.



Steve Cropper
Guitarist, Songwriter,
And Record Producer



BOARD MEETING

AGENDA

Friday, December 3, 2021

~11:00 a.m.

President’s Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

- 1.0 Call to Order and WelcomeMorteza “Mori” Hosseini, Chair
- 2.0 Verification of Quorum Vice President Liaison
- 3.0 RecognitionMori Hosseini, Chair
- 4.0 Public Comment..... Vice President Liaison
- 5.0 Action Items (Consent)Mori Hosseini, Chair

BOT Minutes

[June 10-11, 2021](#)

[July 26, 2021](#)

[August 17, 2021](#)

[September 9-10, 2021](#)

[September 27, 2021](#)

[October 4, 2021](#)

[November 16, 2021](#)

Ad Hoc Committee on Strategic Opportunities

[November 16, 2021](#)

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

[AFSSPRSC1](#) Tenure Upon Hire

[AFSSPRSC2](#) New Degrees

[AFSSPRSC3](#) HB 1251 Career Planning for First-Year Undergraduate Students

[AFSSPRSC4](#) Honorary Degrees

Committee on Audit and Compliance (AC)

[AC1](#) UF Performance Based Funding and Preeminent Status Metrics – Date Integrity (Audit Report) and Annual Data Integrity Certification

[AC2](#) Institutional Compliance Annual Report

Committee on Facilities and Capital Investments (FCI)

[FCI1](#) The Construction Projects Report

Committee on Finance, Strategic Planning, and Performance Metrics (FSPPM)

[FSPPM1](#) Shands Jacksonville Bond Issue

[FSPPM2](#) Expansion of Off-Campus Graduate Housing Program

Committee on Governance, Government Relations, and Internal Affairs (GGRIA)

[GGRIA1](#) Direct Support Organization Appointments

[GGRIA2](#) UF Regulations

[GGRIA3](#) Board Self-Evaluation

[GGRIA4](#) UF Health Project

6.0 Action Items (Non-Consent)Mori Hosseini, Chair

Committee on Facilities and Capital Investments (FCI)

[FCI2](#) Naming: Shade Courtesy of Tom & Kathy Shannon Family

[FCI3](#) Naming: Norman Fixel Institute Campus

[FCI4](#) Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

[FCI5](#) Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

[FCI6](#) Naming: James E. Horner Hitting Facility at Florida Ballpark

7.0 New BusinessMori Hosseini, Chair

8.0 Comments by the Chair of the BoardMori Hosseini, Chair

9.0 AdjournMori Hosseini, Chair



BOARD MEETING MINUTES

June 10, 2021

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 3:15 p.m.

Time Adjourned: 3:41 p.m.

Board members present:

Morteza "Mori" Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, Thomas G. Kuntz (Board Vice Chair), Daniel T. O'Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Tammy Aagard, Interim Vice President for Enrollment Management and Associate Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D'Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair welcomed everyone in attendance and called the meeting to order at 3:15 p.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum. Trustee Heavener did not attend.

3.0 Public Comment

Vice President and General Counsel Amy Hass indicated there were five individuals signed up to provide public comment including: Hannah Vander Zanden, Jonathan Orsini, Amanda Pritzlaff, Reza Esmaeeli and Esteban Rodofili. Ms. Vander Zanden spoke to action item FCI8 and the others spoke to action item FCI4.

Board Chair Hosseini commented the importance of graduate students to our university and indicated that UF is working on solutions regarding housing and other issues. He also asked Vice President Jodi Gentry to look into the comments about Baby Gator and report back at a future meeting.

4.0 Action Items

Board of Trustees Minutes

Board Chair Hosseini asked if there were any additions or corrections to the minutes from the March 19 and April 20, 2021 meetings. Hearing none, he asked for a motion to approve the minutes, 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.

Committee on Audit and Compliance (AC)

AC1 External Review of Compliance and Ethics Program

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item AC1, which was made by Trustee Zucker, and second which was made by Trustee Powers. 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.

AC2 Office of Internal Audit Work Plan July 1, 2021 – June 30, 2022

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item AC2, which was made by Trustee Brown, 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.

Committee on Governance, Government Relations and Internal Affairs (GGRIA)

GGRIA1 Direct Support Organization Appointments

The following appointments to Direct Support Organizations were discussed in the GGRIA Committee pre-meeting and meeting: UF Leadership and Education Foundation, Inc.: Michael Basore and Brittany H. Lee; and UF Investment Corporation (UFICO): Doug J. Free and Alex C. Smith. All have been reviewed including their service on other DSOs and UF affiliated boards.

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GRRRIA1, which was made by Trustee Cole, and second which was made by Trustee Zucker. 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 Collective Bargaining Amendment

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GRRRIA2, which was made by Trustee Powers, and second which was made by Trustee Zucker. 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 Presidential Assessment FY2021

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GRRRIA3, which was made by Trustee Brown, 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 Presidential Goals FY2022

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GRRRIA4, which was made by Trustee Zucker, and second which was made by Trustee O'Keefe. 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 UF Regulation

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item GRRRIA5, which was made by Trustee Cole, and second which was made by Trustee Zucker. 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.

Committee on Facilities and Capital Investments (FCI)

FCI1 Fixed Capital Outlay Legislative Budget Request for Fiscal Year Ending June 30, 2022

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI1, which was made by Trustee Brandon, and second which was made by Trustee Zucker. 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.

FCI2 Educational Plant Survey Amendment

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI2, which was made by Trustee Zucker, 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.

FCI3 Facilities Spending Plan for Fiscal Year Ending June 30, 2022

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI3, which was made by Trustee Powers, and second which was made by Trustee Zucker. 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.

FCI4 Campus Master Plan 2020-2030, Amendment June 2021

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item FCI4, which was made by Trustee O'Keefe, 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.

Committee on Finance, Strategic Planning, and Performance Metrics (FSPPM)

FSPPM1 Preliminary Operating Budget FY22

Board Chair Hosseini asked for a motion to approve Action Item FSPPM1, which was made by Trustee Powers, and second which was made by Trustee Zucker. 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.

FSPPM2 Estimated DSO Use of University Resources for FY22

Board Chair Hosseini asked for a motion to approve Action Item FSPPM2, which was made by Trustee Zucker, and second which was made by Vice Chair Kuntz. 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.

FSPPM3 Accountability Plan Amendment

Board Chair Hosseini asked for a motion to approve Action Item FSPPM3, which was made Vice Chair Kuntz, and second which was made by Trustee Cole. 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.

FSPPM4 Investment Policy

Board Chair Hosseini asked for a motion to approve Action Item FSPPM4, which was made by Vice Chair Kuntz, and second which was made by Trustee Zucker. 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.

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

AFSSPRSC1 Tenure Upon Hire

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC 1, which was made by Vice Chair Kuntz, and second which was made by Trustee Zucker. 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.

AFSSPRSC2 Degree Program Termination

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2, which was made by Trustee Powers, and second which was made by Trustee Cole. 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.

AFSSPRSC3 Annual Tenure Awards

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC3, which was made by Trustee Zucker, and second which was made by Trustee Cole. 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.

Committee on Facilities and Capital Investments (FCI)

FCI5 & R21-170 Naming: Gary R. Libby University Gallery

Board Chair Hosseini asked for a motion to approve Action Items FCI5 & R21-170, which was made by Trustee Cole, and second which was made by Trustee Zucker. 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.

FCI6 Cellon Creek & R&T Park: Disposition of Foundation-owned assets

Board Chair Hosseini asked for a motion to approve Action Items FCI6, which was made by Trustee Zucker, and second which was made by Trustee Cole. 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.

FCI7 Central Energy Plant – Approval of Public-Private Partnership Concept

Board Chair Hosseini asked for a motion to approve Action Items FCI7, which was made by Trustee O’Keefe, and second which was made by Trustee Brown. 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.

FCI8 Baby Gator

Board Chair Hosseini asked for a motion to approve Action Items FCI8, which was made by Vice Chair Kuntz, and second which was made by Trustee Zucker. 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.

6.0 President’s Report

Due to time constraints, the President’s report will be given Friday.

7.0 New Business

There was no new business to come before the Board.

8.0 Comments of the Chair of the Board

Due to time constraints, the Board Chair comments will be given Friday.

9.0 Adjourn

There being no further business, the meeting was adjourned at 3:41 p.m.



BOARD MEETING MINUTES

July 26, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 4:33 p.m.

Time Adjourned: 5:03 p.m.

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 4:33 p.m. Board Chair Hosseini began the meeting by observing a moment of silence for Dr. Leon Haley and his family.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

3.0 Public Comment

Vice President and General Counsel Amy Hass informed the Board there was no public comment to come before the board.

3.0 Review and Approval of Minutes

The Board Chair asked for a motion to approve the minutes of the June 10 Board Meeting and June 11 Board Retreat committee meeting, which was made by Trustee Zucker, and a second, which was made by Trustee O’Keefe. The Board Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

BT1 2022-2023 Legislative Budget Requests Approval

The Florida Board of Governors (BOG) requires annual submission from each university of its Board of Trustees approved Legislative Budget Requests (LBRs). LBRs will be reviewed during an upcoming meeting of the BOG for ultimate consideration by the Florida Legislature. Vice President and University Secretary Mark Kaplan first discussed the three LBRs related to IFAS. These requests included nutrient application research, quantifying ecosystems services with artificial intelligence, and the annual IFAS workload request, which provides for increased research and extension demands as part of the university's land grant mission. He also discussed the LBR in support of the Levin College of Law to support student scholarships and national rankings. Board Chair Hosseini added that we are asking legislators to support the UF Law school to help them reach Top 5. Vice Chair Kuntz questioned the amount and indicated he'd be willing to ask for more support. Board Chair Hosseini indicated that we are asking for the legislators to partner with UF with 50/50 support. Vice Chair Kuntz made a motion to approve the LBRs discussed so far, which was seconded by Trustee Heavener.

VP Kaplan then discussed the LBR related to accelerating Florida's FinTech Industry. He indicated that this proposal is not yet finished and will likely be combined with a request to seek additional funding for national ranking operating support. Board Chair Hosseini added that they would like to combine it with funding needs to help the university improve the student faculty ratio which will help UF reach Top 5. VP Kaplan asked that the BOT delegate authority to Board Chair Hosseini to approve the updated LBR, with a copy to the full BOT. The Board Chair asked for a motion to approve the remainder of Action Item BT1 noting that he, as the Board Chair will approve any changes to the current LBR, and that the administration will share the updated LBR with the full Board. Trustee Brandon moved to approve, and Vice Chair Kuntz seconded the motion. 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.

BT2 Fixed Capital Outlay LBR Amendment for FY2022-23

Vice President for Business Affairs Curtis Reynolds explained that the 2022-2023 Fixed Capital Outlay Legislative Budget Request was approved by the University of Florida Board of Trustees on June 10, 2021 and submitted to the Florida Board of Governors on July 1, 2021. Subsequent to the BOG submission, Executive Memorandum of the Governor #21-034 dated June 22, 2021, American Rescue Plan (ARP) Act of 2021, Coronavirus State Fiscal Recovery Fund-Deferred Maintenance Building Program, was issued to state agencies. This was followed by Addendum Memorandum #21-034A on July 13, 2021. The information requested in the memos prompted the UF Board of Trustees and Administration to reconsider the university's approach in pursuing all potential funding sources to help alleviate some of the massive critical deferred maintenance backlog. The proposed amendment seeks to add line-item priority #3 - Campus Wide Life Safety, ADA, Deferred Maintenance/ Building Infrastructure Renovations & Repairs to the previously submitted 2022-2023 Fixed Capital Outlay Legislative Budget Request. Board Chair Hosseini added that he is grateful to Governor DeSantis for a process that will enable every university to be eligible for the federal relief funds via the amended memorandum. Trustee Brandon indicated he is grateful to Board Chair Hosseini and Governor DeSantis for their efforts to make sure the

university is included in these funds. The Board Chair asked for a motion to approve Action Item BT2 which was made by Trustee Brandon, and a second, which was made by Trustee Zucker. 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.

BT3 Educational Plant Survey Amendment

Vice President Reynolds said that due to priority changes with the addition of the dentistry and architecture building to the Fixed Capital Outlay Capital Improvement Plan (CIP) for FY2022-23, the University of Florida has requested a Supplemental Educational Plant Survey, which adds additional projects to the recommendations of the Survey Team and makes those projects eligible for inclusion on the CIP list. VP Reynolds thanked the BOG office for their cooperation and support to allow us to complete the survey update so quickly. The Board Chair asked for a motion to approve Action Item BT3 which was made by Trustee Brandon, and a second, which was made by Vice Chair Kuntz. 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.

BT4 Direct Support Organization Appointment

Vice President and General Counsel Amy Hass reviewed the proposed Direct Support Organization (DSO) board appointment of Lindsay Lee to the UF Investment Corporation (UFICO) Board noting that his bio is included with the materials and he does not serve on another DSO or any UF affiliated board. VP Hass also noted that Lindsay Lee was added to the June meeting and Board Chair Hosseini asked for his appointment be removed and taken up at the next meeting to give the committee time to review. The Board Chair asked for a motion to approve Action Item BT4 which was made by Trustee O'Keefe, and a 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.

5.0 New Business

Board Chair Hossieni asked each attendee if they had anything to share. Trustees and UF leadership on the call indicated that students and faculty are looking forward to a normal fall semester; they are grateful to leadership for the direction of UF; and many expressed their personal condolences to Dr. Haley and his family indicating what a great leader he was, and his passing is a great loss for the university. Board Chair Hosseini indicated that UF has a bright future and there are many important projects in the works.

6.0 Adjourn

There being no further discussion, Board Chair Hosseini adjourned the meeting at 5:03 p.m.



BOARD MEETING MINUTES

August 17, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 9:47 a.m.

Time Adjourned: 10:17 a.m.

Board members present:

Mori Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; D’Andra Mull, Vice President for Student Affairs; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 9:47 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

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 Items

Prior to reviewing the action items, Board Chair Hosseini advised board members he would take action items together unless any member preferred to vote separately on each item. Hearing none, he proceeded with action items.

BT1 Collective Bargaining Amendment (UFF)

BT2 Collective Bargaining Amendment (Police Communications Operators)

BT3 Collective Bargaining Amendment (AFSCME)

Board Chair Hosseini asked Vice President and General Counsel Amy Hass to review the three union amendments. Vice President Hass reviewed BT1, Collective Bargaining Agreement (CBA) for the United Faculty of Florida (UFF). She went on to review BT2 amendment to the Collective Bargaining Agreement (CBA) for the Florida Police Benevolent Association recognizing that they will now include the Police Operators I-III. Finally, Hass reviewed BT3, the American Federation of State, County & Municipal Employees, AFL-CIO (AFSCME) Employee Union amendment which addresses the three percent merit pool from July 1, 2021.

Board Chair Hosseini asked for any questions or further discussion. He then asked for a motion to approve Board Action Items BT1, 2 and 3, 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.

AFSSPRSC1 Tenure Upon Hire

AFSSPRSC2 Textbook and Instructional Materials Affordability Report

AFSSPRSC3 University Press of Florida Annual Report 2020-2021

Board Chair Hosseini asked Provost Glover to review the three action items for the Academic, Faculty & Student Success, Public Relations & Strategic Communications (AFSSPRSC) discussed at a pre-meeting earlier this month. Provost Glover reviewed AFSSPRSC1 Tenure Upon Hire. Glover indicated there are four candidates that have met the criteria for tenure and have been recommended to receive tenure, including Dr. Robin Tucker-Drob, Dr. Natalia Aleksium, Dr. Tracie Baker, and Dr. Jamal Lewis. Next, Provost Glover reviewed AFSSPRSC2, Textbook and Instructional Materials Affordability Report. He then reviewed AFSSPRSC3, University Press of Florida Annual Report 2020-2021. He reminded the Board AFSSPRSC2 and AFSSPRSC3 are both annual reports due to the Board of Governors each year.

The Board Chair asked for a motion to approve Action Items AFSSPRSC 1, 2 and 3 which was made by Trustee Powers, and a second, which was made by Trustee O'Keefe. 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.

FCI1 Holland District Energy Efficiency Contract

FCI2 Design Builder Selection Approval (UF-654 Honors College Residential Facilities)

FCI3 Temporary Chiller for DSIT, Public Safety, Honor College

Board Chair Hosseini asked Vice President for Business Affairs Curtis Reynolds to highlight the action items reviewed in the FCI pre-meeting prior to this meeting. Vice President Reynolds summarized FC1 Holland District Energy Efficiency Contract. He noted, this action item is to request approval to enter into an agreement for Investment Grade Audit and Related Design Services ("IGA") with Siemens using carryforward funds. Upon completion of the IGA, Siemens will present a Performance Contracting Agreement ("PCA") for the project in the Holland District based on the recommendations and designs resulting from the IGA. The University will utilize a blend of internal and external funding sources for the resulting project not to exceed \$25M.

Next, Vice President Reynolds provided a summary of FCI2 Design Builder Selection Approval. Board Chair Hosseini stated that a lot of work and discussion has taken place regarding the design builder selection approval in the second action item. Board Chair Hosseini indicated that through the review process they were able to save a significant amount of money, which can be used for other housing needs. He asked Trustee Patel, Chair of the AFSSPRSC Committee to work with Vice President of Student Affairs D'Andra Mull on a proposal to bring back to the FCI Committee that focuses on a specific strategic vision for excellence, cost savings for this project and how cost savings could be put toward oldest buildings on campus.

Finally, Vice President Reynolds reviewed the request for FCI3 Temporary Chiller for DSIT, Public Safety, Honors College.

The Board Chair asked for a motion to approve Action Items FCI 1, 2 and 3 which was made by Trustee Brandon, and a second, which was made by Trustee Powers. 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.

FCI4 & R21-271 Naming: John W. & Peggy B. Kirkpatrick Courtyard at the Norman Fixel Institute for Neurological Diseases

Board Chair Hosseini asked Vice President for Advancement Tom Mitchell to review FCI4 & R21-271. Vice President Mitchell informed the Board that the naming opportunity had been reviewed by respective deans/directors, the Foundation, the Provost, the President and discussed with the Naming Committee. He noted all due diligence had been completed in line with the naming policies and that all of the background information was provided in the meeting materials.

The Board Chair asked for a motion to approve Action Item FCI4 & R21-271 which was made by Trustee Zucker and a second, which was made by Trustee O'Keefe. 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.

5.0 New Business

Board Chair Hosseini asked each attendee if they had anything to share. President Fuchs stated his thanks for approving the residence hall as it is significant for UF. He shared that students are moving in this week and classes will start on Monday, August 23. President Fuchs is excited about UF's future and will see everyone at the Board Retreat. Vice President Mull is excited about the transformational changes coming to UF housing and looks forward to working with Trustees Patel and Brandon and the FCI and AFSSPRSC Committees to make it happen. Board Chair Hosseini indicated that UF has a bright future and there are many important projects in the works. Board Chair Hosseini thanked the Board and UF leadership for all the great work they are doing.

6.0 Adjourn

There being no further discussion, Board Chair Hosseini adjourned the meeting at 10:17 a.m.



BOARD RETREAT MINUTES
September 9-10, 2021
The Alford Inn, Winter Park, FL
Time Convened: 9:15 a.m.
Time Adjourned: 12:30 p.m.

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Associate Provost Angela Lindner; Assistant Provost Cathy Lebo; Dean Cammy Abernathy; Dean Collen Koch; Dean Saby Mitra; members of the University of Florida community.

The retreat began at 9:15 a.m.

Welcome and Overview

Chair Hosseini welcomed everyone to the retreat. He began the retreat by sharing Dr. Leon Haley’s accomplishments at UF Health in Jacksonville and observed a moment of silence for him and his family.

Chair Hosseini then highlighted some of the great things happening at UF and reviewed the agenda for the retreat.

Discussion: Priorities for the Future and Desired Outcomes for Retreat

Chair Hosseini opened a discussion about what UF's priorities should be for the future and the desired outcomes of the retreat. He then asked each trustee to share their perspectives. Board Chair Hosseini concluded that we would revisit the discussion at the end of the retreat.

Opportunities for Statewide Economic Impact and Reach

President Fuchs introduced two opportunities for UF to expand the university's impact. The first includes an opportunity for UF to build a new graduate, professional and executive education campus on approximately 13 acres of centrally located real estate in downtown West Palm Beach (WPB). President Fuchs shared thinking about why such an opportunity might be beneficial for the university and the state, potential academic programs, financial considerations, and next steps. Vice President David Norton and Deans Saby Mitra and Cammy Abernathy discussed the benefits of a WPB location to research and their colleges. Chair Hosseini commended everyone for their work on this exciting opportunity. He asked the Trustees for questions and then encouraged Trustees to reach out to the administration with other issues. Chair Hosseini said that a potential decision wouldn't be finalized until all details are reviewed and agreed upon by numerous parties.

President Fuchs then introduced the second opportunity with Scripps Research Institute in Jupiter, FL. Senior Vice President David Nelson reviewed details of the potential arrangement. He highlighted Scripps research, NIH Funding, faculty, and the campus and facilities. He then discussed potential details of the agreement and opportunities for both institutions and their faculties. Dean Colleen Koch added her experience with this opportunity and emphasized its significance. Senior Vice President Chris Cowen reviewed potential financial implications.

Performance-Based Funding, Preeminence, and Rankings

Provost Joe Glover reviewed each of the current performance-based funding (PBF) metrics highlighting UF accomplishments and obstacles. He also indicated a change to metric #10 to replace it with endowment size. Associate Provost Angela Lindner discussed their focused efforts in the graduation rates (2, 4, and 6 year) as well as student success. Lindner reviewed UF Student Success launched in the Fall of 2019 to highlight results during the pandemic. She also discussed ongoing efforts to further improve 2 and 4 year graduation rates.

Assistant Provost Cathy Lebo provided an overview of university rankings. She indicated that the U.S. News and World Reports Rankings will be announced on September 13. She reviewed the rankings formula, UF's competitive position, strengths, and reputation. Dr. Lebo then reviewed improvements being made and discussed collaborative efforts underway across the university that will improve state metrics for PBF and our position in national and international rankings.

UF Health Rankings and Expansion

Chief Executive Officer for UF Health Shands Ed Jimenez presented information about UF Health hospital rankings. CEO Jimenez explained the methodologies, learnings, and paths forward for the hospitals in Gainesville and Jacksonville. He then discussed UF Health's expansion and aspirations to be the southeast's premier academic health system. He reviewed their vision over

the next 10-years, building the UF Health System of the future, including expansions to existing facilities and new facilities.

Budget Overview and Outlook

Senior Vice President Chris Cowen reviewed the approach and philosophy of the university budget. He reviewed UF enterprise revenues and their restrictions and discussed the availability of funds for strategic purposes. SVP Cowen then discussed the next steps to implement a series of enhancements to the budget model to achieve a more strategic and financially balance model that enable UF to achieve its strategic priorities.

Advancement Roadmap

Vice President Tom Mitchell presented the current fundraising efforts indicating they have raised \$3.2 billion during the campaign and achieved record levels of alumni participation. VP Mitchell compared total commitments and campaign goals of other Florida public universities, Southeast Conference Schools, and top public universities. He then mentioned a variety of considerations for the final months of the current campaign.

Trustee Fred Ridley then presented the concept of a new golf facility for the UF golf team and the community, including potential benefits and opportunities for various academic programs of the university.

The first day of the retreat concluded at 6:15 p.m.

September 10, 2021, The Alford Inn, Winter Park, FL

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Dean Nicole Stedman; members of the University of Florida community.

The retreat began at 9:15 a.m.

Cybersecurity Closed Session

Vice President and Chief Technology Officer Elias Eldayrie reviewed information about cybersecurity in a closed session.

Infrastructure and Facilities Priorities

Senior Vice President and COO Charles Lane provided an infrastructure and facilities priorities presentation that included a high-level construction/renovation overview, review of upcoming major capital projects, and a discussion of future priorities. He reviewed the Campus Master Plan highlighting its framework themes with a focus on open space and infrastructure, the student experience, interdisciplinary research, academic space regeneration, and future learning. SVP Lane highlighted capital projects totals since 2019 going towards academic facilities, non-academic facilities, UF Health, utilities, landscape, and transportation. He stated there is a projected 6.35 million gross square feet of construction projects over the current 10-yr time period. SVP Lane then reviewed a timeline of the UF Strategic Campus Master Plan. Chair Hosseini asked Trustee Brandon to work with the Facilities and Capital Investment Committee to review the university's planning design committee requirements for efficiencies and determine areas where they need to make changes. SVP Lane then highlighted some of the current major projects in process. Vice President D'Andra Mull presented improvements being made on campus to improve the student experience. She highlighted improvements to the Reitz Union, Peabody Hall, and the Honors Residential Complex. VP Mull also discussed additional improvements to student housing. SVP Lane also discussed future facility priorities including the Dentistry Building, architecture, deferred maintenance, School of Music, and Biomedical Research Building. Vice President Curtis Reynolds discussed the Dentistry Building. They have repaired immediate problems with the building but discussed the need for more repairs or optionally building something new. VP Reynolds reviewed ongoing campus utility projects with 47 projects under construction exceeding \$81M including improvements on museum road, University Athletics Association football operations, inner road, temporary chiller plant, water reclamation facility filtration systems, Norman Hall, exterior lighting upgrades, and SW chiller plant. SVP Chris Cowen presented on the infrastructure and facilities projects' financials. He highlighted capital budget opportunities and challenges.

Enrollment Management

Vice President Mary Parker reviewed her vision for Strategic Enrollment Management and assessment of the Division. She highlighted how the pandemic has changed Enrollment Management (EM) and reviewed the long-standing trends and resulting challenges. She explained how enrollment approach is changing, including the need for complex marketing operations that are responsive, personalized, authentic, and fully integrated. The goal of the new imperative of enrollment marketing is to meet a student's expectations at every stage of the process.

The Role of Graduate Students and Housing Opportunities

Dean Nicole Stedman presented on graduate education and housing at UF. She discussed the targets and key priorities in graduate education indicating a focus on reputation, recruitment,

and programs. Dean Stedman highlighted the importance of social climate and support system, career paths of graduates, and availability of financial aid in the graduate student experience. VP Mull and SVP Cowen joined in an overview on graduate and family housing indicating that a goal of a potential graduate student housing partnership would be to give UF a competitive advantage in recruiting graduate students.

Nest Steps

Board Chair Hosseini reviewed a list of the top key priorities discussed at the beginning of the retreat and asked each trustee and cabinet member to share their top 3 priorities that they think UF should focus on in the future. Chair Hosseini asked Vice President Mark Kaplan to summarize the results and bring them back to the Board in December for them to prepare a road map and strategy.

The retreat concluded at 12:30 p.m.



BOARD MEETING MINUTES

September 27, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 12:00 p.m.

Time Adjourned: 12:40 p.m.

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 12:00 p.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

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 Items

BT1 Research Institute Approval

Board Chair Hosseini indicated that the first action item will not take place because they are still working on the details of the research institute agreement. He highlighted the collaborative high-

level progress being done on this deal between the university, the research institute, and the state. He indicated UF's vision for growth and being the number one bio-medical research enterprise in the world. He thanked President Fuchs, SVP Nelson, VP Hass, and VP Norton for the great work being done and emphasized the significance of this agreement to the university and state.

BT2 Tenure Upon Hire

Trustee Rahul Patel introduced action item BT2 and asked Vice President David Norton and Vice President Scott Angle to review the candidates in Provost Glover's absence. They indicated two candidates have met the criteria for tenure and have been recommended to receive tenure, including Dr. Andra Johnson (College of Agricultural and Life Sciences-IFAS Professor, School of Forest, Fisheries and Geomatics Sciences, Dean, UF/IFAS Extension and Director of the Florida Cooperative Extension) and Dr. Thomas P. Burris (College of Pharmacy-Professor, Department of Pharmacodynamics and Director of University of Florida Genetics Institute). The Board Chair asked for a motion to approve Action Item BT2 which was made by Trustee Brandon, and a second, which was made by Trustee Zucker. 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.

BT3 Fixed Capital Outlay Budget

Vice President for Business Affairs Curtis Reynolds reviewed the 2022-2023 Fixed Capital Outlay Budget Request. Board of Governors Regulation 14.003 requires each university to prepare and submit an annual Fixed Capital Outlay (FCO) budget approved by the University Board of Trustees. This budget will be considered at the November Board of Governors meeting in accordance with the guidelines as set forth in regulation 14.003. He indicated that all of the projects listed have been previously approved by UF's Board of Trustees. The Board Chair asked for a motion to approve Action Item BT3 which was made by Trustee Brandon, and a second, which was made by Trustee O'Keefe. 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.

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 12:40 p.m.

BOARD MEETING MINUTES

October 4, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 10:17 a.m.

Time Adjourned: 10:33 a.m.

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 10:17 a.m. He indicated that negotiations are still in process on the details of the research institute agreement and that it will be brought to the Board for approval when it is ready.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum.

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 Items

FSPPM1 Board of Governors Operating Budget FY21-22

Vice Chair Kuntz pointed out the positive transformation that is taking place in UF’s financial management and Board Chair Hosseini agreed. After much discussion at the previous FSPPM Committee Pre-meeting just prior to the meeting the Board Chair asked for a motion to approve Action Item FSPPM1 which was made by Vice Chair Kuntz, and a 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.

FSPPM2 FY 2021-2022 Carryforward Spending Plan

The Board Chair asked for a motion to approve Action Item FSPPM2 which was made by Trustee Zucker, and a second, which was made by Trustee Powers. 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.

FSPPM3 FY 2021-2022 DSO and Affiliate Budgets

The Board Chair asked for a motion to approve Action Item FSPPM3 which was made by Vice Chair Kuntz, and a 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.

5.0 New Business

President Fuchs shared that the number of positive cases of COVID are dropping dramatically and Florida currently has among the lowest number of cases per capita. Board Chair Hosseini thanked Trustees Bloom and Brown for their commitment to students and faculty during the pandemic.

6.0 Adjourn

There being no further discussion, Board Chair Hosseini adjourned the meeting at 10:33 a.m.

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BOARD MEETING MINUTES

November 16, 2021

Virtual Meeting

University of Florida, Gainesville, FL

Time Convened: 11:00 a.m.

Time Adjourned: 11:39 a.m.

Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Richard P. Cole, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joe Glover, Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Ed Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Tom Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; David Norton, Vice President for Research; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 11:00 a.m.

2.0 Verification of Quorum

Vice President and University Secretary Kaplan verified a quorum. Trustees Cooper Brown and Chris Corr were unable to attend due to a conflict.

3.0 Public Comment

Vice President and General Counsel Amy Hass informed the Board there was no public comment to come before the board. Prior to the discussion regarding Action Item 4.0, Chair Hosseini made a statement concerning recent media pieces centering around an outside business activity decision made at the University of Florida, wherein the media pieces have implicitly or explicitly alleged involvement by the Chair and elected officials of the state of Florida in the decision. The Chair made clear for the record that he had no involvement or

knowledge of the decision, does not become involved in such decisions and, in fact, learned about the decision when he read about it in the media. The Chair indicated that he would also make this important statement for the record during the December board meeting.

4.0 Action Item

BT1 Scripps Agreement

Board Chair Hosseini asked Senior Vice President David Nelson and Vice President and General Counsel Amy Hass to review the Scripps Agreement with the board.

SVP Nelson provided a summary of information including staff, transitions teams, weekly transition team meetings to unplug Scripps La Jolla and plug in UF. He shared they have hired a consultant with in depth knowledge of transitions of this kind. He indicated they plan to close by January 18, 2022. At that time, UF would take over the finances. He will bring an update on the transition to the board in April. He noted they are on track to close a large gift soon which will be used to invest in that campus. They will use core facilities and faculty currently on the site. SVP Nelson thanked VP Hass for all of her work on this acquisition.

Senior Vice President and Chief Financial Officer Chris Cowen indicated his office is reviewing all areas and doing its due diligence related to the acquisition. Vice Chair Kuntz noted two current risks to keep in mind include getting to closing and post-closing.

Chair Hosseini asked VP Hass to read the formal action item the board would vote on today. VP Hass indicated that the board is being asked to approve the asset transfer agreement and delegate to the Chair and President authority to approve or disapprove any material matters of closing.

Chair Hosseini asked if there were any questions regarding the information. Vice Chair Kuntz asked about real property transfers and caps on UF's liability. VP Hass confirmed that the contract caps UF's liabilities to the amount of cash transferred, and that the value of the land is not included in that cap. The 70-acre property does have some restrictions they are working on. Vice Chair Kuntz asked for confirmation that the land has a potential to be valuable but is not in our liability calculation. Chair Hosseini confirmed that is correct. Trustee Ridley and Trustee Heavener asked if there were any key elements to be resolved prior to the closing of January 18, 2022. VP Hass indicated the biggest challenge will be to get letter of offers out and back from staff. Chair Hosseini added that the asset transfer happens immediately upon the board approval today. He added his sincere debt of gratitude to all involved including President Kent Fuchs, Provost Joe Glover, SVP David Nelson, VP Amy Hass and others who have been working on this acquisition since April 22. President Fuchs read the email from donor Herbert Wertheim requesting UF get involved from April. Chair Hosseini finished his comments by reminding the board that UF is also working with FAU on this important project.

The Board Chair asked for a motion to approve Action Item BP1 which was made by Vice Chair Kuntz, and a second, which was made by Trustee Zucker. 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.

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 11:39 a.m.

DRAFT



AD-HOC COMMITTEE ON STRATEGIC OPPORTUNITIES

Meeting Minutes

Virtual Meeting

November 16, 2021

Time Convened: 11:40 a.m.

Time Adjourned: 12:27 p.m.

Committee and Board members present:

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Richard P. Cole, Thomas G. Kuntz, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

Others present:

W. Kent Fuchs, President; Joe Glover, Provost; Chris Cowen, Senior Vice President and Chief Financial Officer; Elias Eldayrie, Vice President and Chief Information Officer; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Thomas Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; Mary Parker, Vice President for Enrollment Management; Winfred Phillips, Executive Chief of Staff; Curtis Reynolds, Vice President for Business Affairs; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 11:40 a.m.

2.0 Roll Call

Vice President and University Secretary Mark Kaplan conducted a roll call verifying all members were present.

3.0 Discussion Items

Chair Hosseini shared the committee was formed to have a single BOT committee review and make recommendations about all aspects of this project. The Ad-Hoc Committee will provide a single point of committee-level oversight regarding significant strategic opportunities that cross jurisdictions of multiple standing committees of the Board of Trustees. Any items to come out of this committee will still go through the regular committee process if Board approval is needed. He added that this project is transformational for the university.

3.1 Overview of West Palm Beach Project

President Kent Fuchs provided an overview of the project. He reminded all that this invitation came to the university in April and much work has already been done. There have been many meetings and conversations including those with university leadership, civic leaders, business and industry, higher education leaders, consultants and architects as well as donors and alumni. This opportunity includes graduate education and executive education focused on business, financial services and law. UF made a commitment to FAU, FIU and other relevant private and state colleges to have opportunities to participate. Chair Hosseini added that since day one the university has been looking for a lead philanthropy gift of \$100 million before approaching the state for support.

3.2 Project Lead Reports

Provost Joe Glover reviewed the OneUF Academic Programs that includes interdisciplinary, experiential with tech-infused, solutions-centric programming targeting graduate and professional education. This would include masters, doctoral and non-degree professional education in close cooperation with the Colleges of Business, Engineering and Law. Degrees in Data Science, Artificial Intelligence, FinTech, Crypto Currency, and others are to be offered via Business and Engineering. Programs in Law are still under development.

Senior Vice President and Chief Operating Officer Charlie Lane reviewed the site planning phases. He confirmed Elkus Manfredi Architects have been engaged for initial concepts. He stated the plans would allow for flexibility and growth in the future. He noted there may be an opportunity with Florida Power and Light to see tiered energy discounts. Chair Hosseini noted that the above ground power lines and marsh noted in the site plans would be handled by another entity, not by the university. It was noted that two train stations including the Brightline and Tri Rail/South Florida Regional border the property. Vice President Tom Mitchell added that there are discussions underway for Fern Street, which also borders the property, to be an exit to I-95.

Senior Vice President and Chief Financial Officer Chris Cowen provided a financial update. He shared they are looking to leverage creative funding mechanisms and exploring public/private partnerships. This will be a phased build and financed over 10 years. There will need to be various funding sources to maximize capital and operating proceeds including private donations with little restriction and state dollars. Substantial flexibility to allocate funds to optimal use in various phases will be needed. SVP Cowen reminded all to achieve benefits for UF and the community, there will be mixed use spaces including multi use buildings. A 21st century campus will require financing for the 21st century.

Vice President for Advancement Tom Mitchell provided a fundraising update. He reiterated that many meetings have occurred in a short period of time. Dozens of individual calls have been made along with communication with over 100 business leaders. This is a \$500 million dollar initiative with at least \$300 million in private support needed. They are seeking a lead gift of \$100 million dollars. VP Mitchell reported they have secured a \$50 million gift this week and they are in discussions with two other donors each with a potential \$20 million gift. The alumni

in West Palm Beach have been incredibly supportive and made many introductions to potential donors. Chair Hosseini added they are a priceless asset.

Vice President for Government and Community Relations and University Secretary Mark Kaplan discussed the timeline and next steps. There are a series of approvals that need to occur before we will be in a position to approach the legislature for funding. VP Kaplan noted the schedule is very aggressive and the next two months will be very active. President Fuchs agreed the timeline is aggressive and VP Mitchell in addition to leading the fundraising effort is also the lead on this project on behalf of the university. President Fuchs thanked VP Mitchell for his work. Chair Hosseini also thanked VP Mitchell as well as President Fuchs, Provost Glover, Vice President Kaplan, Senior Vice Presidents Cowen and Lane as well as General Counsel Amy Hass for their hard work. Chair Hosseini noted this project will help the West Palm Beach community by supplying a workforce. This will help our students gain invaluable experience interning at high profile businesses in the state. Ultimately, this project will hopefully encourage businesses to move to Florida and grow the workforce pipeline.

Chair Hosseini asked if there were any questions. Trustee Anita Zucker asked if a feasibility study and a gap analysis for workforce needs have been done. Chair Hosseini confirmed they have been completed. Provost Glover added that he, Business Dean Saby Mitra, Engineering Dean Cammy Abernathy and VP Mitchell met with more than 15 companies in a day organized by the chamber to discuss their workforce needs, future hopes and how the university could be helpful.

President Fuchs added that Cathy Dove, whom he worked with on the Cornell Tech project for five years, is with Huron consulting whom we have under contract.

Trustee Zucker noted that in her state they are working with Wexford on innovation zones in communities. This may be something for the committee to explore.

Trustee David Brandon commented that the university has a lot happening. We should be cautious of personnel overload and make sure we have enough staff to support the project. Chair Hosseini agreed.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Chair Hossieni adjourned the meeting at 12:27 p.m.



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC1
December 3, 2021**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that 8 newly appointed 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 to receive tenure. Attached is a Summary of the Tenure Upon Hire cases.

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 required.

Supporting Documentation Included: See attached [summary](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC2
December 2, 2021**

SUBJECT: New Degrees

BACKGROUND INFORMATION

The proposed Bachelor of Arts in Education-Early Childhood Education major in the College of Education as Limited Access will teach individuals interested in working with diverse children and their families in preschool, kindergarten and early elementary grades. The graduates of this program will be prepared to pursue Florida's age three to grade three teacher certification. This degree is Limited Access due to adequate faculty and limited resources. The BAE in Early Childhood Education was approved by the Curriculum Committee and then by the Faculty Senate at their August 26, 2021 meeting.

The proposed Master of Science with a major in Applied Data Science in the Herbert Wertheim College of Engineering will provide students with a working knowledge of techniques and software commonly used in Data Science. This degree will help meet the demand for Data Science in multiple engineering disciplines and prepare engineering students to work as data scientists in industry. The MS in Applied Data Science was approved by the Curriculum Committee and then by the Faculty Senate at their September 23, 2021 meeting.

The proposed Master of Integrated Sustainable Development in the College of Design, Construction and Planning will integrate research into required core courses and collaborative studio projects. The students will learn the skills and strategies to facilitate a quadruple bottom line of ecological, cultural and social and economic sustainability and resiliency across local, state, national and international scales of the built environment. The MISD was approved by the Curriculum Committee and then by the Faculty Senate at their August 26, 2021 meeting.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the three new degrees listed above 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: See attached [proposals](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC3
December 3, 2021**

SUBJECT: HB 1261 Career Planning for First-Year Undergraduate Students

BACKGROUND INFORMATION

During the 2021 Legislative Session, House Bill 1261 created section 1006.75(3)(a), Florida Statutes, requiring each state university board of trustees to adopt procedures to connect undergraduate students to career planning, coaching and related programs during the first academic year of the student's enrollment. The procedures established by each university are required to be reviewed and approved by the State University System Board of Governors by March 1, 2022.

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the attached HB1261 Career Planning for First-Year Undergraduate Students 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: See attached.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON ACADEMIC, FACULTY
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC
COMMUNICATIONS
ACTION ITEM AFSSPRSC4
December 3, 2021**

SUBJECT: Honorary Degrees

BACKGROUND INFORMATION

The Honorary Degrees and Distinguished Awards Committee recommends honorary degrees to the Faculty Senate. The following honorary degrees were approved by the Faculty Senate on November 18, 2021 and then by the President on November 19, 2021:

PROPOSED COMMITTEE ACTION

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Honorary Degrees for James E. Hines and Thomas Earl Petty for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached Biographies for [James E. Hines](#) and [Thomas Earl Petty](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC1
December 2, 2021**

SUBJECT: University of Florida Performance Based Funding and Preeminence Metrics – Data Integrity (Audit Report) and Annual Data Integrity Certification

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 audit to verify that the data submitted complies with the data definitions established by the Board of Governors (BOG). The results of the annual audit are required to be submitted to the BOG Office of Inspector General as part of the university's annual certification process.

On June 11, 2021, the Chairman of the BOG instructed each university president 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.

The BOG chair further instructed each university BOT to direct its chief audit executive to perform an audit of the university's processes that ensure the completeness, accuracy, and timeliness of data submissions as required by Florida Statutes. He further requested that these audits include testing of data that supports performance funding metrics, as well as preeminence or emerging preeminence metrics for those universities so designated, 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 November 10, 2021 issued audit report No. 22-775-13, 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. The Committee is asked to recommend these items to the BOT 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 Metrics – Data Integrity](#) (Audit Report No. 22-775-13) and Data Integrity Certification Form

Submitted by: Dhanesh Raniga, Chief Audit Executive

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON AUDIT AND COMPLIANCE
ACTION ITEM AC2
December 2, 2021**

SUBJECT: Institutional Compliance Program Annual Report

BACKGROUND INFORMATION

The Board of Governors Regulation 4.003 requires the chief compliance 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 Institutional Compliance Program Annual Report prior to submission to the Board of Governors.

PROPOSED COMMITTEE ACTION

The Committee on Audit and Compliance is asked to approve the 2020-2021 Institutional Compliance Program 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.

Supporting Documentation Included: See attached [2020-2021 Institutional Compliance Program Annual Report](#).

Submitted by: Terra DuBois, Chief Compliance, Ethics, and Privacy Officer

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC1

December 2, 2021

SUBJECT: Construction Projects Report

BACKGROUND INFORMATION

The Construction Projects Report has been developed to provide the Trustees with a quarterly 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 being asked to approve the current Construction Projects Report, along with requests for budget amendments to the respective projects as noted below for recommendation to the Board of Trustees for its approval on the Consent Agenda.

Project #	Project Title	Current Approved Budget	Amendment Request	Ratified Budget
UF-200	University Public Safety Building (Police Department) & Centrex Building Renovation	\$26,000,000	\$2,250,765	\$28,250,765
UF-623B	Thermal Utilities Infrastructure (Museum Rd)	\$51,394,812	\$2,034,236	\$53,429,048
UF-642	SW Campus Transportation Road Improvement	\$ 9,400,000	\$2,274,643	\$11,674,643

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: [Construction Projects Report](#)

Submitted by: Curtis A. Reynolds, Vice President Business Affairs

Approved by the University of Florida Board of Trustees, December 2, 2021.

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON FINANCE, STRATEGIC PLANNING
AND PERFORMANCE METRICS
ACTION ITEM FSPPM1
December 2, 2021**

SUBJECT: Authority to Restructure Certain Outstanding Indebtedness and Incur new Indebtedness for UF Health North Phase III - \$350M ("Resolution")

BACKGROUND INFORMATION

Shands Jacksonville Medical Center, Inc. ("SJMC") and Shands Jacksonville HealthCare, Inc. ("SJHC") have determined it is in their best interests to refinance certain outstanding indebtedness and to construct new healthcare facilities at UF Health North including an approximately 120-bed hospital tower on the UF Health North campus along with medical, office and other equipment and improvements at various medical and administrative locations in Duval County, Florida ("UF Health North Phase III"). This plan requires the issuance of notes and/or obtaining loans. On September 22, 2021, the Boards of Directors of SJMC and SJHC passed a Resolution approving the issuance of notes and/or obtaining loans, including tax-exempt and/or taxable revenue bonds by a governmental conduit issuer, in an amount not to exceed \$350M.

The designee of the President of the University of Florida and a member of the University Board of Trustees serving on the SJHC and SJMC Boards approved this Resolution.

PROPOSED COMMITTEE ACTION

To approve the restructuring of certain outstanding indebtedness and incur new indebtedness for UF Health North Phase III in an amount not to exceed \$350M, as more fully set forth in the copy of the Resolution attached hereto.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required

Supporting Documentation Included: A copy of Resolution of the Boards of Directors of Shands Jacksonville Healthcare, Inc. and Shands Jacksonville Medical Center, Inc. approved by Boards of Directors on September 22, 2021.

Submitted by: Christopher Cowen, Senior Vice President and Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

**RESOLUTION OF THE BOARDS OF DIRECTORS OF
SHANDS JACKSONVILLE HEALTHCARE, INC. AND
SHANDS JACKSONVILLE MEDICAL CENTER, INC.**

**Authority to Restructure Certain Outstanding Indebtedness and Incur New
Indebtedness for UF Health North Phase III - \$350M**

September 22, 2021

WHEREAS, Shands Jacksonville Medical Center, Inc. ("SJMC"), Shands Jacksonville HealthCare, Inc. ("SJHC") and Shands Jacksonville Properties, Inc. ("SJP," and each a "Member" and collectively, the "Obligated Group") are Members of an Obligated Group pursuant to that certain Master Trust Indenture, dated as of June 1, 2013, as amended and supplemented (the "Master Indenture"), among the Obligated Group, and U.S. Bank National Association, as master trustee (the "Master Trustee");

WHEREAS, the Obligated Group has previously incurred the following outstanding indebtedness secured by the Master Indenture: (i) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health - Jacksonville Project), Series 2013A issued on November 21, 2013, in the original aggregate principal amount of \$64,240,000 (the "Series 2013A Bonds"); (ii) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health - Jacksonville Project), Series 2013B issued on November 21, 2013, in the original aggregate principal amount of \$59,405,000 (the "Series 2013B Bonds"); (iii) City of Jacksonville, Florida Healthcare Facilities Revenue Bonds (UF Health Jacksonville Project), Series 2015 issued on June 29, 2015, in the original aggregate principal amount of \$20,000,000 (the "Series 2015 Bonds"); and (iv) Florida Development Finance Corporation Healthcare Facilities Revenue Bonds (UF Health Jacksonville Project), Series 2019 issued on September 20, 2019, in the original aggregate principal amount of \$20,000,000 (the "Series 2019 Bonds," and together with the Series 2013A Bonds, the Series 2013B Bonds and the Series 2015 Bonds, the "Refunded Bonds");

WHEREAS, the Series 2015 Bonds and the Series 2019 Bonds are hedged by certain interest rate swap agreements, including Master ISDAs, schedules and confirmations (collectively the "Prior Swaps");

WHEREAS, SJMC and SJHC have determined that it is in their best interests to restructure certain of the Obligated Group's outstanding indebtedness by refunding the Refunded Bonds and terminating the Prior Swaps (the "Restructuring");

WHEREAS, SJMC and SJHC have determined that it is in their best interests to finance, refinance and/or reimburse the acquisition, construction, installation, renovation

and equipping of certain capital improvements to the healthcare facilities identified in the Obligated Group's capital improvement and master facilities plans, including, without limitation, a new approximately 120-bed hospital tower on the UF Health North campus along with medical, office and other equipment and improvements at various medical and administrative locations in Duval County, Florida (collectively, the "Capital Improvements"), which Capital Improvements shall be utilized by the Obligated Group in furtherance of its educational and charitable purposes of providing medical and health related facilities and services to the community and residents of the State of Florida;

WHEREAS, SJMC and SJHC have determined that the most advantageous manner for financing the Restructuring and the Capital Improvements is through the issuance of one or more series of taxable revenue notes by the Obligated Group (the "Notes") and/or obtaining one or more tax-exempt and/or taxable loans from one or more private financial institutions and/or from a governmental conduit issuer of revenue bonds or other obligations (collectively, the "Loans");

WHEREAS, in the event an Authorized Representative (defined below) determines that it is in the best interest of the Obligated Group to finance all or a portion of the Restructuring or the Capital Improvements through tax-exempt and/or taxable Loans obtained from a governmental conduit issuer of revenue bonds or other obligations, SJMC will request such issuer to approve the sale of such tax-exempt and/or taxable bonds or other obligations and to loan the proceeds thereof to SJMC, on behalf of itself and the Obligated Group;

WHEREAS, the obligation to repay the principal, premium, if any, and interest on the Notes and/or the Loans will be evidenced by a new Obligation or Obligations issued by SJMC, on behalf of itself and the other members of the Obligated Group, under the Master Indenture (each, an "Obligation"), which will specify the terms and conditions under which the Obligated Group will make payments sufficient to pay the principal of, premium, if any, and interest on the Notes and/or the Loans and certain related expenses;

WHEREAS, the Notes and/or the Loans shall mature at such times, bear interest at such rates, and be subject to such other terms and conditions as may be provided in any applicable documents approved by an Authorized Representative;

WHEREAS, it is the desire of the Boards of Directors of SJMC and SJHC (collectively, the "Board") to (i) provide final approval for the above-described plan of finance ("Plan of Finance") with respect to: (a) the Restructuring and the financing, refinancing and reimbursement of the Capital Improvements; (b) the issuance of any Notes or incurrence of any Loans including the issuance of any tax-exempt or taxable revenue bonds by a governmental conduit issuer as a means for structuring the Plan of Finance, and (c) and the issuance of Obligations under the Master Indenture to secure the same; and (ii) delegate certain authority to the Authorized Representatives to execute and deliver any and

all instruments documents, agreements or certificates necessary or desirable to accomplish the foregoing (collectively the "Financing Documents");

WHEREAS, the Board has heretofore been presented with the particulars, including the risks and benefits of the Plan of Finance;

WHEREAS, the Board of Directors of SJP has provided its approval for SJP to participate in and undertake certain applicable parts of the Plan of Finance described herein through a Unanimous Written Consent dated as of the date hereof;

WHEREAS, SJHC is the sole member of SJMC and is the sole member of SJP, and, pursuant to the Bylaws of SJMC and the Bylaws of SJP, the incurrence of debt by SJMC and by SJP requires approval by SJHC, as sole member, and SJHC believes it is in SJMC's and SJP's best interests to undertake the Plan of Finance;

WHEREAS, pursuant to the Bylaws of SJMC and SJHC, the incurrence or approval of debt by SJHC shall require approval by the President of the University of Florida or designee (the "President's Designee") and the member or representative of the University of Florida Board of Trustees (the "Trustee") serving on the Board in their respective capacities as ex officio directors in any majority vote of the Board to approve the action; and

WHEREAS, pursuant to the University of Florida Governance Standards, the incurrence of debt requires advance notice to the President of the University of Florida, which notice was accomplished by delivery of this resolution to the President and/or the attendance of the President at the September 22, 2021 Board meeting.

NOW, THEREFORE, BE IT RESOLVED, that the Plan of Finance including the Restructuring and the financing, refinancing and reimbursement of the Capital Improvements through the issuance of Notes and/or obtaining Loans (including funding of necessary reserves, capitalized interest and costs of issuance, as the case may be), all of which are in furtherance of the educational and charitable purposes of the Obligated Group, be and hereby are authorized and approved; provided that, in no event shall the aggregate principal amount of the Notes and any Loans exceed \$350,000,000;

FURTHER RESOLVED, that any and all actions taken prior to the date hereof by management or other representatives of SJMC (including Bond Counsel) in connection with the negotiation of any related matters in connection with the Plan of Finance, be and hereby are authorized, approved and ratified in all respects;

FURTHER RESOLVED, that SJMC and SJHC's execution, delivery and performance of the Master Indenture and of a new trust indenture or agreement and other financing agreements related to the Notes and/or the Loans, and supplements of the Master

Indenture, rate locks, or other security or hedging agreement or agreements or such other documents as any Authorized Representative deems necessary or appropriate to deliver in connection with the Plan of Finance in the manner most favorable to the Obligated Group, containing such terms and in such forms as any Authorized Representative deems necessary or appropriate, be and hereby are authorized and approved;

FURTHER RESOLVED, that the selection by the Obligated Group of one or more underwriters for the Notes or any bonds, and SJMC and SJHC's execution, delivery and performance of a note or bond purchase contract (or any similar or related agreements) in connection with the issuance thereof, and the preparation of an offering statement, official statement, limited offering memorandum or other disclosure document in connection with the Plan of Finance in such forms as any Authorized Representative deems necessary or appropriate, be and hereby are authorized and approved;

FURTHER RESOLVED, that the selection by Obligated Group of one or more governmental conduit issuers or financial institutions in connection with obtaining any Loans and SJMC and SJHC's execution, delivery and performance of any related Financing Documents, including any loan agreements, bond insurance policies or other credit or liquidity facility agreements, and any other documents required in connection with obtaining one or more Loans from a governmental conduit issuer or financial institution as part of the Plan of Finance, be and hereby are authorized and approved;

FURTHER RESOLVED, that the following officers of: (i) SJMC, including, the Chair of the Board, the Chief Executive Officer, the Vice President and Chief Financial Officer, the Senior Vice President and General Counsel, the Vice President and Senior Counsel, and any other executive officer of SJMC designated by the Chair of the Board or Chief Executive Officer of SJMC for the purpose of executing any of the Financing Documents or other instruments or certificates authorized herein of SJMC and (ii) SJHC, including, the Chair of the Board, the Chief Executive Officer, the Vice President and Chief Financial Officer, the Senior Vice President and General Counsel, the Vice President and Senior Counsel, and any other executive officer of SJHC designated by the Chair of the Board or Chief Executive Officer of SJHC for the purpose of executing any of the Financing Documents or other instruments or certificates authorized herein of SJHC; are each designated as an "Authorized Representative" hereunder;

FURTHER RESOLVED, that the Authorized Representatives are, and each of them acting singly is, for and on behalf of SJMC in its sole capacity and in its capacity as Obligated Group Representative under the Master Indenture, or SJHC, as the case may be, hereby authorized to approve all remaining details of the Plan of Finance and to: (a) prepare, execute, accept, deliver and perform, as appropriate, the Financing Documents, with such changes to such Financing Documents as any of them may deem necessary or appropriate in order to carry out the intent of the foregoing resolutions; and (b) execute and deliver all certificates, agreements, consents and other documents, and perform any and all

acts, deemed by the Authorized Representatives or any of them to be required or appropriate to carry out the covenants and commitments of the Obligated Group under Financing Documents and otherwise and in connection with the Plan of Finance;

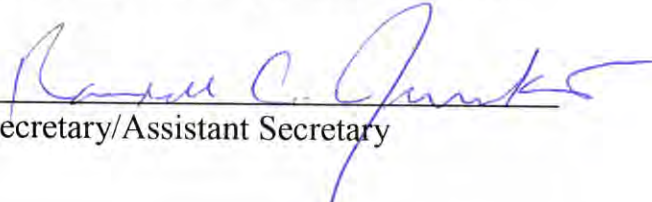
FURTHER RESOLVED, the execution of such Financing Documents by the Authorized Representatives, or any of them, shall constitute conclusive evidence of their approval of the terms and provisions thereof and of any and all changes, modifications, additions or deletions therein, and of such acts, including without limitation the filing of financing statements or any other documents to create and maintain a security interest in the properties and revenues pledged as security for the Notes and/or Loans;

FURTHER RESOLVED, that the Secretary and Assistant Secretary of SJMC and SJHC are hereby authorized to attest to and to affix the corporate seal to all such certificates, agreements, consents and other documents, and to sign any such certificates, agreements, consents or other documents, as may be required to consummate the Plan of Finance and the transactions described in the foregoing resolutions; and

BE IT FURTHER RESOLVED, that SJHC, as the sole member of SJMC and as the sole member of SJP, consents to, authorizes, approves, ratifies and confirms the Plan of Finance, the foregoing resolutions, and the Unanimous Written Consent of the Board of Directors of SJP in connection herewith.

**CERTIFICATE OF SECRETARY OF
SHANDS JACKSONVILLE HEALTHCARE, INC. AND
SHANDS JACKSONVILLE MEDICAL CENTER, INC.**

As Secretary/Assistant Secretary of Shands Jacksonville HealthCare, Inc. and Shands Jacksonville Medical Center, Inc., I hereby certify that the foregoing is a true and correct copy of resolutions of the Boards of Directors enacted on September 22, 2021.


Secretary/Assistant Secretary

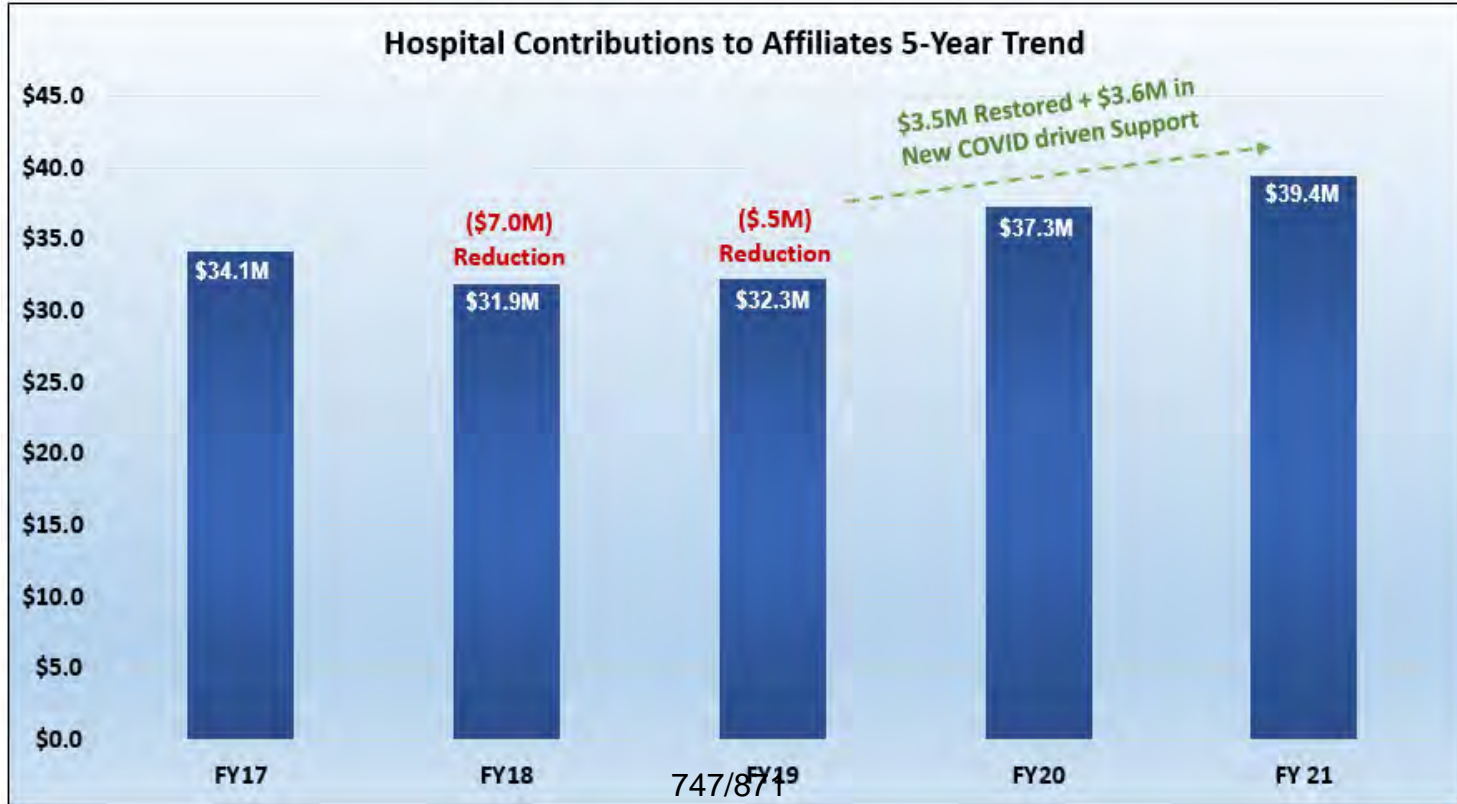
UF Health – Jacksonville



- Shands Jacksonville Medical Center (SJMC) dba UF Health-Jacksonville (UF Health Jax) operates a 695 bed academic medical center (8th St Campus) in downtown Jacksonville
- Shands Jacksonville HealthCare, Inc. (SJHC) is the corporate parent of SJMC
- SJHC is an affiliate of the University of Florida (UF)
 - President of UF has the right to appoint and remove members of SJHC’s Board
 - SJMC is one of two primary teaching hospitals supporting medical education of UF
- UF Health Jax implemented a growth strategy in 2013, which included the development of another campus (UF Health North) in the fast growing area in North Jacksonville with a MOB and outpatient services opening in February 2015 and a 92 bed hospital opening in May 2017

Transfers to University of Florida

5-Year Trend (FY 2017 – FY 2021)



Growth Strategy



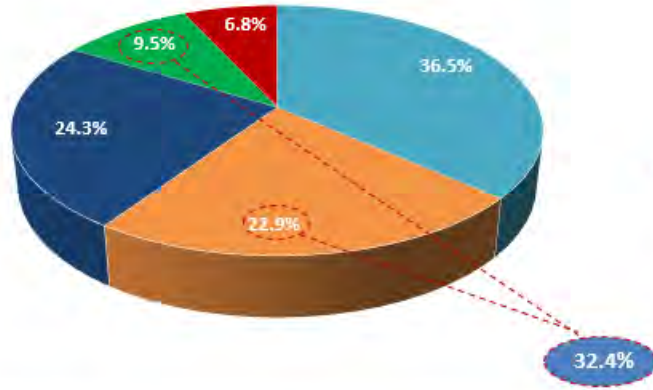
UF Health North



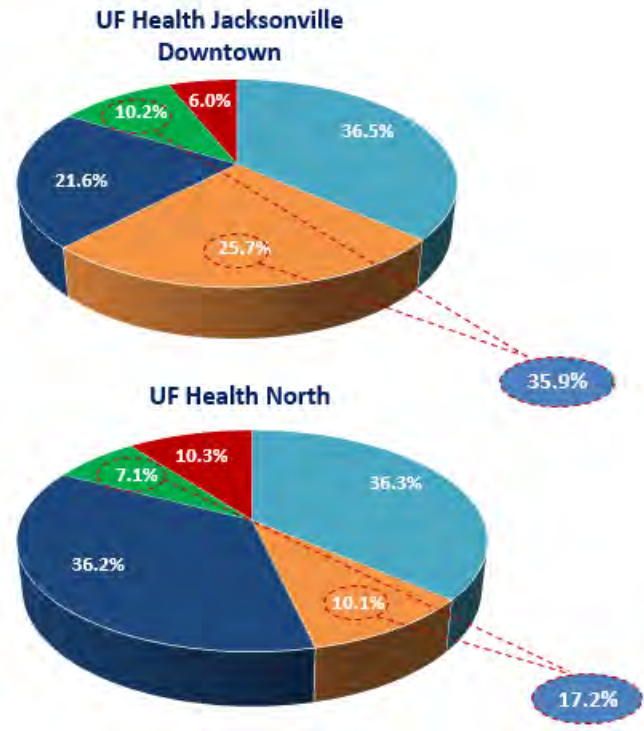
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Significant Improvement in Payor Mix with UF Health North Growth Strategy

- Medicare
- Medicaid
- Managed Care / Commercial
- Self Pay / Charity
- Tricare / VA / Workers Comp / Other



Combined Medicaid, Self Pay & Charity					
FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
42.5%	40.2%	38.6%	37.8%	34.5%	32.4%



- FY 2022 to date, combined North ICU & Med Surge bed occupancy of 96%, with an overall occupancy rate of 102%.
- Improvement in combined Charity/Medicaid/Self Pay payor mix from 42.5% (FY 2016) to 32.4% in FY 2021.
- FY 2021 EBITDA Margin of 16.4%



UF Health North – Phase III Second Bed Tower

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- Continue to capitalize on our “first to market” strategy
- Increase market position while capturing organic growth in inpatient admissions associated with our ED/Urgent Care strategy
- Competitive development in the North:
 - Baptist Health – Plans to build a 50,000 square foot medical office building
 - HCA Healthcare – (Memorial Hospital) purchased 55.28 acres
 - St. Vincent’s (Ascension) – purchased +/- 2.34 useable acres in 2017
- Continue to own and operate our flagship North bed tower footprint
- Continue to improve system payor mix

UF Health North
120 Bed Addition



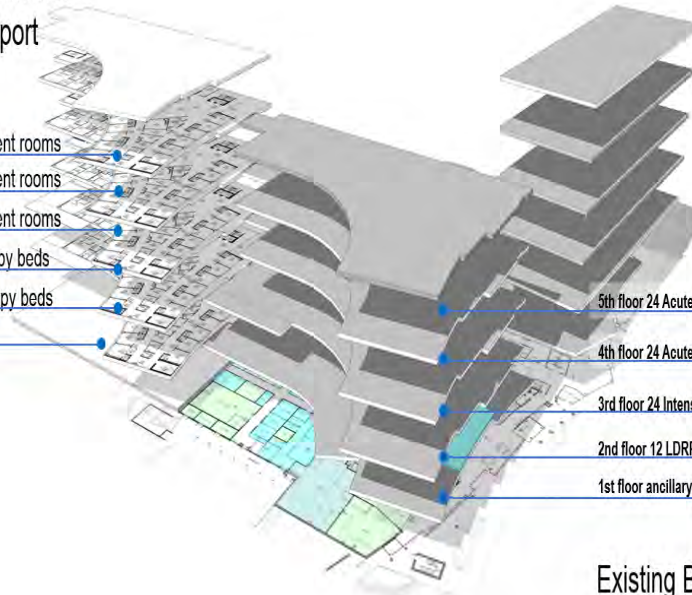
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UF Health North Phase II

2nd Bed Tower Scope

Proposed Bed Pavilion 120
beds + ancillary support

- 6th floor 24 Acuity Adaptable patient rooms
- 5th floor 24 Acuity Adaptable patient rooms
- 4th floor 24 Acuity Adaptable patient rooms
- 3rd floor 24 Acute Physical Therapy beds
- 2nd floor 24 Acute Physical Therapy beds
- 1st floor ancillary services



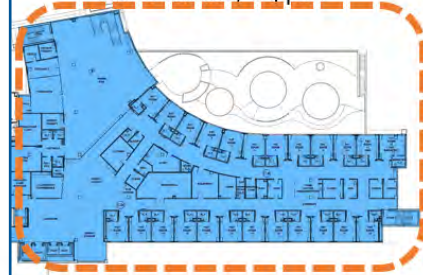
Existing Bed Pavilion

Stacking Diagram

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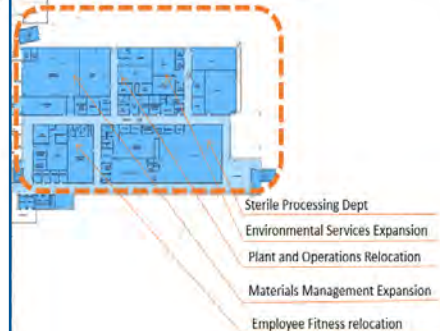
New Bed Pavilion

5 floors of 24 beds
1 floor ancillary support



New Bed Pavilion

Ancillary service expansion in base



UF Health North Phase II

Timeline

UF HEALTH NORTH PHASE III PROJECT TIMELINE

UPDATED TIMELINE	CY 2021				CY 2022				CY 2023				CY 2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DESIGN AND PERMITTING			RFP/AWARD	NEW TOWER												
				RENOVATIONS												
CONSTRUCTION			RFP/AWARD	NEW TOWER PRECON	NEW TOWER CONSTRUCTION						FFE	PATIENTS				
				RENO PRECON	RENO CONSTRUCTION						FFE	OCCUPY				

Completed To Date
10-01-21

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UF Health North Phase III

Project Cost (in Thousands)

New Phase III Bed Tower (Floors 1-6)		\$ 109,786
Renovation/Expansion of Existing Facility:		
Phase I MOB	\$ 4,400	
PHASE II Bed Tower	7,080	
Central Energy Plant	12,010	
Parking	4,800	
Landscaping	<u>325</u>	\$ 28,615
Escalation Buffer		\$ 10,000
Contingency		8,000
Design		7,485
Permits/Inspections		998
FF&E		<u>35,116</u>
GRAND TOTAL		<u><u>\$ 200,000</u></u>

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Incremental EBITDA & Inpatient Med Surge/ICU/Rehab (120 Bed) Occupancy Trend



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North Phase III will:

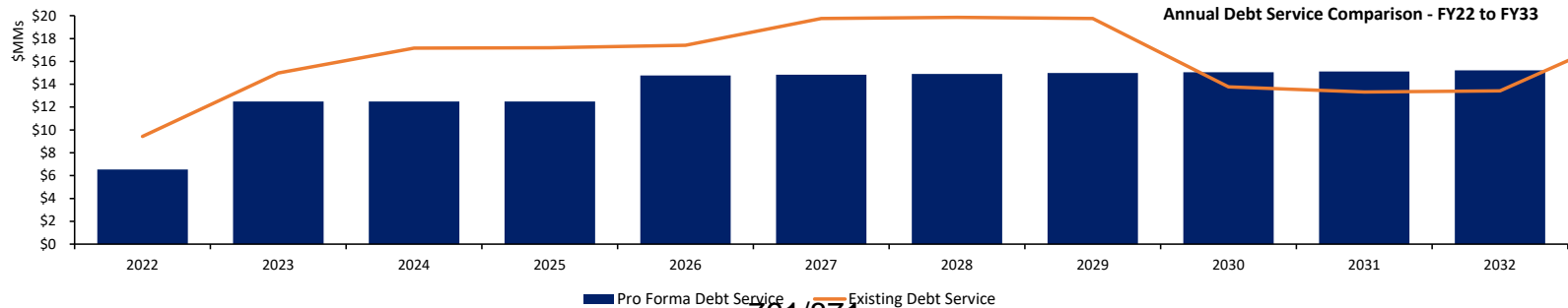
- Increase our Northside inpatient capacity by 130%
- Proactively address increasing competition
- Increase our current North inpatient volume by 64% in FY 2028
- Add \$79M in cumulative incremental EBITDARM through FY 2028

- We plan to issue long-term bonds sufficient to fund the North Tower Project and refinance a portion of our existing debt for interest and cash flow savings:
 - Series 2021A* – approximately \$220 million of tax-exempt fixed rate bonds with a 30 year maturity at an estimated average all-in cost of 3.41%
 - Series 2021B* – approximately \$85 million of taxable variable rate bonds with a 30 year maturity at an estimated initial all-in cost of approximately 0.85%
- 3rd party Credit analysts have a favorable view of our project and financing plan:
 - Moody’s and Fitch, have privately affirmed our investment grade ratings with a stable outlook (inclusive of debt issued to fund the North Tower Project)
 - We have received a preliminary indication of interest for bond credit enhancement from Assured Guaranty, a “AA” rated bond insurer, which could lower our debt service by an estimated \$10 million based on current market conditions

*Amounts and interest rates subject to change based on market conditions at the time of pricing

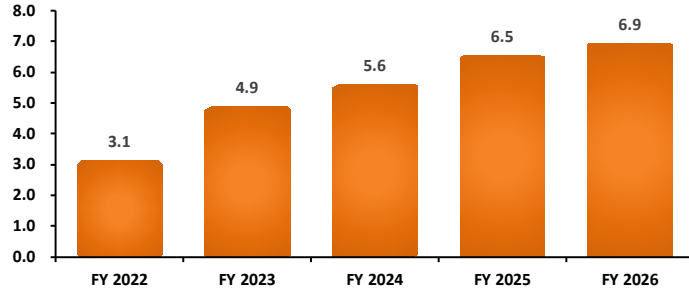
Series 2021 Financing Sources and Uses and Debt Service

	Series 2021A	Series 2021B
	Tax-exempt Fixed Rate	Taxable Variable Rate
Par Amount	\$221,790,000	\$85,555,000
Bond Premium	31,605,767	-
DSRF Release	0	6,424,000
Net Financing Proceeds	\$253,395,767	\$91,979,000
Repayment of Prior Debt	\$59,808,840	\$62,992,129
Swap Termination and COI	3,263,191	987,974
Deposit to Project Fund for North Tower Project	\$190,323,735.12	\$27,998,897.11
Delivery Date	01/27/2022	01/27/2022
All-In TIC	3.410%	1.060%
Average Life	23.92	19.47

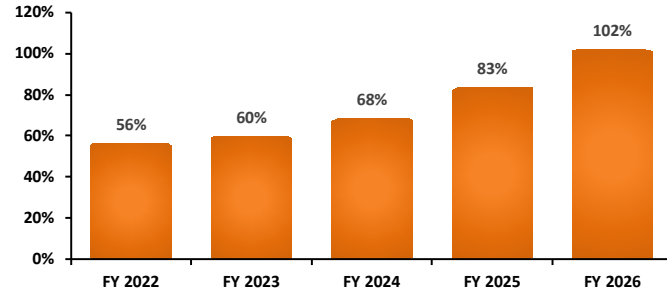


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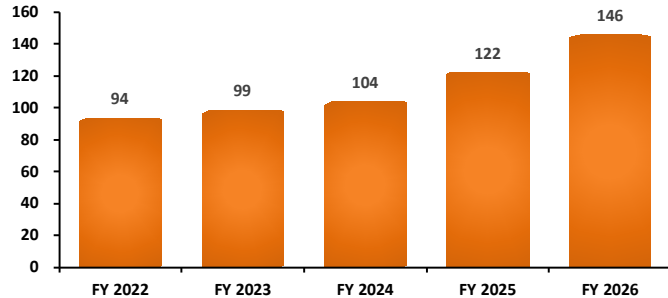
MADS Coverage



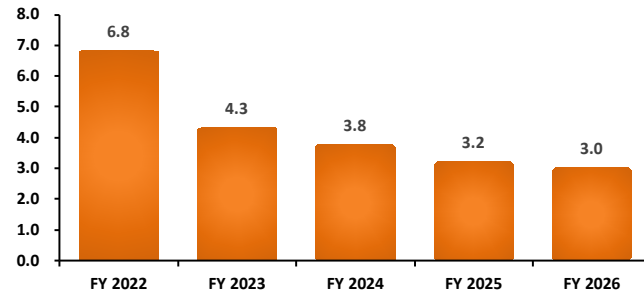
Cash to Debt



Days Cash on Hand



Debt to Cash Flows



Series 2021 Financing Key Terms

\$221,790,000*

Health Care Facilities Revenue Bonds
Series 2021A
Florida Development Finance Corp

\$85,555,000*

Health Care Facilities Taxable Revenue Bonds
Series 2021B
Florida Development Finance Corp

Structure*:	<ul style="list-style-type: none"> Series 2021A - \$221,790,000 Tax Exempt Fixed Rate Series 2021B - \$85,555,000 Taxable Fixed Rate Final maturity 2052; Interest only through 2032
Principal Payment Dates:	<ul style="list-style-type: none"> August 15
Interest Payment Dates:	<ul style="list-style-type: none"> February 15 and August 15, commencing August 15, 2022
Security:	<ul style="list-style-type: none"> Unrestricted Receivables Mortgage
Covenants:	<ul style="list-style-type: none"> Eliminating bank covenants including DSC, DCOH and Debt to Cap MTI Covenants = 1.1x MADS Coverage (<1x for two consecutive years = EOD) & [25] DCOH Covenant holiday = debt allocable to Phase III & MOB excluded from covenant calcs until in service
Use of Proceeds:	<ul style="list-style-type: none"> \$200 million for Phase III, MOB, and capitalized interest through in service date Refinance approximately \$116.4 million of outstanding debt Pay costs of issuance
Ratings:	<ul style="list-style-type: none"> Moody's – Baa3 Fitch – BBB-
Key Dates:	<ul style="list-style-type: none"> Print & Mail POS – no later than 1/3/2022 Live Investor Roadshow – 1/6 & 1x1 Investor Calls – 1/7, 1/10 Pricing – 1/11 Closing – 1/27

*Preliminary; subject to change

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Series 2021 Financing Outstanding & Pro Forma Debt

Bond Series	Principal Amount (\$000)	Mode	Provider	Avg Coupon	Final Maturity
Series 2015	\$85,000,000	TRS Variable	BANA	2.500%	2/1/2037
Series 2015, UF Health Project	7,809,348	Synthetic Fixed	Compass	2.735%	7/1/2025
Series 2013A	56,700,000	Fixed Rate	Public	5.809%	2/1/2033
Series 2013B	36,285,000	R-FLOATs	Public	2.500%	2/1/2029
2011 Shands Note Payable	11,483,757	Promissory Note	Shands	4.500%	10/1/2033
Series 2019 Bank Direct Placement	\$15,630,257	Synthetic Fixed	Compass	2.610%	9/4/2029
\$212,908,362					

Existing Debt Outstanding		Bonds Refunded		Pro-Forma Debt Outstanding	
Bond Series	Principal Amount (\$000)	Bond Series	Principal Amount (\$000)	Bond Series	Principal Amount (\$000)
Series 2015	\$85,000,000	Series 2015	-	Series 2015	\$85,000,000
Series 2015, UF Health Project	7,809,348	Series 2015, UF Health Project	7,809,348	Series 2015, UF Health Project	-
Series 2013A	56,700,000	Series 2013A	56,700,000	Series 2013A	-
Series 2013B	36,285,000	Series 2013B	36,285,000	Series 2013B	-
2011 Shands Note Payable	11,483,757	2011 Shands Note Payable	-	2011 Shands Note Payable	11,483,757
Series 2019 Bank DP	15,630,257	Series 2019 Bank DP	\$15,630,257	Series 2019 Bank DP	-
Series 2022A (Tax-Exempt)	-	Series 2022A (Tax-Exempt)	-	Series 2022A (Tax-Exempt)	221,785,000
Series 2022B (Taxable)	-	Series 2022B (Taxable)	-	Series 2022B (Taxable)	85,340,000
\$212,908,362		\$116,424,605		\$403,608,757	



**COMMITTEE ON FINANCE, STRATEGIC
PLANNING AND PERFORMANCE METRICS
ACTION ITEM FSPPM2
December 2, 2021**

SUBJECT: Expansion of Off-Campus Graduate Housing Program

BACKGROUND INFORMATION

Pursuant to an existing Student Housing Agreement between The University of Florida Board of Trustees and Provident Group – Continuum Properties L.L.C. (“Provident”) dated August 9, 2010 (“Agreement”), Provident owns and manages a residential facility known as the Continuum development situated between UF campus and downtown. The Continuum serves UF graduate students, faculty, and staff as a designated “University-affiliated housing option,” and UF Housing and Residence Life is responsible for certain programming and staffing functions at the facility for the benefit of UF students.

In an effort to alleviate the shortage of UF graduate housing, UF and Provident propose to expand the Agreement via an amendment to include an additional existing off-campus housing facility, which is yet to be determined but will be subject to UF’s approval (although two likely candidates have been identified and are being vetted). The arrangement at the Continuum will also apply to this additional facility – Provident will own and manage the facility for the benefit of UF graduate students, with UF involved in student programming, engagement, and support. Initial rental rates for the additional facility will be agreed upon after the facility is finally identified, but in any event such rates (and also those for the Continuum) will be set at, and remain, below-market for comparable off-campus housing; in the general realm of rates for UF on-campus graduate housing options; and subject to a cap on annual increases (unless attributable to uncontrollable costs).

PROPOSED COMMITTEE ACTION

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve, for recommendation to the Board of Trustees for approval on the Consent Agenda, an expansion of the current arrangement with Provident under the Student Housing Agreement to an additional UF-approved off-campus facility to support graduate student housing in the manner described herein.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: Capstone Summary of Acquisition – Renovation Plan for Replacement

Submitted by: Christopher Cowen, Senior Vice President and Chief Financial Officer

Approved by the University of Florida Board of Trustees, December 3, 2021.

Mori Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

Memorandum

To: Chris Cowen, SVP and CFO, University of Florida
From: Jeff Jones, Capstone, for the Provident, BoA and Harrison Street
Date: November 2, 2021
Subj: Update on Grad Family Replacement Housing Plan and Schedule

Provident Resources Group (“Provident”), in concert with the Capstone Companies (“Capstone”), has been the graduate housing provider for University of Florida (“UF”) since our non-profit and private organizations, respectively, collaborated on the acquisition of land and development of The Continuum in 2010, which has since been owned and operated by Provident, and managed by Capstone as an officially UF-affiliated UF graduate housing community. Building on this graduate housing relationship, in the fall of 2020, Provident and Capstone, with the encouragement and support of UF, undertook an extensive evaluation of apartment communities proximate to UF which could be schedule-and-cost-effectively acquired, renovated and rebranded as replacement UF graduate family housing (“GFH”).

Our shared goal with UF was to (1) identify and acquire an existing community to replace the roughly 348 apartment units UF will lose when it has to retire Maguire and University Villages by the summer of 2023, and (2) develop a well-thought-out and approvable acquisition, financing, renovation and operational plan for the new GFH community. Based upon input from UF (Financial Affairs, Student Affairs and Housing), Provident and Capstone prioritized zones around the campus suitable for the replacement GFH community, using the following criteria:

- Walking or biking distance to the campus
- Convenient access to public transportation
- Proximity to grocery and other convenience retail
- Affording safe pedestrian or bicycle access to the campus
- Ideally, located in a well-regarded local school district
- Located in a safe and relatively quiet location, suitable for grad students and families

After extensive due diligence, Provident, Capstone and UF gravitated to Varsity House Apartments (“VH”) and West 20 Apartments (“W20”), as preferred acquisition properties. These communities met the above criteria, and were owned by either (1) a strategic financial partner of Capstone (VH is owned by a fund managed by Harrison Street Capital (“HSC")), or (2) a known, willing seller (Capstone has purchased similar properties from the W20 owner in other university markets).

Varsity House. Provident and Capstone reached an understanding and agreement with HSC to acquire VH, and is ready to move forward with this purchase, subject to finalization of substantially-negotiated terms, approval of the HSC Fund in which VH is owned, and confirmation that VH could be purchased -- and held for a roughly two-year period (as required), in a REIT structure -- by Provident Continuum Properties, LLC, the SPE which owns and operates The Continuum. All of these contingencies or conditions are expected to be met, clearing the way for the contemplated VH acquisition in the spring of 2022. Importantly, Provident has confirmed that the VH acquisition and renovation can be (a) financed with tax-exempt senior and subordinate bonds (non-recourse to UF), and (b) affiliated with and operated as UF GFH, thereby qualifying VH for immunity from property taxes (in the same manner in

which The Continuum is qualified, based on UF's "equitable ownership" of the community (as confirmed by the Florida Supreme Court).

West 20. In case the acquisition of VH does not come to fruition, or is ultimately determined not to be the best choice of our two 'finalist' acquisition communities, Provident and Capstone have made an offer to enter into an LOI to purchase West 20, a slightly larger community located near VH and also deemed by the UF Housing team to be suitable for renovation and conversion to UF GFH. As with VH, we have confirmed that W20 can be (a) acquired, renovated and financed by Provident using tax-exempt senior and subordinate bond financing (non-recourse to UF), and (b) affiliated with and operated as UF GFH, thereby qualifying VH for immunity from property taxes (in the same manner in which The Continuum is qualified, as noted above).

Financing. Provident and Capstone are carrying the cost of acquisition and renovation of each of these communities -- VH and W20 -- in our distinct pro forma financial models for this graduate housing initiative. Each pro forma reflects economic viability and finance-ability for the Provident-owned portfolio of graduate housing communities comprised of The Continuum and either VH or W20 ("GHC's").

In the case of the acquisition and renovation of either combination of these GHC's, Provident and Capstone have commitments from Bank of America – Merrill Lynch ("BAML"), (senior lender), and HSC and Capstone (subordinate lenders), to provide tax-exempt senior and subordinate financing for 100% of the cost of acquisition and renovation of the selected replacement property, combined and simultaneous with the tax-exempt senior and subordinate re-financing of The Continuum. The long-term financing of these communities, combined with Capstone's long-term approach to asset management, will be financially advantageous and stabilizing for these GHC's, enhancing the availability and affordability of housing for UF graduate students and families for decades to come.

Operations, Maintenance and Asset Management. Provident will engage Capstone to market and lease these communities with the support and assistance of UF as set forth in the existing, 2010 Student Housing [Affiliation] Agreement, which is being updated and amended to add the replacement GHC, and to further set forth the cooperation of the parties in the operation of the GHC's. Provident and Capstone will be required to manage and maintain the GHC's to a UF-acceptable standard, with a disciplined approach to annual and preventative maintenance and capital renewal. The long-term maintenance responsibilities will be described in a detailed Asset Management Plan to be implemented by Capstone's management team using GHC-funded reserves (\$250 per bed from each community will be transferred annually into a 'segregated and dedicated' Reserve and Replacement Account).

Rental Rates. *Because rental rate affordability has been and will remain a paramount goal of this initiative,* Provident, Capstone and UF have collaborated intently and agreed upon (1) a below-market rental rate schedule for the initial year of operation of these GHC's, and (2) reasonable limitations on annual increases in rental rates thereafter. UF will be afforded the opportunity to have representation on a GHC Operations Advisory Committee, through which it can provide input on the annual adjustment of rental rates, helping to assure that (1) the affordability of the GHC's is maintained to the greatest extent possible, and (2) annual operating and long-term capital expense budgets are sufficient to allow the communities to be well-maintained and to achieve a high-degree of life-cycle efficiency and productivity.

Provident and Capstone are making every effort to bring this acquisition of the replacement GFH community to fruition as soon as possible, and believe it is prudent to continue working on a parallel track on the acquisition of either VH or W20. This will help assure that Provident and Capstone can complete the acquisition by spring/summer 2022, and the renovation work by summer 2023, in time for the University to retire Maguire and University Villages. We have positioned Provident as a qualified, proven and certain purchaser, ready and able with its underwriting and lending partners BAML, HSC and Capstone, to close a transaction with the owner/seller of one of these two 'finalist communities,' VH or W20, on the most competitive and advantageous terms possible. Our plan is to have one of these communities under LOI by December 1, 2021, with a commitment to close the acquisition financing in the spring of 2022 -- subject to standard due diligence and property inspection, and confirmation of key financial considerations.

This approach, and this timeframe, will allow Provident, Capstone, and our well-qualified and experienced renovation partner, Capstone Real Estate Investments, to undertake and complete the further acquisition/renovation steps within the schedule timeframes listed below. This will allow time for the renovated GFH replacement community to open in August 2023, concurrent with the closure of Maguire and University Villages.

Milestone Schedule Timeframes

- Nov-Dec 2021 Provident places VH and/or W20 under LOI
- Nov-Dec 2021 Secure BoT approval of Acquisition-Renovation Plan
- Jan-Feb 2022 Complete Due Diligence and execute Sale and Purchase Agreement on selected property
- Jan-Mar 2022 Design and plan the renovation scope, secure required permits and approvals
- Mar-May 2022 Close on financing of VH or W20 and concurrent refinancing of The Continuum
- Feb-Mar 2022 Launch UF GFH Re-Branding and begin pre-leasing of The Continuum, VH or W20
- May-June 2022 Complete pre-renovation planning and relocation of tenants as necessary/appropriate
- May-June 2022 Prepare for commencement of renovation work as apartment units become available
- Jun 22-Aug 23 Undertake and Complete renovation work
- Aug 2023 Open VH or W20 as UF's newly rebranded replacement GFH community



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS
ACTION ITEM GGRIA1
December 2, 2021**

SUBJECT: Direct Support Organization-Board Appointments

BACKGROUND INFORMATION

Pursuant to University of Florida Governance Enhancements adopted by the University of Florida Board of Trustees on December 7, 2018, all appointments of Directors to University Direct Support Organizations must be approved by the University of Florida Board of Trustees.

The Direct Support Organizations listed below have requested the following individuals be approved to their board:

Cattle Enhancement Board (6):

Clint Richardson
Dr. John Yelvington
Dr. Roger West
Ken Griner
Woody Larson
David Genho

Florida 4-H Club Foundation (4):

B. Nax Joye
Robert Scott Mixon
Jack Burgess
Danita Thomas Heagy

UF Development Corporation (1):

Svein Dyrkolbotn

UF Historic St. Augustine, Inc. (1):

Doug Wiles

UF Foundation (9):

Josta Costa III
Chris Malachowsky
David Nelms
Ann O'Brien
Christy Powell
Jon Pritchett
Jane Jie Sun
Karen Unger
Anita Zucker

**UF Leadership & Education Foundation
(1):**

Andra Johnson

**Shands Teaching Hospitals and Clinics,
Inc. (1):**

Anita Zucker

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations, and Internal Affairs is asked to approve the individuals listed above and in the board materials for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached [biographies](#) for UF Development Corporation Board of Directors, UF Foundation Board, UF Leadership and Education Foundation, and University Athletic Association.

Submitted by: W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA2
December 2, 2021**

SUBJECT: University of Florida Regulations

BACKGROUND INFORMATION

1.300: This proposed regulation amendment updates the language to meet the current legislative and BOG requirements for direct support organizations and health services support organizations.

1.400: This new regulation consolidates and codifies existing University policy and procedures for the administration of the matching funds received in the Major Gifts Challenge Grant Program.

2.019: This proposed regulation amendment clarifies the University's governance of alcoholic beverages on campus and moves the relevant operational guidelines and procedures to a UF policy, which can be found on the UF policy page at <https://policy.ufl.edu>.

2.020: The Office of Business Affairs proposes to repeal Regulation 2.020 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

3.0031: The University of Florida Human Resources proposes to repeal Regulation 3.0031 and move the relevant information to a UF policy, which can be found on the UF Policy page at <https://policy.ufl.edu>.

4.040: This proposed regulation amendment further aligns this regulation with current federal law. This regulation amendment accounts for the operational needs of the University, clarifies the language for student readers, and includes other substantive changes.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve (i) the amendments to UF Regulations 1.300, 2.019, 4.040, (ii) the new UF Regulation 1.400, and (iii) the repeal of UF Regulations 2.020 and 3.0031, as set forth in the attached, for recommendation to the UFBOT for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached UF Regulations: 1.300, 1.400 2.019, 2.020, 3.0031 and 4.040.

Submitted by: Amy M. Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary

REGULATIONS OF
THE UNIVERSITY OF FLORIDA

1.300 Direct Support Organizations; Health Services Support Organizations.

(1) The Board of Trustees (“BOT”) may establish direct support organizations (“DSO”) and health services support organizations (together with DSOs, “support organizations”) and certify them to use University property, facilities, and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the University, including the University’s research, education, and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the University or for the benefit of a research and development park or research and development authority affiliated with the University.

(2) Each support organization must comply with the conditions in this regulation in order to use University property, facilities, or personal services, as well as the requirements for appropriate budget and audit review and oversight. In addition, the following conditions are established:

(a) Thresholds to be established by BOT that delineate when approval by BOT is required for the purchase of goods and services by a DSO.

(b) All debt issued by a DSO is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a DSO are subject to the State University System Public-Private Partnership Guidelines.

(c) Thresholds to be established by BOT that delineate when approval is required by BOT for the acquisition of real property and the construction or renovation of facilities by a DSO.

(d) University personal services used by a DSO are subject to the remuneration

requirements set forth in section 1012.976, Florida Statutes.

(e) No DSO may use state funds for travel expenses incurred by the DSO.

(f) No DSO may give, either directly or indirectly, any gift to a political committee as defined in section 106.011, Florida Statutes, for any purpose.

(3) The Director or Chief Executive Officer of the support organization shall report to the University President or designee.

(4) Operating budgets of supporting organizations shall be prepared at least annually, and approved by the organization's governing board and the BOT. Significant changes in planned expenditures in the approved budget must be reported to BOT as soon as practicable but no later than the deadline established by BOT.

(5) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to BOT for review. The audit report shall be submitted to the Board of Governors and the Auditor General. BOT or its designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.

(6) Each support organization shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to BOT or its designee at the times required by regulation or policy of BOT. Copies of such forms shall be provided by the University to the Board of Governors.

(7) Any transfer of a state appropriation to a DSO is limited to funds pledged for capital projects.

(a) This regulation does not prohibit the transfer of non-state funds between University DSOs, or the transfer of non-state funds to a DSO, as long as the original source of funding was not a state appropriation.

(b) a DSO may transfer funds and provide the use of DSO property, facilities, or personal services without any charge to the University.

(c) The University will report annually to the Legislature and the Board of Governors all transfers of state funds to each DSO, using the format and instructions specified by the Chancellor.

(8) Each support organization shall provide equal employment opportunities to all persons, regardless of race, color, national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by law.

(9) The BOT Chair shall appoint at least one representative to each DSO board of directors and executive committee (if any). The University President or designee shall also serve on each DSO board of directors and executive committee, if any. BOT shall approve all appointment to any DSO board other than the Chair's representative(s) or the President or President's designee. The Chair's designee may not be the University President; nor may the Chair and President appoint the same person to represent both the Chair and the President on any one DSO board.

(10) BOT shall decertify a support organization if the BOT or designee determines that the organization is no longer serving the best interest or mission of the University and decertification is appropriate. In decertifying a support organization, BOT shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all University property and facilities as requested by the University.

(11) In order to ensure each support organization is operating in a manner consistent with the goals of the University and in the best interest of the state, each support organization shall conduct due diligence on potential members of its board prior to any appointment, nomination, or election. BOT or designee shall identify the appropriate level of due diligence to be performed, by regulation or policy, and issue guidelines for the process to be followed in reviewing and evaluating any information obtained.

Authority: BOG Regulation 1.001 and 9.011

Specific Authority: 1001.74(4), 1004.28(2) FS.

Law Implemented: 1001.74(37), 1004.28 FS.

History: New 1-7-03, Amended 6-3-03, _____.

RULESREGULATIONS OF

THE UNIVERSITY OF FLORIDA

~~6C1-~~

~~1.300—University of Florida; Direct Support Organizations; Health Services Support Organizations.~~

~~(1)——The President of the University may recommend to the Board of Trustees that an organization meeting the requirements of Section 1004.28(1)(a), F.S., be designated a University of Florida Direct Support Organization (“DSO”). Upon approval by the Board of Trustees, a DSO shall be considered to be certified and authorized to use the property, facilities and personal services of the University.~~

~~(2)——In order to be considered for certification as a DSO, an organization must fulfill the requirements of Section 1004.28(1)(a), F.S., and must have Articles of Incorporation and Bylaws that together:~~

~~(a)——Provide that any person employed by the organization shall not be considered to be an employee of the University of Florida Board of Trustees by virtue of employment by the DSO.~~

~~(b)——Provide that the chief executive officer or director of the DSO shall be selected and appointed by the governing board of the DSO, with prior approval of the President of the University, and that the chief executive officer or director shall report to the President or a designee reporting directly to the President.~~

~~(c)——Provide that any amendments to the Articles of Incorporation or Bylaws be subject to the approval of the University Board of Trustees.~~

~~(d)——Provide that the President of the University shall have the following powers and duties:~~

~~1.——Monitor and control the use of University resources by the organization.~~

Control the

(1) The Board of Trustees (“BOT”) may establish direct support organizations (“DSO”) and health services support organizations (together with DSOs, “support organizations”) and certify them to use University property, facilities, and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the University, including the University’s research, education, and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the University or for the benefit of a research and development park or research and development authority affiliated with the University.

(2) Each support organization must comply with the conditions in this regulation in order to use University property, facilities, or personal services, as well as the requirements for appropriate budget and audit review and oversight. In addition, the following conditions are established:

(a) Thresholds to be established by BOT that delineate when approval by BOT is required for the purchase of goods and services by a DSO.

(b) All debt issued by a DSO is subject to the State University System Debt Management Guidelines and all public-private partnership transactions involving a DSO are subject to the State University System Public-Private Partnership Guidelines.

(c) Thresholds to be established by BOT that delineate when approval is required by BOT for the acquisition of real property and the construction or renovation of facilities by a DSO.

(d) University personal services used by a DSO are subject to the remuneration requirements set forth in section 1012.976, Florida Statutes.

2. (e) No DSO may use of the University name by the DSO.

~~3. Monitor compliance of the organization with federal and state laws.~~

~~Approve contributions of funds or supplements to support intercollegiate athletics for travel expenses incurred by the DSO.~~

~~Provide that the (f) No DSO may give, either directly or indirectly, any gift to a political committee as defined in section 106.011, Florida Statutes, for any purpose.~~

~~(3) The Director or Chief Executive Officer of the support organization shall report to the University President or designee.~~

~~(4) Operating budgets of supporting organizations shall be prepared at least annually, and approved by the organization's governing board and the BOT. Significant changes in planned expenditures in the approved budget must be reported to BOT as soon as practicable but no later than the deadline established by BOT.~~

~~(5) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to BOT for review. The audit report shall be submitted to the Board of Governors and the Auditor General. BOT or its designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.~~

~~(6) Each support organization shall submit its federal Internal~~

Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to BOT or its designee at the times required by regulation or policy of BOT. Copies of such forms shall be provided by the University to the Board of Governors.

(7) Any transfer of a state appropriation to a DSO is limited to funds pledged for capital projects.

(a) This regulation does not prohibit the transfer of non-state funds between University DSOs, or the transfer of non-state funds to a DSO, as long as the original source of funding was not a state appropriation.

(b) a DSO may transfer funds and provide the use of DSO property, facilities, or personal services without any charge to the University.

(c) The University will report annually to the Legislature and the Board of Governors all transfers of state funds to each DSO, using the format and instructions specified by the Chancellor.

(8) Each support organization shall provide equal employment opportunities to all persons, regardless of race, color, ~~religion, gender, age or~~ national origin, sex, religion, age, disability, marital status, veteran status, or any other basis protected by law.

(e) — Prohibit the giving, directly or indirectly, of any gift to a political committee or committee of continuous existence as defined in Section 106.011, F.S., for any purpose other than those certified by a majority roll call vote of the organization's governing board at a

~~regularly scheduled meeting as being directly related to the educational mission of the University.~~

~~(3) — (9) The BOT Chair of the University of Florida Board of Trustees may shall appoint at least one representative to the governing body each DSO board of directors and the executive committee of each DSO. In addition, the (if any). The University President of the University or a designee shall also serve on the governing body each DSO board of directors and executive committee of each DSO.~~

~~(4) — Each DSO shall submit an annual budget which has been approved by its governing board to, if any. BOT shall approve all appointment to any DSO board other than the Chair's representative(s) or the President of the University or the President's designee for review. Such proposed budget shall be submitted no later than sixty (60) days after the first day of the fiscal year to which the proposed budget pertains. The President or The Chair's designee shall report results of review to may not be the Board of Trustees.~~

~~(5) — Significant changes in projects funded, expenditures, or income projected in University President; nor may the annual budget must be reported to the Chair and President. Planned actions which would cause a commitment of University resources or which appoint the same person to represent a significant commitment of the resources of the DSO should be reported by the first date of the fiscal quarter in which they are to occur. Each DSO shall cause a financial audit of its accounts and records to be conducted by an independent certified public accountant after the close of each fiscal year. The audit report shall be submitted by the both the Chair and the President of the University to the Board of Trustees no later than the end of the sixth month following the close of the organization's fiscal year on any one DSO board.~~

~~(a) — Audits (10) BOT shall be conducted pursuant to Section 1004.28(5), F.S. and in accordance with rules adopted by the Auditor General pursuant to Section 11.45(8), F.S. and University of Florida rules.~~

~~(b) — The President of the University shall submit the annual audit report to the Auditor General and to the Florida Board of Governors no later than nine (9) months after the close of the organization's fiscal year.~~

~~The President of the University may recommend to the Board of Trustees that an decertify a support organization be decertified as a DSO if the President BOT or designee determines that the organization is no longer serving the best interest or mission of the University. ~~The recommendation for and decertification shall include a plan for disposition is appropriate.~~ In decertifying a support organization, BOT shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all University property and facilities as requested by the University.~~

~~(11) In order to ensure each support organization is operating in a manner consistent with the goals of the University and in the best interest of the state, each support organization shall conduct due diligence on potential members of its board prior to any appointment, nomination, or election. BOT or designee shall identify the appropriate level of due diligence to be performed, by regulation or policy, and issue guidelines for the process to be followed in reviewing and evaluating any information obtained.~~

Specific Authority 1001.74(4), 1004.28(2) FS.

Law Implemented 1001.74(37), 1004.28 FS.

History--New 1-7-03, Amended 6-3-03, .

REGULATIONS OF
THE UNIVERSITY OF FLORIDA

1.400 Major Gifts Challenge Grant Program or Matching Gifts.

(1) The University Major Gifts Challenge Grant Program, established by the State Treasury and administered by the Chancellor of the Florida Board of Regents, provided the University of Florida matching funds for challenge grants to enhance specific programs and activities at the University. The University of Florida administers the funds as prescribed by BOG Regulation 9.019. Funding for the program was temporarily suspended for donations received on or after June 30, 2011 (s. 1011.94(8)), but matching funds received by the University remain in University endowment funds, generating income used by the University in accordance with the fund purpose and all laws and regulations governing the use of matching funds.

(2) The University Vice President for Advancement, acting as the Executive Vice President of the University of Florida Foundation, Inc., shall administer the functions and responsibilities of the Foundation regarding the Major Gifts Challenge Grant Program under Florida law and pertinent endowment agreements.

(3) The routine daily expenditure of available allotted earnings on Challenge Grant endowment accounts, accountability for same, and other ongoing support relative to the functioning of the endowments shall be the responsibility of the dean or department head in accordance with: Florida law; Board of Governors, University, and Foundation regulations, rules, policies, and procedures; and the pertinent endowment agreements.

(4) The Vice President for Advancement shall maintain a file on each Challenge Grant fund including, at a minimum, the following information documenting receipt of gifts:

- (a) Copies of checks or other means of fund transmittal, or the Foundation's official ledgers which are subject to audit;
- (b) Related correspondence;
- (c) Endowment agreement, pledge agreement, or other related legal documents, including an expression of intent by the donor regarding the purpose of the gift and wish that the gift be submitted for a state match (except as to testamentary gifts where documentation of such wishes may not be available);
- (d) Financial statements;
- (e) Copies of annual reports submitted to the Board of Governors; and
- (f) All other documentation and records required by BOG Regulation 9.019 or as necessary to fulfill the requirements of Regulation 9.019.

(5) The Vice President for Advancement shall verify compliance with all Board of Governors and state requirements by including, as part of the Foundation's annual audited financial statement, a Major Gifts Program Schedule of Receipts, Expenditures, and Endowment Balances for all endowments funded by the Major Gifts Program. The schedule shall identify the corpus of each endowment, interest earnings, expenditures, and other transactions during the year that affect the endowment. The annual audit will include verification regarding donations with multiple donors in accordance with BOG Regulation 9.019.

(6) If the result of the audit or other review by a CPA indicates that corrective actions are needed by the Foundation, then the Foundation shall attach its corrective action plan to the CPA's report. Both the CPA's report and the written corrective action plan shall be submitted, along with the audited financial statements, to the Board of Governors.

Specific Authority: BOG Regulation 1.001 and 9.019

History—New _____.

REGULATIONS OF THE
UNIVERSITY OF FLORIDA

2.019 Alcoholic Beverages.

(1) The sale, service, consumption and possession of alcoholic beverages on the University campus is prohibited unless authorized and approved by the President or designee under this Regulation and the guidelines and procedures set forth in the Alcoholic Beverage Policy, which can be found at <https://policy.ufl.edu/>.

(2) The President has the sole authority to approve the sale, service, consumption and possession of alcoholic beverages in (a) any campus athletic or athletic program-related facility, or (b) any campus locale with an occupancy of 5,000 or more, in association with an athletic or other competition, performance or event.

(3) The University may take administrative or disciplinary action concerning violations of this Regulation and the Alcoholic Beverage Policy. Furthermore, violations of local, state, and federal laws regarding alcoholic beverages may result in additional legal action apart from University action.

Authority: BOG Regulation 1.001.

History--New 5-14-85, Formerly 6C1-2.19, Amended 7-11-94, 3-12-03, 6-3-03, 5-30-04, 3-14-08, Formerly 6C1-2.019, Amended 3-17-11, 4-3-15 (technical changes only), Amended 4-1-16; Amended _____.

~~REGULATIONS OF THE
UNIVERSITY OF FLORIDA~~

~~2.019—Alcoholic Beverages.~~

~~(1)—This subsection (1) concerns the sale of alcoholic beverages on the University campus, which for the purposes of this regulation includes all properties under the control of the University of Florida and all fraternity and sorority houses. The sale of alcoholic beverages on the University campus shall be permitted only under the conditions set forth in this regulation.~~

~~(a)—Functions at which alcoholic beverages are sold shall include any function at which alcoholic beverages are served and for which an admission fee is charged, cups are sold, tickets are sold, donations are collected by the individual or group or any of the members of the group sponsoring the function, or cash or anything else of value is exchanged for alcoholic beverages.~~

~~(b)—The sale of alcoholic beverages is permitted only in the following facilities: the Orange and Brew in the J. Wayne Reitz Union (beer and wine only); other areas that are designated for such use under the regulations set forth in the Reitz Union Policy Manual; the University Golf Club; the Curtis M. Phillips Center for the Performing Arts; the cafe at the Mary Ann Harn Cofrin Pavilion of the Harn Museum of Art; the Florida Museum of Natural History; the Courtside Club Lounge and the Sideline Club Lounge (but not club or other seats) of the Stephen C. O'Connell Center in association with (but not following) basketball games when the Courtside Club Lounge and Sideline Club Lounge are open and serving food; the Evans Champion Club Lounge and the Holloway Touchdown Terrace Club Lounge (but not~~

~~club or other seats) of the Ben Hill Griffin Stadium in association with (but not following) football games when the Evans Champion Club Lounge and Holloway Touchdown Terrace Club Lounge are open and serving food; and areas designated for such use by the Vice President of Development and Alumni Affairs in Emerson Alumni Hall. The Executive Director of the J. Wayne Reitz Union or the Executive Director's designee shall set the days, hours, and conditions of sale for the Orange and Brew and for other designated areas in the Union. The Athletics Director or the Director's designee shall set the days, hours, and conditions of sale for the University Golf Club. The Director of the Curtis M. Phillips Center shall set the days, hours, and conditions of sale for the Curtis M. Phillips Center. The Director of the Samuel P. Harn Museum of Art shall set the days, hours, and conditions of sale for the Café at the Mary Ann Harn Cofrin Pavilion. The Vice President of Development and Alumni Affairs shall set the days, hours, and conditions of sale for the areas designated for such use at Emerson Alumni Hall. The Director of the Florida Museum of Natural History shall set the days, hours, and conditions of sale for the Florida Museum of Natural History. The President, after consulting with the Athletic Director, shall set the days, hours and conditions of sale for the Courtside Club Lounge and the Sideline Club Lounge at the Stephen C. O'Connell Center (which will include the limitations listed in their description in this paragraph (1)(b) above) and the Evans Champion Club Lounge and Holloway Touchdown Terrace Club Lounge at the Ben Hill Griffin Stadium (which will include the limitations listed in its description in this paragraph (1)(b) above).~~

~~(e) — The only alcoholic beverages that may be possessed or consumed in any facility listed above are those alcoholic beverages purchased in that respective facility, and the purchased alcoholic beverages must be consumed within that respective facility.~~

~~(d) — Whenever the management of any facility listed above conducts a reduced-price alcoholic beverages promotional event or allows for a period of time in which the prices of alcoholic beverages are reduced there shall be comparable reductions in the prices of nonalcoholic beverages during such event or period of time. Facilities permitted to sell alcoholic beverages are prohibited from doing so in a manner that promotes excessive or rapid consumption. Examples include, but are not limited to, selling or serving on an “all you can drink” basis, selling multiple alcoholic beverages for the price of a single alcoholic beverage, and promoting free or discounted alcoholic beverages for a certain segment of the population.~~

~~(e) — The management of any facility listed above shall not sponsor drinking games or any other activities, including but not limited to “all you can drink” or “unlimited” drink promotions, which encourage the rapid and/or excessive consumption of alcoholic beverages.~~

~~(f) — The requisite permit for the sale of alcoholic beverages must be obtained from the Division of Alcoholic Beverages and Tobacco of the State of Florida.~~

~~(g) — For purposes of this regulation, “in association with” means the periods leading up to, during, and (unless otherwise provided) following any athletic or other competition, performance or demonstration event in the same, a connected, or a closely associated facility. Ancillary entertainment provided during and at the locale of a function, where the function is not itself an athletic or other competition, performance or demonstration event, is not a “competition, performance or demonstration event” for purposes of this regulation.~~

~~(2) — This subsection (2) concerns the serving, consumption, and possession (but not the sale) of alcoholic beverages on the University campus. The serving, consumption, and possession of alcoholic beverages shall be permitted in the following areas of the University~~

~~campus (which for purposes of this regulation includes all properties under its control and all fraternity and sorority houses), except that in no event shall alcoholic beverages be served, consumed, or possessed in any outdoor public area of campus, classroom, laboratory, or office.~~

~~(a) — Private rooms of individuals of legal drinking age residing in University housing and in fraternity and sorority houses when such serving, consumption, or possession is not in conjunction with a function held by a student group or other organization or group.~~

~~(b) — Public meeting areas in University housing and in fraternity and sorority houses, during a function held by a student group(s) after registration of such function pursuant to applicable residence hall or fraternity and sorority policies.~~

~~(c) — Those areas of the J. Wayne Reitz Union that are designated for such use under the regulations set out in the Reitz Union Policy Manual.~~

~~(d) — The Curtis M. Phillips Center for the Performing Arts, the Baughman Center, and the Friends of Music Room with the permission of, and under the conditions imposed by, the Director of the Curtis M. Phillips Center.~~

~~(e) — The Samuel P. Harn Museum of Art with the permission of and under the conditions imposed by, the Director of the Samuel P. Harn Museum of Art.~~

~~(f) — The Florida Museum of Natural History with the permission of, and under the conditions imposed by, the Director of the Florida Museum of Natural History.~~

~~(g) — Emerson Alumni Hall and the University of Florida Foundation with the permission of, and under the conditions imposed by, the Vice President of Development and Alumni Affairs.~~

~~(h) — Keene Center, Bruton Geer Hall, Founders Gallery at the J. Hillis Miller Health~~

~~Center, Rare Books and Special Collections in Smathers Library (East), TREEO Center, and University Gallery, with the permission of, and under the conditions imposed by, the President or Provost or President's or Provost's designee.~~

~~(i) — University Golf Club, the F Club, the Gator Room, Ben Hill Griffin Stadium boxes, Bull Gator Level, Press Box Lounge, Suites on Level 6 and Suites on Level 7, Touchdown Terrace dens, and the University Women's Club with the permission of, and under the conditions imposed by, the Athletics Director. The President's approval shall also always be required when alcohol is to be served, consumed or possessed in any such locale in association with an athletic or other competition, performance or demonstration event; except that alcohol may be served, consumed and possessed (but not sold) in the Ben Hill Griffin Stadium boxes, Suites on Level 6 and Level 7, and the Touchdown Terrace dens in association with an athletic or other competition, performance or demonstration event in accordance with policies of the Athletic Director (concurred with by the President) without additional approval on each occasion by the President.~~

~~(j) — Austin Cary Memorial Forest with the permission of, and under the conditions imposed by, the Director of the School of Forest Resources and Conservation.~~

~~(k) — The Courtside Club Lounge and Sideline Club Lounge at the Stephen C. O'Connell Center (but not club or other seats) and the Evans Champion Club Lounge and Touchdown Terrace Club Lounge of the Ben Hill Griffin Stadium (but not club or other seats); with the permission of, and under the conditions imposed by, the President or Athletic Director. The President's approval shall always be required when alcohol is to be served, consumed or possessed in any such locale in association with an athletic or other competition, performance or demonstration event.~~

~~(3) — Notwithstanding the provisions of subsections (1) and (2) of this regulation, the President or President's designee (who is the Vice President for Business Affairs) is authorized to give written permission, under terms specified with said permission, for the sale, service, consumption, or possession of alcoholic beverages at other times and/or in any locations on the University of Florida campus, provided that the President's approval shall always be required under this subsection (3) when alcohol is to be sold, served, consumed or possessed in any athletic or athletic program related facility, or in any other locale with an occupancy of 5,000 or more, in association with an athletic or other competition, performance or demonstration event, and in no event shall alcoholic beverages be sold, served, consumed, or possessed in any outdoor public area of campus, classroom, laboratory, or office. Permission shall not be granted for the sale, service, consumption, or possession of alcoholic beverages at meetings, receptions, and other events held during the University's normal business hours, 8 a.m. to 5 p.m., Monday through Friday, and shall be granted only in furtherance of University programs and in consonance with the conditions of subsection (4) of this regulation. A current list of such permits can be obtained from the Office of the Vice President for Business Affairs.~~

~~(4) — Any person or group of persons holding a function or conducting an activity at a location where consumption of alcoholic beverages is permitted under the provisions of this regulation, shall abide by the following regulations in conducting the function or activity:~~

~~(a) — The person or group(s) holding the function shall establish precautionary measures at the function to ensure that alcoholic beverages are not served to persons under the legal drinking age, to persons who appear intoxicated, or to persons known to be addicted~~

to intoxicants.

~~(b) — At the function, a person (or persons) over the legal drinking age must be designated as the server(s). The server(s) shall not consume alcoholic beverages. All alcoholic beverages to be served at the function must be located so that access to them can be had only through the designated server(s).~~

~~(c) — Nonalcoholic beverages must be available at the same place as the alcoholic beverages and featured as prominently as the alcoholic beverages. A sufficient amount of non-salty, non-“snack” food must also be available.~~

~~(d) — The only alcoholic beverages that may be possessed or consumed at the function are those alcoholic beverages served at the function, and the alcoholic beverages must be consumed within the designated area in which the function is being held.~~

~~(e) — Drinking contests or any other activities which encourage the rapid and/or excessive consumption of alcoholic beverages shall not be permitted at the function.~~

~~(f) — Alcoholic beverages may not be served or consumed at any social event held in conjunction with fraternity recruitment or other organized drive to recruit students on-campus.~~

~~(g) — Alcoholic beverages, such as kegs or cases of beer, shall not be provided as free awards, prizes, or rewards to an individual(s) or group(s).~~

~~(h) — Additional guidelines for the serving and consumption of alcoholic beverages may be established by the person or group holding the function.~~

~~(i) — Any event which will have student attendance also requires the approval of the Dean of Students.~~

~~(j) — The permission granting authority for any approved location will notify the~~

~~University Police Department of any function where alcoholic beverages are served. The University Police Department will determine if a uniformed member of, or a substitute approved by the Chief of Police of the University Police Department, must be present during the function. In such cases, the University Police Department expense must be paid by the sponsoring group.~~

~~(k) — All announcement(s) or advertisement(s), including, but not limited to, flyer(s), notice(s), poster(s), banner(s), tee-shirt(s), promotional items, and newspaper and radio advertisement(s), concerning the function shall note the availability of nonalcoholic beverages at the function as prominently as the availability of alcoholic beverages and note that proper identification is required in order to be served or sold alcoholic beverages, shall not make reference to the amount of alcoholic beverages, as, for example, the number of kegs of beer, available at the function, nor to any form of drinking contest, and shall not use images of kegs, alcoholic beverage bottles or containers, or alcoholic beverage glasses. Such advertisement(s) or announcement(s) should not portray the drinking of alcoholic beverages as a solution to personal or academic problems or as necessary to social, sexual, personal or academic success.~~

~~(5) — Any function sponsored by a student or a student group (or groups) at which alcoholic beverages are sold or served may be held in those areas permitted under the provisions of this regulation only after prior written approval is obtained for such function from the person with authority over the area as set forth in subsections (1), (2), and (3) of this regulation and the Dean of Students or Dean's designee. Such approved function shall be subject to the regulations set out in this subsection, subsections (1), (2), (3), and (4) of this regulation as well as, if applicable, subsection (6) of this regulation. In addition, student organization functions open to~~

~~the public must have the appropriate event permit from the Department of Student Activities and Involvement. Permission is obtained through the event permitting process through the Department of Student Activities and Involvement, 300 J. Wayne Reitz Union, Gainesville, Florida or online at <http://www.studentinvolvement.ufl.edu/Event-Planning/Submit-an-Event-Permit-Request>. Functions open to the public shall be defined as those functions to which the general public has been invited, through oral, written, or printed announcement(s), advertisement(s), or invitation(s).~~

~~(6) — A person or group(s) may sponsor an activity involving a commercial off-campus distributor of alcoholic beverages (an entity manufacturing or selling alcoholic beverages at wholesale) only under the following conditions:~~

~~(a) — The group sponsoring the activity shall be responsible for all aspects of the activity, including all publicity and advertising.~~

~~(b) — Advertising and publicity must reflect sole sponsorship of the activity as being that of the group. Any advertisement(s) or announcement(s), including, but not limited to, flyer(s), notice(s), poster(s), banner(s), tee shirt(s), and radio and newspaper advertisement(s), concerning the event may reflect a commercial off-campus distributor's support, but must not indicate or convey sponsorship by the distributor or by a specific brand of alcoholic beverages. Such advertisement(s) or announcement(s) should not portray the drinking of alcoholic beverages as a solution to personal or academic problems or as necessary to social, sexual, personal or academic success.~~

~~(c) — Promotion of certain brands of alcoholic beverages at the activity shall not be such as to encourage any form of alcohol abuse nor place emphasis on quantity and frequency of use of alcoholic beverages.~~

~~(d) — Alcoholic beverages, such as kegs or cases of beer, shall not be provided as free awards, prizes, or rewards to an individual(s) or group(s).~~

~~(e) — All elements of the activity sponsored are consistent with all provisions of this regulation.~~

~~(f) — Any exception to the policy set forth in this subsection must be specifically approved by the President, after consulting with the Vice President for Business Affairs, and must result from conflicting contractual provisions in University contracts with third parties concerning entertainment and sports events.~~

~~Authority: BOG Regulation 1.001.~~

~~History New 5-14-85, Formerly 6C1-2.19, Amended 7-11-94, 3-12-03, 6-3-03, 5-30-04, 3-14-08, Formerly 6C1-2.019, Amended 3-17-11, 4-3-15 (technical changes only), Amended 4-1-16.~~

~~REGULATIONS OF THE
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~~2.020—Food Service on Campus.~~

~~(1)—In order to protect the health and welfare of University of Florida employees, agents, servants, students, and visitors, it is necessary to regulate the service of food on the University of Florida campus.~~

~~(2)—The sanitary standard for all food service on the University of Florida campus shall comply with the standard established by the Department of Health of the State of Florida pursuant to the authority granted Department of Health by Chapter 381, Florida Statutes.~~

~~(3)—The Department of Health performs sanitary inspections of food service on the University of Florida campus in accordance with Department of Health Rules published in the Florida Administrative Code, and Regulations published by the University of Florida, to the extent that the latter are not inconsistent with Department of Health Public Health Rules.~~

~~(4)—Food, while being transported, stored, prepared, displayed, served or sold at a food service establishment, as defined by Section 381.0072, Florida Statutes, shall be protected by being covered, shielded or otherwise guarded from dust, flies, rodents and other vermin, toxic materials, unclean equipment and utensils, unnecessary handling, coughs and sneezes, flooding by sewage, overhead leakage and all other potential sources of contamination.~~

~~(5)—All permanent food service areas on the University of Florida campus shall be periodically inspected by, and obtain a permit from the Florida Department of Health prior to serving food to the public.~~

~~(6)—For purposes of this regulation, a “caterer” is an individual or entity that~~

~~(a)—is a commercial enterprise,~~

~~(b) — is not a University budgetary unit, a University auxiliary enterprise, a University employee or volunteer acting in a University capacity, a University student acting in a University capacity, or a University academic enterprise, and~~

~~(c) — for sale, both prepares and delivers, or provides for the preparation and delivery of, food on or to campus.~~

~~(7) — Individuals or organizations desiring to sponsor an event involving the use of, or otherwise desiring the use, the services of a caterer to provide and/or serve food on the University of Florida campus on a temporary or periodic basis may do so only if they satisfy the following conditions:~~

~~(a) — All such individuals and organizations must use a University approved caterer (a current listing of such approved caterers can be found at the website www.bsd.ufl.edu/catering, each an “Approved University Caterer”).~~

~~(b) — Registered student organizations must also obtain a permit under University Regulation 4.006(6) from the Department of Student Activities and Involvement.~~

~~(c) — “University groups and organizations” (including but not limited to registered student organizations, “University persons,” and “University related groups and organizations,” as defined in University Regulation 2.004(1)(f)–(h) (collectively or individually, “University community member(s)”), and “Non-university groups,” as defined in University Regulation 2.004(1)(i), must (i) satisfy the requirements, and are subject to the limitations of University Regulations 2.004 and 2.005, and (ii) obtain permission of the Vice President for Business Affairs, the University authority controlling the relevant building or recreational area, and/or the other appropriate authority regarding the relevant outdoor area, as provided under University Regulations 2.004 and 2.005. If utilizing any University building that the University has identified as a restricted catering space, the University community member or Non-university group must~~

~~use an Approved University Caterer that the University has specifically authorized to provide service to the restricted catering space in question. A current list of restricted catering spaces can be found at the website www.bsd.ufl.edu/catering.~~

~~(d) — A University community member and Non-university group may offer tickets to a related event or activity at any price to its members and, only if a fund-raising event or activity, to other University community members and the general public.~~

~~(e) — All University community members and Non-university groups must also comply with all applicable state laws and University regulations, which, if alcoholic beverages will be served or distributed, include but are not limited to University of Florida Regulation 2.019~~

~~(8) — Subsection (7) does not prohibit University community members from purchasing, with personal funds, food and nonalcoholic beverages for delivery to campus, or from purchasing (with personal funds) and bringing to campus food and nonalcoholic beverages, for on-campus consumption, from any appropriately licensed off-campus food vendors.~~

~~(9) — Except as provided in subsection (7) above, alcoholic and nonalcoholic beverages and food may not be sold on campus in competition with the University's contract vendors or University budgetary units, unless first approved by the Vice President for Business Affairs or his or her designee. Such approval would be made only in unusual cases in which it is determined that the overall benefit to University programs and interests justifies the exception, taking into account the contractual terms of the University's vendor contracts.~~

~~(10) — Appropriately licensed food service providers desiring to become Approved University caterers may contact the University's Office of the Vice President for Business Affairs.~~

~~Authority; BOG Regulation 1.001.~~

~~History New 2-9-87, Amended 7-27-98, 5-22-01, Formerly 6C1-2.020, Amended 3-17-17.~~

~~REGULATIONS OF THE
UNIVERSITY OF FLORIDA~~

~~3.0031 Volunteers.~~

~~(1) — Purpose and Definition.~~

~~(a) — This regulation provides general guidelines for the recruitment, screening, training, responsibility, utilization and supervision of volunteers rendering services to the University.~~

~~(b) — A volunteer is any person who, of his or her own free will, provides services to the University with no monetary or material compensation, on a continuous, occasional, or one-time basis.~~

~~(2) — Responsibilities of Colleges, Schools, and Divisions.~~

~~(a) — Each college, school, division, and operational unit is authorized and encouraged to utilize volunteers to assist in carrying out its programs. Deans, directors, and department chairpersons must coordinate the use of volunteers in their respective units. The responsibility for the recruitment, screening, training, utilization, and/or supervision of volunteers may be delegated to department chairpersons and heads of operational units.~~

~~(b) — Each department/operational unit shall record the number, location and duties of volunteers, and the total number of annual hours of volunteer service provided to the department. Such information must be maintained on file by each department/operational unit unless determined otherwise by the appropriate dean or director.~~

~~(3) — Screening, Acceptance and Benefits.~~

~~(a) — Each person wishing to become a volunteer shall furnish to the appropriate department/operational unit such personal and professional information as may be necessary for~~

~~the determination of his or her suitability as a volunteer. The department/operational unit seeking volunteer services shall be responsible for the screening and selection of volunteers. All volunteers shall be at least fourteen (14) years of age.~~

~~(b) — Volunteers shall be advised that they are entitled to workers' compensation and state liability protection under the same conditions as state employees. Volunteers shall be eligible for the other benefits listed in Sections 110.502 and 110.504, Fla. Stat., only as approved by the college, school, division or operational unit.~~

~~(4) — Training, Utilization and Supervision.~~

~~(a) — Upon selection, the department/operational unit shall ensure that it has on file a completed Record of Volunteer Service for each volunteer. This form shall be completed by the volunteer and the University's representative prior to the volunteer receiving any training and/or performing any services for the University. Record of Volunteer Service, Form HRS-RVS1, Rev. 03/07 is available from the Office of Human Resource Services website, <http://hr.ufl.edu/manager-resources/forms/>.~~

~~(b) — Each department/operational unit shall provide in writing to each volunteer the specific tasks and/or duties to be performed and provide the volunteer with all appropriate work and safety training.~~

~~(c) — Each department/operational unit shall ensure that it has on file a completed Parental/Guardian Authorization for Treatment of Minors, Form DHR-PGAT-02, Rev. 10/02, for volunteers under the age of eighteen (18) years, is available from the Office of Human Resource Services website, <http://hr.ufl.edu/manager-resources/forms/>. This form shall be completed prior to such a volunteer receiving any training and/or performing any services for the University. Department/operational unit shall further ensure that all~~

~~provisions of the State's Child Labor Laws are adhered to for volunteers under the age of eighteen (18) years. Forms are available from the Workers' Compensation Office, Human Resource Services, 903 West University Avenue, Post Office Box 115008, Gainesville, Florida 32611-5008.~~

~~(5) — Responsibilities of Volunteers — Termination.~~

~~(a) — Volunteers shall be expected to perform their services in a professional manner and in accordance with the policies and procedures of the University.~~

~~(b) — Volunteer services may cease, at any time, at the request of the volunteer or at the discretion of the University. A notice stating the effective date of the termination shall be provided to the volunteer.~~

~~Authority: BOG Regulation 1.001.~~

~~History: New 10-14-85, Formerly 6C1-3.031, Amended 4-30-95, 1-7-03, Formerly 6C1-3.0031, Amended 2-11-16 (technical changes only).~~

REGULATIONS OF THE
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4.040 Student Honor Code and Student Conduct Code:[‡]

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[‡]~~As University regulations and their implementation are subject to applicable law and Florida Board of Governors (“BOG”) regulations, the University will comply with Florida Statute 1004.097 Free expression on campus and BOG Regulation 6.0105 Student Conduct and Discipline, as amended and effective July 1, 2021. Any provision within this Regulation that conflicts or is not compliant with the above referenced law and regulation shall be held invalid; instead, the University incorporates by reference all requirements of BOG Regulation 6.0105 and Florida Statute 1004.097, as amended.~~

(1) Principles and Scope. Our educational mission is to enable our Students to lead and to influence the next generation and beyond for economic, cultural, and societal benefit. The University strives to protect and to guide the educational community by establishing a Student Honor Code, a Student Conduct Code, and a Student conduct system. These codes and systems promote individual and social responsibility and are enforced through University Regulations. By becoming a member of the University of Florida community, a Student agrees to adhere to its Student Honor Code and its Student Conduct Code. Students acting as individuals or as members of Student Organizations are expected to follow all applicable Laws and Regulations. University Regulations have been designed to promote the safety of people and the campus community, to create an environment conducive to learning, and to achieve the mission of the Institution.

(a) Principles. The University principles address our respect for people and property, for fairness, for Laws and Regulations, and for academic integrity. Nothing in this Regulation shall be interpreted to limit the constitutional or statutory rights of any Student, including but not limited to expressive rights protected by the First Amendment.

1. Respect for people and property. Students are encouraged both to conduct themselves in a manner that exemplifies respect for all people and property and to adhere to their personal values without imposing those on others.

2. Respect for fairness. Rules and established procedures are intended to ensure both fundamental fairness and an educational experience for Students and Student Organizations.

3. Respect for Laws and Regulations. Students and Student Organizations are expected to follow all applicable Laws and Regulations.

4. Respect for academic integrity. Academic honesty and integrity are fundamental values of the University. Students commit to holding themselves and their peers to the high

standard of honor required by the Student Honor Code. Any Student who becomes aware of a violation of the Student Honor Code is encouraged to report the violation to the appropriate University Official.

(b) Scope. Each Student and every Student Organization is required to abide by the Student Honor Code and the Student Conduct Code when on University-controlled property, at University sponsored events, or off campus in accordance with sections 3 and 4 of this Regulation.

The University conduct process is educational and designed to address Student behavior; therefore, the University will address any alleged violations of its Student Honor Code or its Student Conduct Code independently of any criminal or civil court process.

Unless otherwise noted, use of the term “Student” in this document applies both to the Student as an individual and to a Student Organization as a single entity, as applicable. The officers or the leaders of a particular Student Organization usually will be expected to represent the organization during the Student Conduct Process. A Student may be held responsible for their actions as an individual and as a member of a Student Organization.

Any question about how to interpret or apply the Student Conduct Code or Student Honor Code should be directed to the Dean of Students or designee.

(c) Off-Campus Conduct. The University may apply the Student Conduct Code and Student Honor Code to Students whose conduct may have an adverse impact on the health, safety, or welfare of people, property, the University Community, or the pursuit of its objectives, regardless of where such conduct occurs, even if off campus.

(2) Definitions. The following definitions are used solely for the purpose of this Regulation.

Accused Student	A Student who has been accused of a violation of the Student Conduct Code or the Student Honor Code.
Advisor	Any one person chosen by an Accused Student or a Reporting Person <u>to serve as an Advisor, advocate, or legal representative</u> to assist them throughout the Student Conduct Process. Any Advisor serves at the Student's own expense and initiative. A person may not serve in this capacity if their service would unreasonably conflict with the fair administration of the Student Conduct Process, as determined by the Director of Student Conduct and Conflict Resolution or designee. The Advisor cannot serve in any other role, including as a witness, investigator, Student Conduct Administrator, Appeal Authority, Conduct Committee Advisor, or Hearing Body. The University is not responsible for selecting an Advisor for any Student navigating the Student Conduct Process. It is the Student's responsibility to make appropriate arrangements for their Advisor to attend meetings, which will not be delayed due to scheduling conflicts of the chosen Advisor. The Advisor may be present to advise the Accused Student or the Reporting Person but cannot speak for the Student, present the Student's case, serve as a Witness, or otherwise participate directly in any meeting or Hearing. The Advisor may be present to advise the Accused Student or Reporting Person in any meeting and may participate in all aspects of a Disciplinary Proceeding, but shall not testify for the Accused Student or Reporting Person or be present absent the Accused Student or Reporting Person.
Appeal Authority	Any person or people authorized by the Student Conduct Code or Student Honor Code to determine the outcome of an appeal. No person may hear or decide an appeal if they conducted or participated in the disciplinary proceeding being reviewed on appeal.
Chair	The member of the Conduct Committee who acts as the chairperson of the Hearing and leads Hearing deliberations. The Conduct Committee Advisor selects the Chair from the Hearing Body.
Charge(s)	A potential violation of the Student Conduct Code or the Student Honor Code.
Class Days	Any weekday the University of Florida is in operation and holding classes. Class Days do not include University holidays, closures, or breaks, <u>or other business days</u> when classes are not in session.
<u>Class Lecture</u>	<u>An educational presentation delivered by Faculty or guest lecturer, as part of a University of Florida course, intended to inform or teach enrolled students about a particular subject.</u>

	<u>Class Lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving student participation, assessments (quizzes, test, exams), field trips, private conversations between Students in the class or between a Student and the Faculty or guest lecturer during a class session.</u>
Coercion	<p>Measured by a reasonable person standard, an attempt to cause another person to act or to think in a certain way by use of force, threats, or intimidation. Examples of Coercion include but are not limited to:</p> <ul style="list-style-type: none"> • Causing the deliberate Incapacitation of another person; • Requiring a person to submit to sexual acts to receive an academic benefit or an employment advantage; • Threatening to harm oneself if the other person does not perform a specific act; and • Threatening to disclose a person’s sexual orientation, gender identity, or other sensitive, personal information if the person does not submit to the requestor’s will.
<u>Collaborative Resolution</u>	<u>A Student Conduct Process that may be offered to registered Student Organizations to resolve alleged violations of the Student Honor Code and Student Conduct Code by partnering with a Student Conduct Administrator in the investigation and sanction determination. The Student Conduct Administrator will determine, at their discretion, if a Student Organization may be offered participation in Collaborative Resolution, as outlined in section 6 of this Regulation. At any point during the Collaborative Resolution process, the Student Conduct Administrator may cease Collaborative Resolution and refer the case to a Greek Conduct Committee for resolution.</u>
Conduct Committee Advisor	The Director of Student Conduct and Conflict Resolution or designee may convene a Conduct Committee and advise the Conduct Committee throughout the Hearing process on procedure, questioning, relevant information, policy, and Regulation. The Conduct Committee Advisor will review all information, Witnesses, and questions to advise the Conduct Committee on relevancy determinations. The Conduct Committee Advisor will make relevancy determinations, prior to the Hearing, on documents, exhibits, and Witnesses allowable in a Hearing. A Student Conduct Administrator may make a charging decision and serve as the Conduct Committee Advisor for the same case. The Conduct Committee Advisor is present during committee deliberations to advise the committee on Regulations, policy

	and procedure but is not a member of the Conduct Committee and does not vote.
Conflict Resolution	Conflict Resolution services and education are available to Students both to aid them in resolving conflict productively and to develop their abilities to handle conflict effectively.
Consent	<p>Consent is an act or statement that is knowing, freely given, and mutually understood to communicate a willingness to engage in the activity. It is the responsibility of each person involved in any sexual act to ensure that they have the Consent of the other(s).</p> <ul style="list-style-type: none"> • The existence of a dating or sexual relationship between the people involved, or the existence of a past sexual encounter, is not by itself an indication of Consent for any current or future sexual encounter. • Consent cannot be obtained by force, threat, Coercion, or by causing a reasonable fear of imminent injury. • For sexual activity to be consensual, Consent must be ongoing throughout the sexual encounter. A person may withdraw Consent at any time. Consent to one sexual act does not automatically constitute Consent to another sexual act. • A person withdraws Consent by clearly communicating withdrawal through words or actions. • Consent to engage in sexual activity with one person does not automatically constitute Consent to engage in sexual activity with another person. • Lack of protest or resistance, alone, is not Consent. • A person who is Incapacitated cannot give Consent.
Correspondence	Written or electronic communication from the University sent to a Student. The University may use either the Student’s UFL email address, if the Student is a current Student, or the physical address on file with the Registrar. Correspondence includes but is not limited to written or electronic communication from the Student through the Student’s UFL email address.
<u>Disciplinary Proceeding</u>	<p><u>Disciplinary Proceedings are limited to the following:</u></p> <ul style="list-style-type: none"> • <u>Administrative Reviews</u> • <u>Collaborative Resolutions</u> • <u>Hearings</u>
Educational Conversation About Behavior (“ECaB”)	A required meeting related to reported information, which is not investigatory in nature and does not result in Charges. This meeting is intended to address reported information that does not support initiating a formal Student Conduct Process but does require an educational discussion about the content

	of the Student Conduct Code and the expectations of the University community.
Faculty	Any person hired or appointed by the University to conduct classroom, teaching, or research activities; the individual with grading responsibility for a course. For the purpose of this Regulation, Faculty are responsible for submission of reports and supporting information for alleged Student Honor and Conduct Code violations, and participation in Hearings to provide direct knowledge about any alleged Student Honor and Conduct Code violation.
Hearing	A proceeding through which a Hearing Body determines whether a Student is responsible or not responsible for Charges and imposes Sanctions if appropriate. A Hearing Body conducts Hearings in accordance with the Student Conduct Code or the Student Honor Code.
Hearing Body	Any person or people authorized in the Student Conduct Code or the Student Honor Code to conduct Hearings, to make relevancy determinations during Hearings, to make findings after Hearings about whether a Student has violated the Student Conduct Code or the Student Honor Code, and to recommend or to issue Sanctions if appropriate.
Impaired	Impaired means a person’s normal faculties are diminished in some material respect. Normal faculties include but are not limited to the ability to see, hear, walk, talk, judge distances, drive an automobile, make judgments, act in emergencies and, in general, to normally perform the many mental and physical acts of daily life.
Incapacitation/ Incapacitated	Incapacitation is a temporary or permanent state in which a person is physically or mentally unable to communicate a willful, voluntary, and knowing decision. A person can be incapacitated because of age, alcohol or drug consumption, being unconscious or asleep, a disability, or any other circumstance that prevents a Student from having the capacity to give Consent. For a person to be rendered Incapacitated by alcohol or drugs, the person must be so Impaired that they are unable to give Consent. This level of impairment must be obvious to a Reasonable person; it is not enough for a person to be merely under the influence of, or to have impaired judgment because of, alcohol or drugs.
Incident Review Committee (“IRC”)	The Director of Student Conduct and Conflict Resolution or designee may convene a committee to review a reported organizational incident or an allegation originating from one of the four Greek councils: the Interfraternity Council (IFC), the Multicultural Greek Council (MGC), the National Pan-Hellenic Council (NPHC), or the Panhellenic Council (PC). This committee gives perspective on whether sufficient

	<p>information exists for a Reasonable Hearing Body to determine if an accused Student Organization violated the Student Conduct Code. If such information exists, the Director of Student Conduct and Conflict Resolution or designee may issue Charges.</p> <p>Informed by the perspective of the IRC, the Director of Student Conduct and Conflict Resolution or designee will decide if an organizational Charge is appropriate.</p>
Information Meeting	<p>A meeting between an Accused Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting includes reviewing a Student’s rights in the Student Conduct Process, reviewing the Charges, and reviewing potential outcomes. <u>The Information Meeting is not a Disciplinary Proceeding.</u> The Information Meeting determines the next course of action in the Student Conduct Process.</p>
Intake Meeting	<p>A meeting between a Student Conduct Administrator and any person with whom the Student Conduct Administrator needs to discuss the details of a received report to decide which resolution options are appropriate. An Intake Meeting may occur at any point before or during the Student Conduct Process at the discretion of the Student Conduct Administrator.</p>
Investigation	<p>The gathering of information related to a reported incident or allegation. Investigations may be conducted by Student Conduct and Conflict Resolution or by other investigatory units.</p>
Investigation Meeting	<p>A meeting that includes the opportunity for the Director of Student Conduct and Conflict Resolution or designee to interview people who may have information relevant to a potential Charge, to explain the Student Conduct Process, to explain the rights of Students, and to review of the nature of the allegation.</p>
Laws	<p>All applicable Laws, Regulations, codes and ordinances, including the applicable Laws of the state or country where the alleged violation occurred.</p>
Mutual Agreement	<p>An informal resolution whereby the Reporting Person (or designee if reporting as a University Official), Accused Student and University all agree to resolve the allegations through a written contract. Allegations may be resolved through Mutual Agreement at any time before or during a Student Conduct Process.</p>
Notices of Charges	<p>Written notice sent in Correspondence to a Student that includes specific Student Conduct Code or Student Honor Code Charges, brief description of the allegation, where to</p>

	review the Student Rights and an invitation to attend an Information Meeting.
Preponderance of the Information	The University’s burden of proof for any disciplinary proceeding is preponderance of the evidence, but for the purpose of this Regulation it will be referred to as “Preponderance of the Information”. “Preponderance of the Information” means that the information presented by the University, as a whole, supports the finding that it is more likely than not that the charged violation occurred. To satisfy this burden, the University must present some information that would not be deemed inadmissible hearsay in a court of Law. This standard shall be used in resolving all Student Conduct or Student Honor Code cases under this Regulation.
<u>Publish</u>	<u>Share, transmit, circulate, distribute or provide access to a Recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a Recording, or transcript of the Recording, is considered to be Published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, website, book, magazine, newspaper or leaflet.</u>
Reasonable	A term used as an objective standard for evaluating appropriateness. Having sound judgment; rational and sensible; not extreme or excessive. Referenced throughout section 4. Violations of the Student Conduct Code as “Reasonable person”, “Reasonable fear” and “Reasonable expectation of privacy”. This definition does not apply to reasonable accommodations.
Recording	Any recording in any medium using any technology. This includes but is not limited to visual recordings, such as photographs and videos, and audio recordings.
Regulations	University of Florida Regulations, policies, or rules.
Relationship Violence	Relationship Violence encompasses both dating and domestic violence. Dating violence is violence or a threat of harm between people who have or have had a relationship of a romantic or intimate nature, not living together in the same household. Domestic violence is violence or a threat of harm between family members or individuals living in the same household.
Reporting Person	The alleged victim of or person harmed by another’s violation of the Student Code of Conduct.
Sanction	A mandatory requirement established by the University, given to a Student who has accepted responsibility for, or whom a Hearing Body has found responsible for, a violation of the Student Conduct Code or the Student Honor Code.

Semester	A period of instruction. The University has three Semesters: Fall, Spring, and Summer.
Separation/Disaffiliation	A type of Sanction for a Student or a Student Organization that includes suspension, expulsion, or disaffiliation.
Service Indicator	Formerly known as a “hold”. A Service Indicator prevents access to some University processes, such as class registration and graduation, until it is removed by the originating office.
Collaborative Resolution	A Student Conduct Process that may be offered to registered Student Organizations to resolve alleged violations of the Student Honor Code and Student Conduct Code by partnering with a Student Conduct Administrator in the investigation and sanction determination. The Student Conduct Administrator will determine, at their discretion, if a Student Organization may be offered participation in Collaborative Resolution, as outlined in section 6 of this Regulation. At any point during the Collaborative Resolution process, the Student Conduct Administrator may cease Collaborative Resolution and refer the case to a Greek Conduct Committee for resolution.
Student	Any person currently admitted, enrolled, or registered for any University Program, regardless of the medium of the program, or degree-seeking status, or when not enrolled or registered for a particular Semester, who is eligible to enroll in future terms without seeking readmission. For the purpose of this Regulation, the term “Student” may also refer to a person previously admitted, enrolled, or registered for any University Program where the University receives an allegation that the Student violated the Student Honor Code or Student Conduct Code while they were admitted, enrolled, or registered for any University Program, and the term “Student” is interchangeable with “Student Organization” when the term “Student Organization” is not directly specified.
Student Conduct Administrator	A person or administrative unit whose duties include the administration of the Student Conduct Code or the Student Honor Code process. Student Conduct Administrators are designated by the Dean of Students and may include, but are not limited to, the Director of Student Conduct and Conflict Resolution, staff members in Student Conduct and Conflict Resolution, and staff members in Housing and Residence Life.
Student Conduct Process	The processes outlined in this Regulation to resolve alleged violations of the Student Conduct Code and the Student Honor Code.

Student Organization	An association or group of persons that has complied with the formal requirements for University recognition or is in the formal process of obtaining recognition. For the purpose of this Regulation, the term “Student” is interchangeable with “Student Organization” when the term “Student Organization” is not directly specified.
Support Person	<p>Any one person chosen to provide comfort and emotional support to an Accused Student or a Reporting Person throughout the Student Conduct Process. Any Support Person serves at the Student’s own expense and initiative. A person may not serve in this capacity if the Director of Student Conduct and Conflict Resolution or designee determines that their service would unreasonably conflict with the fair administration of the Student Conduct Process.</p> <p>The University is not responsible for providing a Support Person for anyone navigating the Student Conduct Process. It is the Student’s responsibility to make appropriate arrangements for their Support Person to attend meetings, which will not be delayed due to scheduling conflicts of the chosen Support Person. The Support Person may not serve as a secondary Advisor or a Witness, nor can the Support Person perform any other function except for providing comfort and emotional support to the Accused Student or the Reporting Person. The Support Person cannot speak for a Student, present the Student’s case, or otherwise participate directly in any meeting or Hearing.</p>
University/Institution	The University of Florida.
University Activity or University Program	Any event, program, or activity that is hosted, sponsored, or organized by any University group, office, or organization. This definition applies only to this Regulation and not in any other context.
University Campus/Premises	All land, buildings, facilities, and other property the University possesses, owns, leases, operates, supervises, or controls, including adjacent streets and sidewalks.
University Community	University Officials, Faculty, other employees, Students, and other people who or entities that participate in any University Activity or University Program.
University Official	Any person the University employs, contracts, or appoints to perform assigned teaching, research, administrative, professional, or other responsibilities.
Witness	A Relevant Witness is a person with direct knowledge about or involvement in a reported incident or allegation. Relevant Witnesses may participate in person during the Student Conduct Process. Other Witnesses, including character Witnesses, may not participate in person during the Student

	Conduct Process but may submit statements pursuant to the submission guidelines outlined in the Student Rights section of this Regulation.
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(3) Violations of the Student Honor Code. Every University Student is subject to the following Honor Pledge:

We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by the Student Honor Code. On all work submitted for credit by Students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

(a) Cheating. A Student shall not use or attempt to use unauthorized materials or resources in any academic activity for academic advantage or benefit. Cheating includes but is not limited to:

1. Using any materials or resources prepared by another Student without the other Student's express Consent or without proper attribution to the other Student.
2. Using any materials or resources, through any medium, which the Faculty has not given express permission to use and that may confer an academic benefit to the Student.
3. Using additional time, or failing to stop working when instructed, on any time-bound academic activity.
4. Failing to follow the directions of a proctor of any academic activity, when such conduct could lead to an academic advantage or benefit.
5. Collaborating with another person, through any medium, on any academic activity, when Faculty has expressly prohibited collaboration.

6. Commissioning or seeking to commission another person, with or without compensation, to produce or complete academic work or to impersonate a student in any academic activity.

7. Impersonating another person in any academic activity or providing an unfair academic advantage to another person by producing or completing academic work or activities on behalf of another person, with or without compensation.

(b) Complicity in Violating the Student Honor Code. Attempting, aiding, encouraging, facilitating, abetting, conspiring to commit, hiring someone else to commit, giving or receiving bribes to secure, or being a participant (by act or omission) in any act prohibited by this Regulation.

(c) False or Misleading Information.

1. A Student must not make a false or misleading statement during the Investigation or resolution of an alleged Student Honor Code violation.

2. A Student must not make a false or misleading statement for the purpose of procuring an improper academic advantage for any Student.

3. A Student must not use or present fabricated information, falsified research, or other findings if the Student knows or reasonably should be aware that the information, research, or other finding is fabricated or falsified.

(d) Interference with an Academic Activity.

1. A Student must not take any action or take any material for the purpose of interfering with an academic activity, through any means over any medium.

2. A Student must not be disruptive to the testing environment or other academic activity.

(e) Plagiarism. A Student must not represent as the Student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

1. Stealing, misquoting, insufficiently paraphrasing, or patch-writing.
2. Self-plagiarism, which is the reuse of the Student's own submitted work, or the simultaneous submission of the Student's own work, without the full and clear acknowledgment and permission of the Faculty to whom it is submitted.
3. Submitting materials from any source without proper attribution.
4. Submitting a document, assignment, or material that, in whole or in part, is identical or substantially identical to a document or assignment the Student did not author.

(f) Submission of Academic Work Purchased or Obtained from an Outside Source. A Student must not submit as their own work any academic work in any form that the Student purchased or otherwise obtained from an outside source, including but not limited to: academic materials in any form prepared by a commercial or individual vendor of academic materials; a collection of research papers, tests, or academic materials maintained by a Student Organization or other entity or person, or any other sources of academic work.

(g) Unauthorized Recordings.

1. A Student ~~shall~~ must not, ~~without express authorization from Faculty,~~ make a video or audio Recording in class unless the Recording is limited to the Class Lecture and made for the following reasons: their own personal education use, in connection with a complaint to the University, or as evidence in or in preparation for a criminal or civil proceeding.

2. A Recording must not be Published without the prior express written consent of the Faculty or guest lecturer.

~~(g)3. A Student shall not make any or receive any Recording in class, through any means over any medium, of anything other than a Class Lecture, academic activity, including but not limited to the Recording of any class assessment, clinical activity, lab, or student presentation. The Recording of any meeting or conversation in class between Students or between Students and Faculty or guest lecturer is strictly prohibited. with Faculty. Students registered with the Disability Resource Center who are provided reasonable accommodations that include allowing such Recordings must inform Faculty before making such Recordings.~~

(h) Unauthorized Taking or Receipt of Materials or Resources to Gain or Provide an Improper Academic Advantage. A Student, independently or with another person or other people, must not without express written authorization take, give, Publish, post or submit, transmit, or receive materials, information, or resources in any manner, through any medium, for the purpose of gaining or providing an improper academic advantage to any Student.

(4) Violations of the Student Conduct Code.

(a) Alcoholic Beverages Violations.

1. Under-age possession or consumption. Possession or consumption of alcoholic beverages by a Student under twenty-one (21) years old.

2. Distribution or sale of alcoholic beverages. Distribution or sale of an alcoholic beverage to any person under twenty-one (21) years old.

3. Possession of common source containers. Unless explicitly approved in advance in writing by the Division of Student LifeAffairs or Business Affairs for a particular occasion, a Student or Student Organization cannot possess or use of kegs, mini kegs, or other common source containers of alcoholic beverages, such as trash cans, tubs, or similar containers of

alcohol, when such possession or use occurs on campus, in the housing of any University of Florida organization or group, or in connection with a University Activity.

4. Alcohol abuse. Regardless of the age of those involved, facilitating, arranging, or participating in any extreme alcohol consumption activity that constitutes, facilitates, or encourages competitive, rapid, or excessive consumption of alcohol when such activity occurs on campus, in the housing of any University of Florida organization or group, or in connection with a University Activity.

5. Any other violation of the Alcoholic Beverages Regulation, University of Florida Regulation 2.019.

(b) Complicity in Violating the Student Conduct Code. Attempting, aiding, encouraging, facilitating, abetting, conspiring to commit, hiring someone else to commit, giving or receiving bribes to secure, or being an accessory to any act prohibited by this Regulation.

(c) Disruptive Conduct. Conduct that is materially or substantially disruptive to the normal operations of the University, or that incites others to do so, in any of the following activities: teaching, research, administrative functions, disciplinary proceedings, other University Activities whether on or off campus, and other authorized activities that take place on campus. In evaluating whether conduct is materially or substantially disruptive, the University may consider the totality of factors, including but not limited to whether there was an intent to prevent the activity or event from continuing to completion and whether the conduct was a sustained and continuous disruption. Disruptive conduct does not include any conduct protected by the First Amendment. Examples of Disruptive Conduct include but are not limited to:

1. Disruption of University Officials in the performance of their work.
2. Disruption of a University Activity or event.

3. Disruption of a class or curricular activity. Classroom or other academic workplace behavior that interferes with either:
 - a. The instructor's authority or ability to conduct the class or
 - b. Other Students' ability to benefit from the instructional program.
4. Conduct that is disorderly or a breach of the peace under Law.
5. Public intoxication, which is disrupting a University Activity while under the influence of alcohol or another mind-altering substance.
6. Interference with the rights of others to carry out their activities or duties at or on behalf of the University.
7. Violation of the Disruptive Behavior Regulation, University of Florida Regulation 1.008.
8. Violation of the Campus Demonstration Regulation, University of Florida Regulation 2.002.
 - (d) Driving under the Influence. Driving under the influence of alcohol, drugs, or other mind-altering substance. Operation of a motor vehicle while Impaired by drugs, alcohol, or other mind-altering substance or while having an unlawful blood or breath alcohol level.
 - (e) Drug Violations.
 1. Use, possession, manufacturing, distribution, or sale of a controlled substance that is prohibited by Law. Knowingly inhaling or ingesting substances that will alter a Student's mental state. Use of legal medication outside the parameters of the medical authorization. Possession or use of prescription medications not prescribed to the user.
 2. Possession of drug paraphernalia.
 - (f) Endangering Behavior.

1. Unwanted physical contact causing physical injury. Other conduct, including but not limited to Relationship Violence, which does or could endanger the health, safety, or welfare of any person or people, including oneself.

2. Interference with the freedom of movement of any member or guest of the University.

3. Stalking/cyberstalking, which is a course of conduct committed with the intent to kill, injure, harass or intimidate another person that either places the person in Reasonable fear of the death of, or serious bodily injury to, that person, an immediate family member, a spouse or an intimate partner of that person; or causes, attempts to cause, or would be reasonably expected to cause substantial emotional distress to a person listed above.

(g) Failure to Comply with Directive. Failure to comply with a lawful directive of law enforcement or a University Official.

(h) Dangerous Chemicals. Possession of dangerous chemicals or use of any such items in a manner that harms, threatens, or reasonably causes fear to others, on University Property or at University sponsored events, with limited exceptions, is prohibited. Exceptions to this prohibition:

1. A sworn law enforcement officer may carry chemical spray.

2. Any person may carry chemical spray that is used solely for self-defense and is in a compact vessel that contains no more than two ounces of chemical.

(i) Fire Safety Violations.

1. Conduct that causes or attempts to cause a fire or explosion or possession or use of fireworks unless authorized by the University in advance in writing.

2. Tampering with fire safety equipment or failure to evacuate during a fire alarm on the University Premises or at any University Activity.

(j) False Information.

1. Furnishing false or misleading information to the University or to any University Official. This includes but is not limited to forging documents or other data or omitting facts that are material to the purpose for which the information is submitted.

2. Falsifying documents or University communications, falsifying signatures of University Officials, impersonating University Officials, utilizing documents or other records in any medium that purport to be from the University or one of its employees without express written permission from the University or the employee, or unauthorized alteration of documents or communication of the University.

(k) Harassment. Threats, intimidation, Coercion, or any other conduct that places a Reasonable person in fear of physical harm, through words or actions, or objectively disrupts a person's daily activities, including education and employment. Harassment does not include conduct protected by the First Amendment.

(l) Hazing. Any action or series of actions that recklessly or intentionally endangers the mental health, physical health or safety of a Student for any purpose, including but not limited to initiation into, admission into, affiliation with, or the perpetuation or furtherance of a tradition or ritual of any Student group or Organization. Hazing occurs if a person or group:

1. Causes or attempts to cause physical injury or other harm to a Student, including but not limited to emotional distress, or engages in any conduct that presents a threat to the Student's health or safety. Hazing includes but is not limited to any physical brutality, such as whipping; beating; branding; exposure to the elements; forced consumption of any food, alcohol,

drug or other substance; or other forced physical activity that could adversely affect the physical health, mental health or safety of any Student and any activity that would subject the Student to extreme mental stress, such as sleep deprivation, forced sexual conduct or forced exclusion from social contact.

2. Engages in an action or activity that has a tendency to or is intended to demean, disgrace, humiliate or degrade a Student. This includes, but is not limited to, forced conduct that could result in extreme embarrassment, requiring servitude, or other forced activity that is considered hazing under Florida law and could adversely affect the mental health or dignity of the Student.

3. Conduct that by design, intent or recklessness causes a Student to be reasonably unable to pursue, interferes with, or attempts to interfere with a Student's academic schedule or performance; or

4. Causes, induces, pressures, coerces or requires a Student to violate the Law or any University of Florida Regulation.

5. In response to allegations of hazing under this Regulation, it is not a defense that:

a. The affected person gave Consent.

b. The conduct was not part of an official organizational event or sanctioned or approved by the organization.

c. The conduct was not done as a condition of membership in the organization.

(m) Invasion of Privacy and Unauthorized Recording.

1. Making, using, ~~Publishing-disclosing~~ or distributing a Recording of a person in a location or situation in which that person has a Reasonable expectation of privacy and is unaware of the Recording or does not Consent to it; and any other conduct that constitutes an invasion of

the privacy of another person under applicable Laws and Regulations. Such conduct includes, without limitation, unauthorized Recording of personal-private conversations, images, meetings or activities.

2. Unauthorized Recording ~~in~~of a class, or of an organizational or University meetings, where there exists a legal expectation of privacy, and any use, disclosure, or ~~distribution~~-Publishing of any such Recording. Students may make a Recording of Class Lectures for three (3) lawful reasons: for their own personal educational use, in connection with a complaint to the University, or as evidence in or preparation for a criminal or civil proceeding. A Recorded Class Lecture may not be Published without the prior express written consent of the Faculty or guest lecturer.

3. Engaging in acts of voyeurism, peeping, spying, or ~~r~~Recording another in any location where a Reasonable expectation of privacy exists.

4. Any notice, Consent or other requirement under applicable Laws and Regulations must be fulfilled in connection with authorizing, making, using, disclosing or distributing any Recording, where there is a legal expectation of privacy.

5. Refer also to University Regulation 1.006(4) Non-Discrimination/Harassment/ Invasion of Privacy Regulation which governs all University personnel including Students.

(n) Misuse or Unauthorized Possession or Use of Public or Private Property.

1. Theft, misuse, taking or unauthorized use or possession of public or private property or unauthorized use or acquisition of services.

2. Destroying, damaging or littering of any property. Conduct that destroys, damages or litters any property of the University or any property of a person or group.

3. Misuse of the identification number or card issued to a Student through alteration, forgery or duplication, or through use of an identification card that has not been issued to the user. It is also a violation to grant or authorize use by a third party of one's own identification number or card for any purpose except to obtain Student block seating in accordance with University Athletic Association procedures for Student block seating.

4. Unauthorized sale of Student tickets. Unauthorized sale or purchase of Student tickets on University Campus to any University of Florida function or event.

5. Use or possession of fake identification materials, including the use of another person's government issued identification.

6. Unauthorized transfer of registered access. Unauthorized sale/barter/or compensation in exchange for reserved seat(s), registration-based access, or otherwise limited access to functions, events, academic course registration, or services of the University.

(o) Misuse or Unauthorized Use of University Computer Resources.

1. Any action without authorization from the University that does, or causes a person to, access, use, modify, destroy, disclose or take data, programs or supporting documentation residing in or relating in any way to a University of Florida computer, computer system or computer network or causes the denial of computer system services to an authorized user of such system.

2. Unauthorized downloading or facilitating others to download copyrighted music and films without authorization.

3. Any other violation of the Policies on Information Technology and Security Regulation, University of Florida Regulation 1.0102 or any policy referenced through that Regulation.

4. The use of the University's computer resources to violate any Laws or Regulations or Board of Governors' Regulation.

(p) Obstruction of the Student Conduct Process. Interference with or obstruction of the Student Conduct Process, by any means and through any medium, including but not limited to the following:

1. Knowingly filing a false report that a violation was committed.
 2. Falsification, distortion or misrepresentation of information before a Hearing Body or a Student Conduct Administrator.
 3. Disruption or interference with the orderly conduct of a Hearing or meeting as outlined in this Regulation.
 4. Attempting to influence the impartiality of a Hearing Body prior to, or during, a Student Conduct Process.
 5. Harassment or intimidation of a Hearing Body, and/or participant, prior to, during or after a Hearing or meeting as outlined in this Regulation.
 6. Influencing or attempting to influence another person to commit an obstruction of the Student Conduct Process.
 7. Preventing or attempting to prevent another person, through words or actions, from reporting a violation of the Student Conduct Code.
 8. Failure to complete or violation of conditions for assigned sanctions
- (q) Public indecency. Examples include but are not limited to public urination and exposure of sexual organs. Breastfeeding a child is not public indecency and does not violate this Regulation.
- (r) Sexual Misconduct.

1. Sexual violence: any sexual act perpetrated against a person's will, including but not limited to the use of physical force or threats, or in circumstances in which the person is unable, due to Incapacitation, to give Consent. Acts falling into the category of sexual violence include but are not limited to nonconsensual sexual intercourse.

2. Nonconsensual intimate touching: any unwelcome intentional intimate touching of another, which does not constitute sexual violence, without the Consent of the other person or in circumstances in which the person is unable, due to Incapacitation, to give Consent.

3. Sexual harassment: unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature directed at a person that places another person in Reasonable fear of physical harm, or objectively disrupts employment, education, research, living or other activities.

(s) Unauthorized Entry to University Facilities. Unauthorized access or entry to University property, buildings, structures or facilities. Unauthorized possession, duplication or use of keys or access cards for any such University property.

(t) Violation of Law. Any behavior that allegedly violates any municipal or county ordinance, any Law, Regulation, or requirement of the State of Florida, the United States or, when in another state or country, that state or country. Including, but not limited to:

1. Florida Statute 790.115 Possessing or discharging weapons or firearms at a school-sponsored event or on school property prohibited; penalties; exceptions.

2. Florida Statute 1004.097 Free expression on campus.

(u) Violation of University Policy. Violation of any Regulation or policy of the University of Florida, the Florida Board of Governors or the State of Florida including, but not

limited to the University of Florida, Department of Housing and Residence Life Education Community Standards.

(5) Student Rights.

(a) Accused Student Rights. Any Accused Student or Student Organization will be afforded the following rights throughout the Student Conduct Process. Any Student may also be given the opportunity to waive specific rights, in writing, to expedite the resolution process if appropriate as determined by the Director of Student Conduct and Conflict Resolution or designee. Accused Students have the right to:

1. Access and review all relevant University policies and procedures related to the Student Honor Code or Student Conduct Code.
2. Notice of Charges resulting from an alleged violation of the Student Honor Code or the Student Conduct Code.
3. Privacy of their student education records, except to the extent disclosure is permitted or required by Law.
4. Have an Advisor and/or Support Person present during any Hearing or meeting with a Student Conduct Administrator or Hearing Body. A Student who chooses to have an Advisor and/or Support Person present during any Hearing or meeting, must provide the identity of the person(s) to the Director of Student Conduct and Conflict Resolution or designee at least two (2) Class Days in advance and must provide the appropriate executed privacy waiver(s) during this notification and notify their ~~a~~ Advisor and/or Support Person of ~~the advisor's~~ their obligation to follow all University regulations, rules, policies and procedures throughout the Student Conduct Process. Failure to comply with the requirements of this section may result in the Advisor and/or Support Person not being permitted to attend the ~~h~~ Hearing or meeting.

5. A Hearing to determine responsibility of any alleged violations of the Student Honor Code or the Student Conduct Code. A single postponement request for the Hearing for up to thirty (30) calendar days may be submitted to Student Conduct and Conflict Resolution if a legal case resulting from the same incident is pending.

6. Decline to answer any questions or provide self-incriminating information to the Hearing Body at any point during the resolution process. Accused Students may also elect not to participate in a Hearing with the understanding that a decision, including any appropriate Sanctions, will be made using the information available at the time of the Hearing in their absence.

7. An opportunity to ask staff member(s) in Student Conduct and Conflict Resolution questions regarding the Student Conduct Process, and have those questions answered to the extent that staff is permitted and able.

8. ~~Provide and r~~Review appropriate all known information in the University's possession related to the allegations, both inculpatory and exculpatory, including any potential Witnesses that could be used in the decision-making process ~~to Student Conduct and Conflict Resolution~~. Provide relevant additional information related to the allegations, including Witnesses.

a. All information must be provided to Student Conduct and Conflict Resolution by 5:00 p.m. at least ~~four (4)~~ six (6) Class Days before the scheduled Hearing. No new information, including potential Witnesses, will be accepted for consideration after this date, absent the express written permission of the Director of SCCR or designee.

b. An Accused Student and their Advisor, if any, have the right to inspect the case file at least ~~three (3)~~ five (5) Class Days before the scheduled Hearing.

9. Have all information, including any potential Witnesses, that could be used in the decision-making process reviewed preliminarily for relevance by Student Conduct and Conflict Resolution prior to the Hearing. The determination of relevance will rest with the Director of Student Conduct and Conflict Resolution or designee. Relevance decisions will be communicated directly with the Accused Student, with rationale, in writing prior to the Hearing. Relevancy determinations regarding information directly related to the Reporting Person's character or prior conduct will also be communicated directly with the Reporting Person in the same manner. Relevancy determinations may be reversed or modified through an appeal to the Dean of Students or designee.

10. Participate in a Hearing, including provide information, listen to Witnesses and ask questions, through the Hearing Body, of Witnesses providing information during a Hearing.

11. Have a decision made based on the Preponderance of the Information standard.

12. Request reasonable accommodations in the Student Conduct Process, if the Accused Student has a disability. At any point during the Student Conduct Process a student may contact the Disability Resource Center (DRC) to discuss their access needs.

13. Appeal a decision of a Hearing Body, in writing and in accordance with section (9) Appeals of this Regulation.

14. Request permission to participate via audio or live-video from another location, and/or participate in a manner that avoids direct contact with Reporting Persons and/or Witnesses as long as such participation does not infringe on the Accused Student's right to question the Reporting Person or Witnesses during the Hearing or infringe on the University's implementation of the Student Conduct Process.

15. Provide a written impact statement to the Conduct Committee Advisor before the start of a Hearing to be considered if Sanctions are to be issued.

16. Have any University status remain unchanged pending a final outcome through the Student Conduct Process; except in cases where interim restrictions are in place, as outlined in sections (11) Interim Restrictions for Students and (12) Interim Restrictions for Student Organizations of this Regulation.

17. Be notified of the final outcome of the case.

18. To select a Hearing Body as outlined in section (6)(g)2c Process. In cases involving Sexual Misconduct violations, if the Reporting Person and Accused Student disagree on the type of Hearing Body, the Hearing Body will be a University Officials Board.

(b) Reporting Person's Rights. Any Reporting Person will be afforded the following rights throughout the Student Conduct Process. Reporting Persons have the right to:

1. Participate individually in an Intake Meeting with a Student Conduct Administrator to review the allegations, the Charges, possible Sanctions, Reporting Person rights and explain the Student Conduct Process, and any available forms of resolution. Reasonable efforts will be made to hold this Intake Meeting at least ~~five (5)~~seven (7) Class Days before any scheduled Hearing.

2. Ask staff member(s) in Student Conduct and Conflict Resolution questions regarding the conduct process, and have those questions answered to the extent that staff is permitted and able.

3. Provide ~~appropriate~~relevant-information, including any potential Witnesses that could be used in the decision-making process to Student Conduct and Conflict Resolution.

a. All information must be provided to Student Conduct and Conflict Resolution by 5:00 p.m. at least ~~four (4)~~six (6) Class Days prior to the scheduled Hearing. No new information, including potential Witnesses, will be accepted for consideration after this date, absent the express written permission of the Director of SCCR or designee.

b. Reporting Person and their Advisor have the right to review the Reporting Person's own written statement, and their own submitted information at least ~~three (3)~~five (5) Class Days prior the scheduled Hearing. A Reporting Person will not have access to review the entire case file.

c. Have all information directly related to the Reporting Person's character or prior conduct, including any potential Witnesses, that could be used in the decision-making process reviewed preliminarily for relevance by Student Conduct and Conflict Resolution before the Hearing. Relevance decisions will be communicated directly to the Reporting Person and Accused Student, with rationale, in writing before the Hearing. Relevancy determinations may be reversed or modified through an appeal to the Dean of Students or designee.

4. To participate in a Hearing and have an Advisor and/or Support Person present during any Hearing or meeting. Participation may include providing information, providing Witnesses to present relevant information and/or submitting questions to be asked of the Accused Student and Witnesses, by the Hearing Body. A Student who chooses to have an Advisor and/or Support Person present during any Hearing or meeting, must provide the identity of the person(s) to the Director of Student Conduct and Conflict Resolution or designee at least two (2) Class Days in advance, and must provide the appropriate executed privacy waiver(s) during this notification and must notify their ~~a~~Advisor and/or Support Person of ~~the advisor's~~ their obligation to follow all University regulations, rules, policies and procedures during the

Student Conduct Process. Failure to comply with the requirements of this section may result in the Advisor and/or Support Person not being permitted to attend the hearing or meeting.

5. To be notified of the final outcome of the case.

6. To appeal on the same grounds as the Accused Student, as outlined in section (9)

Appeals of this Regulation.

7. To review the Hearing Body selection of the Accused Student as outlined in section (6)(g)2c Process. In cases involving Sexual Misconduct violations, if the Reporting Person does not agree with the Hearing Body selected by the Accused Student, the Hearing Body will be a University Officials Board.

8. To request permission to participate via audio or live-video from another location, and/or participate in a manner that avoids direct contact with the Accused Student and/or Witnesses as long as such participation does not infringe on the Accused Student's right to question the Reporting Person or Witnesses during the Hearing or infringe on the University's implementation of the Student Conduct Process.

9. Decline to answer any questions or provide self-incriminating information to the Hearing Body at any point during the resolution process.

10. To provide a written impact statement to the Conduct Committee Advisor before the start of a Hearing. In the event that the Accused Student accepts responsibility, or is recommended or found responsible, the impact statement would then be provided to the Hearing Body to be considered in recommending or issuing Sanctions.

11. Request reasonable accommodations in the Student Conduct Process, if the Reporting Person has a disability. At any point during the Student Conduct Process, a student may contact the Disability Resource Center (DRC) to discuss their access needs.

(6) Process.

(a) Hearing Bodies. Any specific procedures used by Hearing Bodies will comply with the requirements of the Student Conduct Code and Student Honor Code. Hearing Bodies are selected annually, with the approval of the Vice President for Student LifeAffairs and receive training from the Office of Student Conduct and Conflict Resolution.

1. The Director of Student Conduct and Conflict Resolution (and designee(s)) may conduct Hearings.

2. Individual Hearing Officers (IHO) or Individual Honor Hearing Officers (HHO) designated by the Dean of Students may conduct Hearings.

3. The Dean of Students may appoint an IHO or HHO who is not an employee of the University, with the approval of the Vice President for Student LifeAffairs. This is an administrative decision of the University and not a specific choice a Student may select during an Information Meeting.

4. The Dean of Students and Associate Dean(s) of Students may conduct ~~both informal and formal~~ Hearings.

5. The Student Conduct Committee (SCC) may conduct ~~formal~~ Hearings. Student Conduct Committees are composed of three (3) or five (5) members, consisting of Faculty/University Officials, and Students. Student Conduct Committees are selected by the Director of Student Conduct and Conflict Resolution or designee and at least one-half of the committee must be Students regardless of committee size. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

6. A University Officials Board (UOB) may conduct Hearings. A UOB is composed of three (3) Faculty/University Officials selected by the Director of Student Conduct and

Conflict Resolution or designee. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

7. Health Science Conduct Committee (HSCC) may conduct ~~formal~~ Hearings. HSCCs will resolve alleged violations of the Student Honor Code and violations of the Health Insurance Portability and Accountability (HIPAA) or any other applicable Law concerning patient privacy within the Health Science Center colleges where the alleged violation occurs in a Health Science Center college course and the Accused Student is majoring in a Health Sciences Program. Health Science Conduct Committees are composed of three (3) or five (5) members, with one (1) member being a Faculty/University Official/Student from a Health Science college. Student Conduct Committees are selected by the Director of Student Conduct and Conflict Resolution or designee, who will determine which cases will be heard by a HSCC. This decision is final. At least one-half (1/2) of the committee must be comprised of Students, regardless of committee size, and the remaining committee comprised of Faculty/University Officials, with at least one (1) Faculty/University Official/Student from a Health Science college. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

8. Greek Conduct Committee may conduct ~~formal~~ Hearings. Greek Conduct Committees are convened for the purpose of Hearing cases involving an organization that is a member of the Interfraternity Council (IFC), the Multicultural Greek Council (MGC), the National Pan-Hellenic Council (NPHC), or the Panhellenic Council (PC). Greek Conduct Committees are composed of three (3) or five (5) members and must include the Executive Vice President or President from the council of which the accused chapter is a member, a Student from any of the four (4) councils, and a Faculty/University Official. Any additional committee

members must be students. If a conflict of interest exists among the committee membership listed above as determined by the Director of Student Conduct and Conflict Resolution, the Director of Student Conduct and Conflict Resolution or designee will determine the composition of the Greek Conduct Committee. The Director of Student Conduct and Conflict Resolution will designate a Conduct Committee Advisor for each Hearing.

9. Law School Honor Committee may conduct ~~formal~~ Hearings only as outlined in Regulation 4.041. The Law School Honor System is separate from the resolution procedures outlined herein, and only applies to Student Honor Code violations within the Levin College of Law as outlined in Regulation 4.041.

10. Housing and Residence Life ~~Education~~ staff members may serve as Student Conduct Administrators, Conduct Committee members, University Officials Board members, and Individual Hearing Officers, as designees of the Dean of Students. ~~The Office of Conduct and Community Standards in~~ Housing and Residence Life ~~Education~~ will designate these Student Conduct Administrators and Individual Hearing Officers annually.

(b) Reporting.

1. Any person or entity may submit information in the following ways:

a. Filing a police report with the University of Florida Police Department or by requesting another law enforcement agency police report be sent to the University of Florida Police Department and forwarded to Student Conduct and Conflict Resolution.

b. Providing a written narrative to Student Conduct and Conflict Resolution or the Office of Conduct and Community Standards in Housing and Residence Life Education or providing a written statement through a secure University reporting function.

c. Reporting information directly to the Office of Accessibility and Gender Equity and selecting to have a final report from the Office of Accessibility and Gender Equity sent to Student Conduct and Conflict Resolution for review.

(c) Time Limits.

1. Student Conduct Code:

a. No Student may be Charged with a violation of the Student Conduct Code if the incident was reported to the University more than one (1) year after the alleged violation occurred, absent extenuating circumstances.

b. In extenuating circumstances, the Dean of Students or designee has the sole discretion to extend this time period.

2. Student Honor Code:

a. Reports must be made to Student Conduct and Conflict Resolution before submission of a final grade for the course.

b. In extenuating circumstances, the Dean of Students or designee has sole discretion to extend this time period. Investigation. Investigations may be conducted as needed and within the following guidelines:

1. In any case involving alleged sexual misconduct, relationship violence or stalking, an Investigation may be conducted by the Office of Accessibility and Gender Equity at the direction of the Assistant Vice President for Accessibility and Gender Equity/Title IX Coordinator.

2. The Director of Student Conduct and Conflict Resolution or designee may conduct an Investigation or convene a group of one or more campus partners to conduct an Investigation. Correspondence will be sent to a Student(s) requesting participation in an

Investigation Meeting(s). An Investigation may be conducted with others as related to the incident or report.

3. Housing and Residence Life ~~Education staff~~ may conduct Investigations for incidents that occur within housing or may conduct other Investigations at the designation of the Director of Student Conduct and Conflict Resolution. Correspondence will be sent to a Student requesting participation in an Investigation Meeting(s). An Investigation may be conducted with others as related to the incident or report.

4. The Director of Student Conduct and Conflict Resolution or designee may request the University of Florida Police Department conduct an Investigation of a Student Organization.

(d) Charging. After reviewing the information reported and/or gathered during an Investigation, the Director of Student Conduct and Conflict Resolution or designee will determine if sufficient information exists for a reasonable Hearing Body to conclude a violation(s) of the Student Honor Code or Student Conduct Code was committed by the accused Student, using the preponderance of the information standard. If sufficient information exists, then Charges may be issued.

The Director of Student Conduct and Conflict Resolution or designee may convene, at their discretion, a committee, including, but not limited to the Incident Review Committee, for evaluation of the information before making a charging decision related to allegations involving Student Organizations.

Nothing in this Regulation prevents the disposition of an allegation through educational meeting, Collaborative Resolution, Conflict Resolution, or by Mutual Agreement. Such disposition, if utilized, must be consistent with all Laws. Such disposition is at the discretion of the Director of Student Conduct and Conflict Resolution or designee and is final.

If an allegation is not handled through other appropriate channels, is not dismissed, or is not resolved informally as described above, then the Director of Student Conduct and Conflict Resolution or designee may issue a Notice of Charges to the Accused Student(s) through Correspondence.

(e) Notice.

1. Written notice sent in Correspondence to a Student will include: Notice of Charges. Notice of Charges will be sent via Correspondence and will include specific Student Conduct Code or Student Honor Code Charges; brief description of the allegation; where to review the Student Rights; and an invitation to attend an Information Meeting. A Student issued a Notice of Charges for an alleged Student Honor Code violation will not be permitted to drop or withdraw from the course at issue and will have a temporary grade of “Incomplete/No Grade” issued until the final resolution of the case.

a. A Student issued a Notice of Charges for alleged violations of both the Student Conduct Code and Student Honor Code will have one resolution process; the available resolution processes will be determined by the Director of Student Conduct and Conflict Resolution or designee.

b. A Student issued a Notice of Charges after the last day of classes for any Semester will be required to have an Information Meeting by the end of their next enrolled Semester. A Student may request to have this meeting occur earlier. The Information Meeting will be scheduled at the discretion of the Director of Student Conduct and Conflict Resolution or designee.

c. A Student issued a Notice of Charges who does not attend the Information Meeting or respond in a timely manner to correspondence from University Officials will not

delay resolution of the alleged incident. The University may move forward with the Student Conduct Process in the absence of the Accused Student, including but not limited to scheduling a Hearing or placing a Service Indicator.

2. Notice of Hearing. The Office of Student Conduct and Conflict Resolution will use reasonable efforts to provide the Notice of Hearing ~~five (5)~~seven (7) Class Days before the scheduled Hearing, absent emergency circumstances as determined by the Director of Student Conduct and Conflict Resolution or waiver by an Accused Student on forms provided by the Office of Student Conduct and Conflict Resolution. This notice will include finalized Student Conduct Code or Student Honor Code Charges, a brief description of the allegation, where to review the Student Rights, and the date, time and location for a Hearing. Hearings will be scheduled at the convenience of the Hearing Body.

(f) Resolution Processes.

1. Student Honor Code.

a. Information meeting. This is an individual meeting between a Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting consists of reviewing a Student's rights in the Student Conduct Process, reviewing the Charges, and affording the Student the opportunity to choose "Responsible" or "Not Responsible" to the Charges, and "Agree" or "Do Not Agree" to the Sanctions proposed by the Faculty member. These decisions determine the next course of action in the Student Conduct Process; resolution choices will be made during the Information Meeting. Charges may be adjusted or withdrawn by a Student Conduct Administrator during this meeting, prior to a Student selecting "Responsible" or "Not Responsible."

b. Hearing.

1) If an Accused Student chooses “Not Responsible” to Charges or “Do Not Agree” with proposed Sanctions on a first time Student Honor Code allegation, a Hearing is required. If the allegation is a second Student Honor Code violation, the case must be resolved by Hearing, even if the Student is willing to accept responsibility for the Charges and accept the proposed Sanctions. The Faculty member involved has the ability to view the case file prior to the hearing and may choose to participate in either the entirety of the Hearing or in a portion of the Hearing as a Witness.

2) Student Honor Code allegations being resolved by a Hearing:

a) Cases that will not result in Separation will be heard by one of the following, as selected by the Student:

i) An Individual Honor Hearing Officer Hearing, or

ii) A Student Conduct Committee/Health Science Conduct Committee Hearing

b) Cases that could result in Separation will be heard by a Student Conduct Committee/Health Science Conduct Committee Hearing.

2. Student Conduct Code.

a. Information meeting.

1) This is an individual meeting between an Accused Student and a Student Conduct Administrator after a Notice of Charges has been sent. The meeting consists of reviewing a Student’s rights in the Student Conduct Process, reviewing the Charges, potential outcomes (including possible Sanctions), and affords the Student the opportunity to choose “Responsible” or “Not Responsible” to the Charges, which determines the next course of action in the Student Conduct Process. Charges may be adjusted or withdrawn by a Student Conduct Administrator during this meeting, prior to a Student selecting “Responsible” or “Not Responsible.”

2) A Reporting Person may be invited to an individual Intake Meeting with a Student Conduct Administrator. This meeting may consist of reviewing a Student's rights in the Student Conduct Process, reviewing the Charges, potential outcomes (including possible Sanctions), and any forms of resolution available.

b. Administrative review/Collaborative Resolution.

1) If an individual Student has accepted responsibility for the Charges and the potential outcome would not be Separation, then a Student may be offered the option of an administrative review with a Student Conduct Administrator. This meeting is educational in nature, allows the Student to share their perspective of the incident, discuss circumstances of the case, as well as educating the Student on ways to repair any harm and return to good standing in the University Community. This meeting informs the Student Conduct Administrator's sanctioning decision, which will be communicated in Correspondence. Witnesses are not called, but a Student Conduct Administrator may seek additional information as needed.

2) For Student Organizations, Collaborative Resolution may be offered if a Student Organization has accepted responsibility for the alleged behavior and the potential outcome would not result in the organization's Separation from the Institution. Additionally, to be eligible, at least two full academic Semesters must have concluded, since the end of a Semester where a Collaborative Resolution was issued.

a) This meeting is educational in nature and is a way of supporting an organization's internal accountability, collaboration between multiple vested entities, and shared responsibility for the success of our University Community.

b) Organizations participating in Collaborative Resolution will be asked to complete a full internal Investigation, provide documentation showcasing action steps that have been taken

to respond to the incident, and the plans the organization has to implement longer term education to avoid similar incidents in the future, which will be provided to the Student Conduct Administrator.

c) This information informs the Student Conduct Administrator's issued outcomes and potential Sanctions which will be communicated in Correspondence.

c. Hearings.

1) If an Accused Student chooses "Not Responsible" to Charges, or regardless of accepting or denying responsibility for Charges, if Separation is a potential outcome, a Hearing is required. The Director of Student Conduct and Conflict Resolution or designee determines whether a case could result in Separation.

a) Cases that will not result in Separation, will be heard by one of the following, as selected by the Accused Student:

i. An Individual Hearing Officer Hearing, or

ii. A Student Conduct Committee Hearing

b) Cases that may result in Separation, will be heard by one of the following, as selected by the Accused Student:

i. A University Officials Board, or

ii. A Student Conduct Committee Hearing

c) Cases originating from one of the four Greek councils (IFC, MGC, NPHC, PC): If the organization is not eligible, as defined above, for a Collaborative Resolution, the case will be resolved through the Greek Conduct Committee.

(h) Hearing Guidelines.

1. All Hearings will be decided by a majority vote, using the Preponderance of the Information standard.

2. The Accused Student has the right to a presumption that no violation occurred.

The University, not the Accused Student, has the burden of proof in a Student Conduct Process. The burden of proof is the Preponderance of the Information. The Hearing Body will evaluate the weight given to information and the credibility of Witnesses.

3. The formal rules of evidence governing criminal and civil litigation are not applied in Student Conduct Code and Student Honor Code proceedings.

4. The facts of the case will be determined during deliberation after the close of the Hearing, by the Hearing Body. The decision of responsible or not responsible on the Charges will be based solely on the information presented at a Hearing.

5. Pertinent records, reports, exhibits and/or written statements may be accepted as information for consideration in the disciplinary proceeding. Any records, reports, exhibits and/or written statements will be reviewed for relevance by the Conduct Committee Advisor and outlined in section (5) Student Rights. Any of the above information that was preliminarily excluded as not relevant by the Conduct Committee Advisor may be resubmitted for consideration through an appeal as outlined in section (5) Student Rights. The Conduct Committee will consider all relevant information during the Hearing.

6. Hearings will be audio recorded. This is the only Recording allowed and is the sole property of the University. Recording failures will not require a delay or affect the validity of a Hearing. In the instance of a recording failure, the Conduct Committee Advisor may provide a written summary of the Hearing to the Appeal Authority upon their request.

7. Only relevant past behavior of a Student will be allowed at the Hearing.

8. In instances of alleged sexual misconduct, past sexual history of the Reporting Person and Accused Student is not allowed, unless deemed relevant by the Conduct Committee Advisor or through an appeal as outlined in section (5) Student Rights.

9. An Accused Student and Reporting Person will have the opportunity to present relevant information.

10. Witnesses.

a. In addition to Witnesses invited by the University, if any, Reporting Persons and Accused Students participating in the Hearing may arrange for Witnesses to voluntarily present relevant information during the Hearing. The Chair of the Conduct Committee will facilitate the questioning of Witnesses. Witnesses at Hearings will not be sworn in. Each Witness will be told that they are required to tell the truth. A Student giving untrue testimony at a Hearing may be subject to Student conduct Charges. Questions will be reviewed and may be disallowed by the Hearing Body, or Conduct Committee Advisor preliminarily, if deemed not relevant.

b. Failure of a Witness to participate in a Hearing, does not invalidate the Hearing. The inability of the Accused Student or Reporting Person to question a Witness who has provided only a written statement, is not a violation of rights under this Regulation when, during the hearing, both the Accused Student and the Reporting Person have the opportunity to hear and respond to written statements read aloud and may offer information to rebut Witness statements and other information presented at the Hearing. During the Hearing, all Witness statements considered by the Hearing Body will be read into the record and the Reporting Person and Accused Student will have an opportunity to respond.

11. A Student or Witness may choose not to answer any and all questions posed by a Hearing Body.

12. An Accused Student or Reporting Person may submit a challenge to the impartiality of an Individual Hearing Officer or Individual Honor Hearing Officer, in writing with the basis of the challenge, to the Dean of Students or designee within three (3) Class Days of notification. If a challenge is not received within the allotted three (3) Class Days, the assigned Individual Hearing Officer or Individual Honor Hearing Officer will remain as scheduled. Decisions on challenges by the Dean of Students or designee are final and not subject to appeal.

13. All Hearings will be conducted in private. Hearing Bodies in training, or other University employees may be permitted to observe a Hearing at the discretion of the Director of Student Conduct and Conflict Resolution or designee.

14. The following is a guide to the format of a Hearing. The Hearing Body may question the Reporting Person, Accused Student and Witnesses directly. This format may be altered at the discretion of the Hearing Body or the Conduct Committee Advisor.

- a. Review Hearing procedures.
- b. Review of the Charges.
- c. Introductory statement(s) of Accused Student and Reporting Person as applicable.
- d. Presentation of information by and questioning of Witnesses.
- e. Presentation of information by the Reporting Person and questioning of the Reporting Person (as applicable).
- f. Presentation of information by the Accused Student and questioning of the Accused Student.
- g. Closing statements.
- h. Deliberation (not recorded).

i. The Hearing Body may, at their discretion, share verbally to the Accused Student(s), Reporting Person, or Faculty member its recommendations or findings as applicable. Recommendations and final outcome are shared in writing as outlined in section 5.

15. Prior records of Student conduct action and impact statements are considered by the Hearing Body only in the Sanctioning phase of deliberations and will not be shared prior to or used in determining responsibility.

16. In cases involving multiple Students Charged, information provided at one Hearing may be used in the related case(s), so long as all other procedural requirements contained within this Regulation are satisfied.

(i) Hearing Decisions.

1. Individual Hearing Officers make a decision on responsibility for each Student Conduct Code Charge as well as determine Sanctions as applicable. The outcome of an Individual Hearing Officer Hearing will be communicated in writing, through Correspondence, to the Accused Student and the Reporting Person as applicable, within a reasonable period of time and will include applicable appeal information.

2. Individual Honor Hearing Officers, University Officials Boards, and Conduct Committees make a recommendation of “responsible” or “not responsible” for each separate Charge and recommend Sanctions as applicable to the Dean of Students or designee.

a. The Dean of Students or designee will review the recommendations of the applicable Hearing Body and make a decision as to the Charges(s) in question which may consist of adopting or rejecting the recommendation of “responsible” or “not responsible”, remanding the matter for rehearing to a new Hearing Body, or reconvening the same Hearing Body with directions for additional fact finding.

b. The Dean of Students or designee will review the recommended Sanctions, as applicable, and will then make a decision which may consist of adopting, modifying or rejecting the recommended Sanctions of the Hearing Body.

c. Any differences between the recommendation arising out of the Hearing Body and the Dean of Students or designee's decision will be communicated in the outcome with rationale.

d. The outcome of a Hearing will be communicated in writing, through Correspondence, to the Accused Student and the Reporting Person or Faculty Member, as applicable, within a reasonable period of time and will include applicable appeal information for the Accused Student and Reporting Person.

(7) Sanctions. Students/Student Organizations found responsible for violating the Student Honor Code or the Student Conduct Code will be subject to Sanctions appropriate for the violation(s), with consideration of any mitigating circumstances; including but not limited to the Student's/Student Organization's previous conduct record. Sanctions include any combination of the following outcomes dependent on the violation itself:

For a violation(s) of the Student Honor Code, a Student/Student Organization will receive one or more of the following academic Sanctions, in addition to any appropriate status and educational Sanctions. For a violation(s) of the Student Conduct Code, a Student/Student Organization will receive one or more of the following appropriate status and educational Sanctions:

(a) Academic Sanctions: outcomes that impact official University of Florida course grades where violation(s) under the Student Honor Code have occurred.

1. Assignment grade penalty with resubmission: A point/grade reduction on the assignment/assessment in question, and with the permission of the Faculty member, an opportunity to resubmit the assignment/assessment with the addition of the implemented point/grade reduction.

2. Assignment grade penalty: A point/grade reduction on the assignment/assessment in question.

3. Course grade penalty with drop: A point/grade reduction for the entire course. However, the Student will be permitted to drop or withdraw the course with approval from the Director of Student Conduct and Conflict Resolution or designee. Requests for drop consideration must be submitted in writing with rationale to the Director of Student Conduct and Conflict Resolution or designee, where the final approval rests and is not eligible for independent appeal outside of the formal conduct appeal process.

4. Course grade penalty without drop: A point/grade reduction for the entire course. There will be no ability to drop or withdraw from the course for any reason.

(b) Status Sanctions: outcomes that impact a Student's/Student Organization's standing with the University of Florida, including any privileges associated with being a University of Florida Student/Student Organization, which could also include the ability to be a University of Florida Student/Student Organization.

1. Written reprimand: Official notice and recognition that the behavior of a Student/Student Organization has violated the Student Honor Code and/or the Student Conduct Code.

2. Conduct review: An official notice that the Student/Student Organization conduct has violated the Student Honor Code and/or the Student Conduct Code, but is not sufficiently

serious to warrant expulsion, suspension or probation. A Student/Student Organization on conduct review shall have their conduct under review for a specified period of time. This Sanction may require regular meetings with an appropriate official to ascertain and evaluate compliance with rules. Additional restrictions or conditions also may be imposed, depending on the nature and seriousness of the misconduct. Students/Student Organizations placed on this Sanction remain in good standing with the University. If there is a finding of responsibility for subsequent violations of the rules during this period of time, more severe Sanctions may be administered.

3. Probation: A period of time where a Student/Student Organization is deemed not in good standing with the University of Florida. Should the Student/Student Organization be found responsible for any additional violations of University policy or fail to complete any assigned Sanctions by the assigned deadline(s), they will be subject to additional Sanctions; including but not limited to increased status Sanctions. Probation may also include the loss of specific University privileges as deemed appropriate by the Hearing authority. Determination of whether a Student may represent the University as a Student athlete will be made by the University Athletic Association.

4. Loss of University privileges: Loss of University privileges may include but is not limited to: Attendance at athletic functions, holding leadership positions within Student Organizations as defined by Student Activities and Involvement or individual Student Organization by-Laws/constitutions, representing the University in any extracurricular activity or official function, study abroad, unrestricted University facility use, parking privileges, University computer usage, loss of social/philanthropy activities, ability to participate in intramurals, ability

to reserve space for meetings/events on-campus, loss of block seating, ineligibility to receive future Institutional funding.

5. Deferred suspension: Deferred suspension from the University of Florida is a period of review where the Student/Student Organization is not in good standing with the University and must demonstrate an ability to comply with University rules, Regulations, and all other stipulated requirements; which includes a loss of University privileges. If, during the period of the deferred suspension, the Student/Student Organization is found responsible for any additional violations of University policy or fails to complete any assigned Sanctions by the assigned deadline(s), the Student/Student Organization may be immediately suspended from the University for a minimum of one Semester and until any outstanding Sanctions are complete.

6. Suspension: The Student/Student Organization will be separated from the University for a specified period of time and/or until certain conditions are met.

7. Expulsion: The Student/Student Organization will be permanently separated from the University and will not have the ability to return as a Student/Student Organization at any point in time.

(c) Educational Sanctions: outcomes that provide a Student/Student Organization with opportunities to repair the harm of their actions and to engage in meaningful developmental experiences that will help the Student/Student Organization in avoiding future violations of University policy.

1. Educational Sanctions may include but are not limited to completion of a seminar, assignment, substance consultation/evaluation, psychological consultation/evaluation, restitution and community service.

2. Residence hall transfer or removal: A requirement to transfer residence halls or leave the residence halls for a specified or indefinite period of time.

3. No contact directive: which will prohibit, for a period of time, both (all) parties from communicating directly or indirectly with one another, or through intermediaries.

(8) Withdrawing or Revoking a Degree.

(a) Withdrawing. A degree may be withdrawn after a Student has graduated where a violation of Student Conduct Code or Student Honor Code occurred before graduation in the following circumstances:

1. The Student had a pending Student Conduct Code or Student Honor Code allegation or charge that was not resolved prior to the Student's graduation.

2. The University becomes aware of an alleged violation of the Student Conduct Code or Student Honor Code that took place before the Student graduated or received a degree from the University.

The Student will receive the degree once the matter is resolved and any Sanctions (where appropriate) are completed unless the Sanction is expulsion, in which case the degree may be revoked.

(b) Revoking. A former Student may have their degree revoked under the provisions above, which include but are not limited to a determination through the Student Honor Code or the Student Conduct Code process that a violation occurred and resulted in expulsion, or upon a finding of research misconduct under Regulation 1.0101.

(9) Appeals. Any decision reached through Administrative Review or Hearing by a Hearing Body, is eligible for appeal. All appeals must be in writing and submitted to the appropriate office within ten (10) Class Days from the date of the decision letter. No person may

hear or decide an appeal if they conducted or participated in the disciplinary proceeding being reviewed on appeal.

(a) Administrative Review/Collaborative Resolution Appeals. The basis for filing an appeal arising from an Administrative Review/Collaborative Resolution is limited to the following grounds: The Sanction(s) imposed were not appropriate for the violation, taking into account both prior Student Conduct Code violations and mitigating circumstances.

(b) Administrative Review/Collaborative Resolution Appeal Authorities are as follows:

1. Appeals of decisions originally made by Housing and Residence Life Education staff should be directed to the Director of Student Conduct and Conflict Resolution or designee.

2. Appeals of decisions originally made by Student Conduct and Conflict Resolution staff should be directed to the Dean of Students or designee.

3. Appeals of decisions originally made by the Dean of Students or designee should be directed to the Vice President of Student LifeAffairs or designee.

(c) Hearing Appeals. Except as required to explain the basis of new information, appeals are limited to a review of the record of the Hearing and supporting documents. In the instance of a recording failure, the Conduct Committee Advisor may provide a written summary of the Hearing to the Appeal Authority upon their request. The basis for filing an appeal on all other Student conduct proceedings is limited to one or more of the following grounds:

1. The Student's or Student Organization's rights were violated in the Hearing process in a manner which materially affected the outcome of the case.

2. New relevant material or information has been provided that could be sufficient to alter a decision and was unknown by the person making the appeal at the time of the Hearing.

3. The Sanction(s) imposed were not appropriate for the violation, taking into account both prior misconduct and mitigating circumstances.

(d) Hearing Appeal Authorities:

1. Appeals of decisions that did not result in Separation or did not originate from a Sexual Misconduct based allegation will be reviewed by the Vice President of Student LifeAffairs or designee.

2. Appeals of decisions that resulted in Separation or originated from a Hearing of a Sexual Misconduct based allegation, will be reviewed by an appeal panel designated by the Vice President of Student LifeAffairs. Appeal panel members will be selected and trained annually.

Each panel will be comprised as follows:

a. One (1) Student

b. Two (2) Faculty or staff members

(e) Procedure.

1. If the underlying case involves a Reporting Person and Accused Student, any appeal by one will be shared with the other, and the non-appealing person will be provided an opportunity to submit a written response within a designated period of time.

2. The decision on an appeal should be made and communicated in Correspondence within a reasonable period of time. The decision of the Appeal Authority is the final decision of the University and no further appeals within the University are allowed.

3. If the appeal is granted, the Appeal Authority may modify the Sanctions imposed or may remand the case for a rehearing with a new Hearing Body or reconvene the same Hearing Body with direction. The Appeal Authority may overturn a finding of responsible when it

determines the University failed to meet its burden of proof. The Appeal Authority must state the rationale in the appeal decision Correspondence.

4. A Student remains eligible to attend classes and University activities pending the Hearing Body's decision and until any appeal is concluded, except as set forth below:

a. In cases where the Vice President of Student LifeAffairs or designee determines that the health, safety, or welfare of the Student or a member of the University Community is at risk, the Student may be restricted on an interim basis as outlined in this Regulation.

b. In cases where the Sanction(s) determined by the Hearing Body include Separation, the Student's privileges at the University, including the ability to attend classes and engage in University activities may be immediately revoked.

(10) Records. An accurate and complete record of each Student Conduct Code and Student Honor Code case will be made and preserved as outlined below and is subject to the General Records Schedule GS5 for Public Universities and Colleges.

(a) Students subject to Student Conduct Code action may have a Service Indicator placed on their records at the discretion of the Dean of Students, or designee, in certain scenarios including but not limited to the following:

1. A Student was found responsible for a Student Honor Code or Student Conduct Code violation resulting in Separation.

2. A Student was issued a limited activity directive or interim suspension as outlined under Restrictions in this Regulation.

3. A Student has been charged with a violation of this Regulation.

4. A Student failed to appear before a Student Conduct Administrator or Hearing Body after notification of a required meeting.

5. A Student failed to complete required Sanctions by the assigned deadline.

6. A Student had a degree revoked or withdrawn pending final resolution of an allegation(s) and completion of any issued sanctions.

(b) When a Student requests issuance of their transcript to another educational institution, outside agency or person, such transcript will be issued subject to the following guidelines:

1. If the Dean of Students Office has placed a Service Indicator on the transcript of a Student, the Dean of Students or designee will review the record to determine whether the transcript will be issued.

2. If the transcript is issued, the transcript will have an overlay which states that the Student is not in good standing with the University and to contact the Dean of Students Office for additional information.

(c) Records Retention and Release of Records.

1. Student conduct records will be maintained in the Dean of Students Office for a minimum of seven (7) years from the date of the final outcome of the case.

2. Student conduct records may be maintained for longer than seven (7) years if a Student was blocked from enrollment, if a student was separated from the University, if a student has a Service Indicator or a transcript overlay, or where litigation is imminent or ongoing.

3. Upon receipt of a request from a college or university, other than the University of Florida, professional school, graduate program, employer, accrediting body, or other third party for the student conduct records of a Student, after the Student provides any applicable privacy waiver, the Dean of Students or designee will provide information from records only when (1) violations resulted in a sanction of deferred suspension, suspension, or expulsion; (2) a

Student has an Interim Restriction in place. In addition, the Dean of Students or designee will release records as required by Law.

3.4. Accused Students have the right to an accurate and complete record of every Disciplinary Proceeding relating to the charged violation of this Regulation, including any record of appeal, to be made, preserved as outline in this Regulation, and available following final outcome for copying upon request by the charged Student or Student Organization. Copies of case records requested will be redacted as required by Law.

(11) Interim Restrictions for Students. The Dean of Students or designee determines if restrictions are warranted of a Student's privileges, based upon an assessment of the safety of the University Community. There are three (3) categories of restrictions:

(a) No contact directive -- which will prohibit, for a period of time or indefinitely, both (all) parties from communicating directly or indirectly with one another, or through intermediaries. Criteria includes:

1. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of undesirable behavior.

2. When used alone, a reasonable belief that no further restrictions are appropriate for the circumstances.

3. When used in conjunction with a limited access/activity directive or with an interim suspension, a reasonable belief that further restrictions are appropriate for the circumstances.

(To utilize either of the next two levels of response, there must be allegations of conduct that could reasonably cause harm to members of the University Community or property.)

(b) Limited access/activity directive -- which will restrict, for a period of time, one, both, or all parties from being in specific buildings, specific locations, or from participating in specific activities, and/or restricting movement on campus and/or requiring the traveling of specific routes into and from campus locations. This will allow access to classes and instruction and other educational support while limiting when and/or where access is granted. Criteria includes:

1. Allegations of conduct that could reasonably cause harm to members of the University Community or property.
2. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of behavior.
3. A reasonable belief that a Student's continued unlimited access to campus or campus activities could endanger one or more other person's health, safety, or property and that limited access will ameliorate safety for the University Community.
4. A reasonable belief that access to classes and instruction and other educational support is within the best interests of the University and the Student.
5. A reasonable belief that no further restrictions are appropriate for the circumstances.
6. An opportunity to appeal to the Vice President for Student LifeAffairs (VPSLA) or designee within three (3) Class Days to request modification or nullification.

(c) Interim suspension – which will prohibit access to campus and may preclude access to classes, instruction, and other educational support. Criteria includes:

1. Allegations of conduct that could reasonably cause harm to members of the University Community or property.

2. A reasonable belief that a Student's continued access to campus or campus activities could endanger one or more other person's health, safety, or property and that prohibiting access will ameliorate safety for the University Community.

3. A reasonable belief that further contact between two or more persons involved in the alleged interactions could result in perpetuation or escalation of behavior.

4. A reasonable belief that limited access is not a viable option under the circumstances.

5. A requirement of a Student conduct Hearing as soon as practicable.

6. Recommendation to, and final approval, by the Associate Vice President for Student LifeAffairs (Assoc. VPSLA).

7. An opportunity to appeal to the VPSA or designee within three (3) Class Days to request modification or nullification.

8. If a Student is placed on interim suspension and the Student is subsequently found not responsible for the violation, the University will:

a. Correct any record of the change in enrollment status in the Student's permanent records and reports in a manner compliant with Laws and Regulations; and

b. Refund to the Student a pro rata portion of any charges for tuition and out-of-state fees, as appropriate, if the interim suspension of the Student's ability to attend classes lasts for more than ten (10) Class Days.

(d) **Monitoring of Interim Restrictions.** The Dean of Students or designee will monitor any interim restriction placed upon a Student, and if information comes to light during an Investigation or Student Conduct Process that warrants a different interim restriction or the removal of an interim restriction, that action shall be taken as soon as is reasonably possible.

(12) Interim Restrictions for Student Organizations. The Dean of Students or designee determines if interim restrictions are warranted of a Student Organization's privileges, in their sole discretion, based on prior conduct history and the nature of the allegation. Student Organizations subject to interim restrictions will have an opportunity to appeal to the VPSLA or designee within three (3) Class Days to request modification or nullification. There are three (3) categories of restrictions:

(a) No contact directive – which will prohibit, for a period of time or indefinitely, specific parties from communicating directly or indirectly with one another, or through intermediaries.

(b) Limited access/activity directive – which may include a loss of certain privileges and access to certain campus resources and services, for a period of time, including, but not limited to, the use of University space, participation in University programs, activities, events and services, and registration of gatherings and events.

(c) Interim suspension – which will include a loss of all privileges and access to all campus resources and services, for a period of time, including, but not limited, to the use of University space, participation in University programs, activities, events and services, and registration of gatherings and events.

(d) Monitoring of Interim Restrictions. The Dean of Students or designee will monitor any interim restriction placed upon a Student Organization, and if information comes to light during an Investigation or Student Conduct Process that warrants a different interim restriction or the removal of an interim restrictions, that action shall be taken as soon as is reasonably possible.

(13) Conflict Resolution. Consistent with the University's educational mission, formal and informal Conflict Resolution services are available to help Students manage and resolve peer conflicts and alleged Student Conduct Code violations. While not all cases are appropriate for Conflict Resolution, the Director of Student Conduct and Conflict Resolution or designee at their discretion, may refer Students to Conflict Resolution services.

Students may also request Conflict Resolution services if they think their case has the potential to be resolved through this method. Before any incident may be referred to Conflict Resolution services at a Student's request, a Student Conduct Administrator will determine the following: (a) whether all people personally involved in the conflict or allegations agree to Conflict Resolution; (b) whether the Director of Student Conduct and Conflict Resolution or designee has determined that the case is appropriate for Conflict Resolution; and (c) whether the case is likely to resolve through Conflict Resolution. Participation in Conflict Resolution services is voluntary and may not result in resolution. If Conflict Resolution services do result in resolution, that resolution is final and cannot be appealed.

(14) Title IX Sexual Harassment. The University complies with the Department of Education Regulation 34 C.F.R. § 106, Nondiscrimination on the Basis of Sex in Education Programs or Activities Receiving Federal Financial Assistance, as amended and effective August 14, 2020, also known as Title IX, 20 U.S.C. §§1681-1688 (2020). The University will respond to allegations of sexual harassment consistent with Title IX's prohibition against sex discrimination in education programs and activities, as outlined in the University of Florida's Gender Equity Policy. Alleged incidents of Title IX Sexual Harassment will be addressed through the procedures outlined in the University's Gender Equity Policy. Alleged incidents of sexual misconduct that do not meet the conditions of Title IX Sexual Harassment outlined in the

University's Gender Equity Policy are subject to the Student Conduct Process outlined in this Regulation.

A committee created by the Vice President for Student LifeAffairs or designee, which must include Student representatives, will review this Regulation at least every three (3) years.

Authority: BOG Regulation 1.001 and 6.0105

History: New 6-07-18, Amended 8-27-20, 12-4-20, 7-1-21, _____.



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS, AND INTERNAL AFFAIRS
ACTION ITEM GGRIA3
December 3, 2021**

SUBJECT: Approval of Submission of Board Self-Evaluation to SACS

BACKGROUND INFORMATION

The Southern Association of Colleges and Schools (“SACS”), which is the accrediting body for the University of Florida, requires a Board Self Evaluation to be completed and submitted to SACS prior to the University of Florida’s accreditation deadline of March 2020. The Board of Trustees completed its self-evaluation on October 31, 2019 and the University will timely submit the results of this evaluation to SACS in December 2019, pending approval of this submission.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to recommend for approval by the BOT the submission of its Self-Evaluation to SACS in order to complete the accreditation requirement of the BOT.

ADDITIONAL COMMITTEE CONSIDERATIONS

None

Supporting Documentation Included: See attached

Submitted by: Amy Hass, Vice President and General Counsel

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



**COMMITTEE ON GOVERNANCE, GOVERNMENT
RELATIONS AND INTERNAL AFFAIRS
ACTION ITEM GGRIA4
December 2, 2021**

SUBJECT: UF Health Instrument Processing Facility

BACKGROUND INFORMATION

UF Health is proposing to centralize, modernize, and create additional capacity in a new facility. This project is needed as the health system continues to grow and add complexity. The UF Health Shands Hospital Board of Directors has reviewed the project and endorsed it accordingly.

PROPOSED COMMITTEE ACTION

The Committee on Governance, Government Relations and Internal Affairs is asked to approve for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors approval is not required.

Supporting Documentation Included: See attached

Submitted by: David Nelson, Senior Vice President or Vice President

Approved by the University of Florida Board of Trustees, December 3, 2021.

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI2

December 2, 2021

SUBJECT: Naming: Shade Courtesy of Tom & Kathy Shannon Family

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by Tom & Kathy Shannon to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the shade structure at the Florida Ballpark the “Shade Courtesy of Tom & Kathy Shannon Family.”

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-273 to name the shade structure at the Florida Ballpark the “Shade Courtesy of Tom & Kathy Shannon Family” 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: See attached [materials](#) and Resolution [# R21-273](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza “Mori” Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FC13

December 2, 2021

SUBJECT: Naming: Norman Fixel Institute Campus

BACKGROUND INFORMATION

In recognition of the many generous and transformative contributions made by the Lauren & Lee Fixel Family Foundation, the University and the University of Florida Foundation seek to name the campus on SW Willison Road the "Norman Fixel Institute Campus."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-274 to name the campus on SW Williston Road the "Norman Fixel Institute Campus" 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: See attached [materials](#) and [Resolution # R21-274](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

ACTION ITEM FCI4

December 2, 2021

SUBJECT: Naming: Hugh Hathcock Suite Tower & Hugh Hathcock Basketball Complex

BACKGROUND INFORMATION

In recognition of the support of the University of Florida by Hugh Hathcock, the University, the University of Florida Foundation, and the University Athletic Association seek to name the Suite Tower at Ben Hill Griffin Stadium the "Hugh Hathcock Suite Tower" and the Basketball Practice Facility at the Basketball Practice Complex the "Hugh Hathcock Basketball Complex".

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-275 to name the Suite Tower at Ben Hill Griffin Stadium the "Hugh Hathcock Suite Tower" and the Basketball Practice Facility at the Basketball Practice Complex the "Hugh Hathcock Basketball Complex" 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: See [attached materials](#) and [Resolution #R21-275](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCIS
December 2, 2021

SUBJECT: Naming: Judy Hathcock Family Cove at the Heavener Football Training Center

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by Judy Hathcock to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-276 to name the pool at the Heavener Football Training Center the "Judy Hathcock Family Cove" 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: See attached [materials](#) and [Resolution # R21-276](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
ACTION ITEM FCI6
December 2, 2021

SUBJECT: Naming: James E. Horner Hitting Facility at Florida Ballpark

BACKGROUND INFORMATION

In recognition of the many generous and significant contributions made by James E. Horner to the University Athletic Association and the University of Florida, the University, the University of Florida Foundation, and the University Athletic Association seek to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility."

PROPOSED COMMITTEE ACTION

The Committee on Facilities and Capital Investments is asked to approve Resolution R21-277 to name the hitting facility at the Florida Ballpark the "James E. Horner Hitting Facility" 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: See attached [materials](#) and [Resolution # R21-277](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation and Vice President for Advancement

Approved by the University of Florida Board of Trustees, December 3, 2021

Morteza "Mori" Hosseini, Chair

W. Kent Fuchs, President and Corporate Secretary