



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

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 9:01 a.m.**

**Time Adjourned: 10:20 a.m.**

**Committee and Board members present:**

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

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; ; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board Vice Chair and Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:01 a.m.

## **2.0 Verification of Quorum**

Interim Provost Scott Angle verified a quorum with all members present, except Trustee Heavener who had an excused absence.

## **3.0 Review and Approval of Minutes**

Board Vice Chair and Committee Chair Patel asked for a motion to approve the minutes from the June 8, 2023, Committee Meeting and the November 14, 2023, Committee Pre-Meeting, which was made by Trustee Zucker and seconded by Trustee Cole. Board Vice Chair and Committee Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **4.0 Action Items**

### **AFSSPRSC1 Tenure Upon Hire**

Interim Provost Angle indicated that there were four Tenure Upon Hire cases. All cases have met the criteria for tenure and have been recommended by the Interim Provost and approved by the President to receive tenure. The cases are as follows:

- Dr. Charles Vite, Professor and Chair, Small Animal Clinical Sciences, College of Veterinary Medicine who comes to us from the University of Pennsylvania.
- Dr. Janet Robishaw, Professor and Associate Dean, Comparative, Diagnostic and Population Medicine, College of Veterinary Medicine who comes to us from Florida Atlantic University.
- Dr. Simon Mears, Professor and Chief, Orthopaedic Surgery and Sports Medicine, College of Medicine who comes to us from the University of Arkansas.
- Dr. Frederick van Amstel, Associate Professor, School of Art + Art History, College of the Arts who comes to us from the Federal University of Parana in Brazil.

Board Vice Chair and Committee Chair Patel asked President Sasse for confirmation that he had reviewed and endorsed these tenure candidatess. President Sasse confirmed his approval.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee Green. Board Vice Chair and 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 Terminations**

Interim Provost Angle reviewed the four Degree Program Terminations that have been approved by the Faculty Senate. He stated that the four degrees do not have any students enrolled currently and do not plan to enroll any in the future. The Master of Education in Mathematics Education has had no students since 2018, the Master of Arts in Teaching-International Relations has had no students since 1980, the Master of Engineering in Mechanical Engineering has had no students since 2017, and the Master of Engineering in Aerospace Engineering has had no students since 2016.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2 for recommendation to the Board

for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee O’Keefe. Board Vice Chair and 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 Degree Program Change**

Interim Provost Angle stated the College of the Arts is requesting to offer alternative core courses in the second year for the Bachelor of Science in Music Business and Entrepreneurship, to include Commercial Music Theory I and II, Commercial Aural Skills I and II, and Commercial Keyboard Skills I and II.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee O’Keefe. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **AFSSPRSC4 Center and Institutes: Annual Reporting**

Interim Provost Angle stated the university is required to provide an annual reporting of expenditures for the prior fiscal year of all university centers and institutes that have been approved by the Board to the Board of Governors (BOG). Interim Provost Angle stated the university has eliminated 3 centers and that he has asked the Deans to look at the centers in their colleges to see if any of them need to be eliminated.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Wright, and second which was made by Trustee Green. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Items**

### **5.1 Admissions Update**

Vice President Mary Parker provided updates on the recruitment for the Fall 2024 and the Strategic Enrollment Committee. She thanked the Board and the President for their support over the last several years to expand the regional travel recruiters to allow for a larger footprint. We have expanded our marketing and communications digital strategy to reach more students. She stated that two years ago they had not been doing social media and her team recently started “The Gator Tea” which refers to “spilling the tea” which the students loved. They took an orange chair around campus for the students to sit in and talk about their experiences.

She has worked with the College Board to put up targeted ads and after those ads were sent out, they had received responses from 331 students who indicated they were interested in UF. There have been increases in overall applications, honor applications, international and first-

generation applications, and a significant increase in out of state applications. Students are starting to understand who we are, the value we bring and the opportunities we have. She has been working with the colleges to make sure the messaging that is going out to prospective and admitted students is the same to help yield the class they are wanting to get.

Next, VP Parker provided an update on the Strategic Enrollment Management Committee that she has been co-chair with Vice President Raymond Sass. The work of the committee is focused on being more holistic and comprehensive to bring together a seamless navigation for the students to have a better experience. She discussed the Early Action/Admit decision that will be announced in the spring to newly prospective students which will help generate a stronger pool. These early decisions will bring the university in line with our other Top 5 competitors and allows the students to make decisions earlier. She indicated that decisions for the Fall 2025 will be sent in January 2024, which is ahead of all other institutions. The goal is to also include available scholarships as well. She stated the guidance counselors are excited about this new approach.

VP Sass discussed course delivery and that we are determining how much online delivery the university is doing. He indicated this was not an easy question to answer and the committee has been putting all the information together. He stated that the takeaway is that less than 1/3 of instruction is done in an online environment today and indicated there was an opportunity to leverage more technology across instruction and some disciplines. The committee needs to think about how different groups of people define hybrid, as it tends to mean different things to different people, and about legacy definitions. VP Parker stated that we need to think about the courses that are offered, the way they are offered, and how we provide that information back to the students. This approach will ensure students know how courses will fit into their schedules. The committee has been looking at degree planning/degree audit to focus on increasing the retention of students and reducing the time to degree. We need to provide the right courses at the right time and modernize what we are doing by integrating tools within our SIS system to be able to provide colleges information on where students are within their program and what courses they need. The information is currently in multiple systems and there is a need to modernize what we are doing to provide a holistic approach and reduce conflicts. We are looking into Coursedog software, which can potentially save over 250 hours of staff time each semester. One system will help the student experience.

President Sasse reminded the Board that at the retreat in September and while he was on his listening tour, that the number one topic of concern he heard from faculty was deferred maintenance around facilities and from students the number one topic of concern was anxiety around scheduling classes. He indicated that the 60% reduction of conflicts in scheduling does not require new expenditures, just more data visibility. VP Parker stated that the students are used to going onto Amazon; putting items in their shopping carts and determining what they want and when they want it. She indicated these new similar systems would allow the university to do that with course scheduling to help students determine their class schedule around work and lab research. The system would build the schedule for the student. VP Sass indicated that he sees opportunity for room optimization to determine how we are using our space, schedule optimization, and instructor load optimization.

Board Vice Chair and Committee Chair Patel stated that the board made significant investment in the Honors dorm and that the return on investment was mentioned by VP Parker when she indicated that there had been a 50% increase in Honors applications. He thanked VP Parker for her hard work.

## **5.2 Faculty Senate Update**

Trustee and Faculty Senate Chair Danaya Wright stated that her goal is to get as much bureaucracy out of the way for the faculty. She has been laser focused on this issue. She highlighted each of her 4 main initiatives.

**Post-tenure Review:** She thanked the Board and President for ensuring the draft language emphasized that politics are not going to be involved. There is a lot of uncertainty among faculty surrounding post-tenure review because they want to know what will be required of them and what will happen once they go through the process.

**Academic Excellence Initiative:** We need to have resources available to faculty to assist them with providing students a life changing experience in the classroom. She stated that the Center for Teaching Excellence program has great programs, but the demand is greater than what is available to faculty. They need more resources, more technology support. We have formed a committee to provide guidance for use of generative AI. Faculty are excited and looking forward to President Sasse's big plans and implementation of them. We support the changes to the Honor Code being voted on in this meeting.

**Administrative Burdens:** The survey on the Faculty Senate website has received over 200 comments regarding administrative burdens faculty are experiencing. She has been working with consultants and meeting with various offices on campus to find out more about these burdens and what we can do to assist. She indicated there will be action teams meeting in the Spring semester doing deep dives into each of these categories: UFGO, Reporting, Trainings, Management of Resources, Research, and Conflict Reporting.

**Bathrooms:** With the new bathroom bill in effect, it is her goal to ensure there is signage identifying the gender neutral, family friendly, and single staff accessible bathrooms on campus. There needs to be adequate bathrooms on campus for faculty, staff, and students, and a map that specifies where they are located and when they can be accessed.

Trustee Wright discussed shared governance and that she hopes to keep faculty focused and involved in academic policy making, not in the details of administration. They plan to bring a resolution to the Board in March to support this.

President Sasse stated that he appreciates what Trustee Wright is doing to reduce the administrative burdens. It is incredibly important. He indicated there is a lot of alignment on post-tenure review and believes it is an important and useful tool. He believes the current annual review process is not working well, as we are not seeing accountability when there is underperformance. It is a cultural problem that we haven't held deans and department chairs accountable. There are a lot of faculty on substantial research leave who are not producing research and we do not have a process to move them from substantial research leave to full

time teaching and it needs to be fixed. Post-tenure review will be a cultural challenge. He reiterated that post-tenure review is not about politics, but about rigor and output. Board Chair Hosseini agreed with President Sasse emphasizing post-tenure review is based on merit, not political views.

Trustee Wright concluded by sharing the 2024 spring Distinguished Professor Series and the excellent faculty we have who are presenting.

### **5.3 Student Body President Update**

Trustee and Student Body President Olivia Green provided an update on the 3 focus areas her office has been working on.

Focus #1 Community Building - Vehicular Safety On and Off Campus: On campus we have a partnership with Bird Scooters for a 20% discount. Off campus we have a partnership with UF TAPS for a 50% discount on Lyft to Gainesville Regional Airport and Rosa Parks Downtown Bus Station.

Focus #2 Student Organizations – New Student Organization Funding Model: In collaboration with UF Senate and the Budget Appropriations Committee, this model expands the number of days that student organizations can request to receive funding making it more accessible. It is intended to give more opportunities for organizations to receiving funding. She highlighted a laundry grant initiative launched for students living on campus during COVID. Continuing this laundry grant initiative could be a great opportunity to encourage students to live on campus.

Focus #3 Gator Needs: Lack of affordable housing is a concern for graduate students. Initiative for free graduate research materials provided by Student Government has been a success, but there is room for improvement. She highlighted the extension of funding for 24/7 access to Marston Library through Spring 2024. She thanked Interim Provost Angle for continuing this partnership and noted the students appreciate having access to the library to study any time they need to. She added that gathering data on usage to ensure funding this project in the future is beneficial.

She noted future plans for the Student Government office are to address mental health, wellbeing, and a collaboration with recreational sports. She shared her appreciation for the opportunity to be on the Board to provide the students a voice to feel heard and seen.

Trustee Cole asked what her thoughts are on the development of the Gator Wellness App the Board supported and invested in, and if she thinks it's helping students. Trustee Green stated it has helped students and indicated that with the increased funding from the Center for Instructional Technology and Training (CITT), the wait times are down and students can speak with a licensed therapist. She stated she agrees with President Sasse that we can improve upon is the on-campus requirement of having students living on campus for the first fall semester because that is when they are first away from home. She suggested having a Resident Assistant do monthly mental wellness checks, which students would not get if they were living off-campus, would be an opportunity to improve student mental health. The Gator Wellness App has been a tremendous improvement for students' overall wellbeing.

## 5.5 Student Life Update

Vice President Heather White provided an update on improvements to the student experience. She discussed the challenges we need to think about to change how we are doing things differently and how can we best prepare our students for this world to work as Board Chair Hosseini mentioned earlier. She stated that Student Life has revised their mission and vision statement to be foundational and aspirational. We should be thinking about the following outcomes: Preview, Orienting students to campus for first time, Living on campus, Having programs and research available around wellness and wellbeing, and Helping students think about their future and their job.

Our Why for being here and that our work aligns strategically as we are making decisions are found in these three components in the mission statement as follows: Community Connections, Career Design, and Lifelong Wellbeing

Our How are in these four areas to make sure we are thinking strategically to move the division forward:

- Human Capital
  - Harnessing the power of our most important asset.
  - Highlights - working in partnership with the Foundation, we have hired a major gift development officer for the first time to have a holistic focus. We secured grant from the Department of Education for \$500,000 for 3 years to better serve our student veterans. We are looking at our talent management to ensure we are using our talent to the best of their ability to better serve the students.
- Services
  - Developing the outlets for creating and enhancing community.
  - Highlights - Student led community and engagement, enhancing individual and academic success, and co-curricular experiential learning.
- Spaces
  - Creating the places where co-curricular connections are made.
  - Highlights - We are looking at buildings which we know can be powerful and transformational. We appreciate the funding received from President Sasse's Strategic Fund to move forward with conducting a study on on-campus housing. The future of these buildings is exciting.
- Infrastructure
  - Equipping our community with the tools to elevate the Gator Student Experience.
  - Highlights - We want to be able to reach students wherever they are and do all that we can for them. We are leveraging AI for real-time resume critique and interview practice. We are looking at connection between alumni and students and how important it is for networking and post-graduation success.

Our Future is in these bold idea areas for the division:

- Experiential Learning: The Board of Governors (BOG) has defined 7 categories and created expectations for all state universities to measure their institutions by. We have created a policy to assist us with reporting. At the end of October, we reported to the BOG 4,215 unique offerings in experiential learning. The top 3 UF experiential learning offerings are: 1.

Internship, co-op and work-based learning, 2. Research, and 3. Leadership and involvement. We will now be measuring this offering by semester and reporting to the BOG.

- **Gator Experience Record:** A subgroup of the Strategic Enrollment Management Committee is working to bring the whole student experience to the academic transcript and prepare students for change. President Sasse stated this was an important placeholder that bridges Student Life and Academic Affairs. We need to provide a more hybridized curriculum and be more flexible with the modality and delivery, including more calendar flexibility. Not everything is inside 8 semesters, 4 courses per semester, 13 weeks per class, 3 contact hours per week/per class. We need to provide more flexibility around micro credentialing. Some of this is in academic affairs proper, but bridges into student experience and life transformational and lifelong learning preparation.
- **Recreational Facilities:** We are looking at the health and wellbeing in terms of prevention and treatment, like Trustee Cole mentioned. We've added money as an institution and that has been tremendous in decreasing wait times in the UF Health and Wellness Center. We also need to think about prevention. Students who participate in recreational sports have higher GPAs and retention rates, reduced stress, anxiety and depression, higher levels of physical health and quality of life. UF is ranked last in SEC per enrolled student in square footage in recreational facility. We rank 11 out of 14 in SEC for indoor gross square footage per enrolled students. Students are looking at this when they are deciding where to go. We are looking at overall ways to improve.
- **Expanded Wellbeing:** There is an opportunity to expand recreational sports on the east side of campus. You can easily calculate 5,000 students in this corridor, not including apartment complexes nearby. There is not a close space to a recreational facility and proximity matters. There is 1 less visit for every 2 minutes of travel time. The closer you are the more inclined you are to utilize the facilities and utilize consistently. We need to look at space and think holistically, not just recreational facility, but also counselors and student health care center individuals. The students are on board and have funded \$275,000 to the Division of Student Life study in master plan for next year. We will bring the study results to the Board at a future meeting.

## **6.0 New Business**

There was no new business to come before the committee.

## **7.0 Adjourn**

There being no further discussion, Committee Chair Patel adjourned the meeting at 10:20 a.m.





## **COMMITTEE ON ADVANCEMENT**

### **Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:21 a.m.**

**Time Adjourned: 10:27 a.m.**

#### **Committee and Board members present:**

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

#### **Others present:**

Ben Sasse, President; J. Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas; Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim CEO for UF Health Shands Hospital; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 10:21 a.m.

#### **2.0 Verification of Quorum**

Interim Vice President Maria Gutierrez Martin verified a quorum with all members present except for Trustees Corr and Heavener, who had excused absences.

### **3.0 Review and Approval of Minutes**

Committee Chair Zucker asked for a motion to approve the minutes of the June 8, 2023 Committee Meeting, which was made by Trustee Cole, and a second, which was made by Trustee Powers. Committee Chair Zucker 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 Discussion Item**

Committee Chair Zucker announced that gifts of private support received since the June meeting will be shared. Interim VP Martin added that all the highlighted gifts align with President Sasse's university priorities.

#### **4.1 New Gifts (June – November)**

Committee Chair Zucker and Interim VP Martin presented a high-level overview of several new gifts received over the past six months.

Schmidt Futures made a commitment for UF's Institute for Advanced Learning Technologies at the College of Education, which will utilize HiPerGator AI to double math learning progress with more than 420,000 students across the country. The gift is supporting College of Education faculty who are utilizing AI to promote enhanced math learning experiences for middle school students. UF is leading an interdisciplinary team that includes Vanderbilt, Duke, Stanford, and Accelerate Learning working together to develop this AI-powered program.

President Sasse remarked that the College of Education has been doing exciting and excellent work around math education for years. He noted that they did a great job in supporting Interim Vice President Martin and the Foundation in their pursuit of this relationship and underscored the value to us of the partnership with Schmidt Futures. This is the think tank of Eric Schmidt, the 17-year executive chairman of Google, who is still involved in Google. We are in conversations with several technology companies about what digital supports and tutors would look like for our students, so to have the philanthropic side of the organization via the Schmidt Foundation already engaged with UF is an exciting development.

Committee Chair Zucker added that she understands the importance and critical need for math and the increased great possibilities this presents for our students. Over the years when testing was necessary, math was one of the areas that students had the most trouble passing, especially algebra. The kind of work we have done at UF is amazing, and this adds a whole new and exciting dimension.

An Anonymous Donor made an investment in the College of Liberal Arts & Sciences Department of Astronomy, which will provide state-of-the-art facilities and support for faculty, post-doctoral students, and graduate students. The gift comes from a previous faculty member who is committed to offering activities that will connect faculty and students to applied research, especially partnerships with other UF departments.

The Glenn W. Bailey Foundation made a commitment to support STEM education fellowships and community programs at The Herbert Wertheim UF Scripps Institute for Biomedical

Innovation & Technology. The gift is designed to create a robust STEM learning initiative that builds on The Wertheim UF Scripps Institute's previous K-12 programs to provide greater access to career pathways for high school students up to postdoctoral researchers.

The Coastal Blood Foundation funded a Center of Excellence for Blood Disorders at UF Health Jacksonville that includes a named professorship. The gift will increase the visibility of UF Health Jacksonville at national and international levels in hematological disease treatment and research, and recruit and retain high-caliber faculty who will drive critical innovations tied to blood disorders. This builds on the Coastal Blood Foundation's previous support for blood transfusion medicine programs, education, and research at UF Health Jacksonville.

UF Engineering alumnus Sachio Semmoto established an endowment fund to be known as the Sachio Semmoto Chair of Electrical and Computer Engineering Endowment. The spendable income from the Fund will be used to support the Department Chair in Electrical and Computer Engineering in the Herbert Wertheim College of Engineering. Sachio Semmoto is the Chairman Emeritus of Renova, and he is considered a titan of the telecommunications industry in Japan.

#### **5.0 New Business**

Committee Chair Zucker noted that our fundraising teams continue to work hard on behalf of the University of Florida to identify new prospects, close gifts, and steward our donors. There will be more gifts to report at our next meeting.

#### **6.0 Adjourn**

There being no further discussion, Committee Chair Zucker adjourned the meeting at 10:27 a.m.



## **COMMITTEE ON AUDIT AND COMPLIANCE**

### **Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, Florida**

**Time Convened: 2:21 p.m.**

**Time Adjourned: 2:25 p.m.**

#### **Committee and Board members present:**

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

#### **Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; Kate Moore, Director of Compliance and Ethics and Deputy Chief Compliance Officer; Dhanesh Raniga Chief Audit Executive; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair O'Keefe welcomed everyone in attendance and called the meeting to order at 2:21 p.m.

#### **2.0 Verification of Quorum**

Chief Compliance, Ethics, and Privacy Officer (CCO) Terra DuBois verified a quorum with all members present.

### **3.0 Review and Approval of Minutes**

Committee Chair O’Keefe asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Powers. 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**

Committee Chair O’Keefe presented three action items for Board approval that were discussed at the November 13, 2023 committee pre-meeting.

#### **AC1 University of Florida Performance Based Funding and Preeminent Status Metrics Data Integrity (Audit Report) and Annual Data Integrity Certification**

Committee Chair O’Keefe asked for a motion to accept the University of Florida Performance Based Funding and Preeminent Status Metrics Data Integrity (Audit Report) and approve the Performance Based Funding Data Integrity Certification, which was made by Trustee Cole, 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.

#### **AC2 Charter Review: UF Compliance and Ethics Charter**

Committee Chair O’Keefe asked for a motion to approve UF Compliance and Ethics Charter which was made by Trustee Green, and a second, which was made by Trustee Cole for recommendation to the Board for its approval. 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.

#### **AC3 Institutional Compliance FY23 Annual Report**

Committee Chair O’Keefe asked for a motion to approve the Institutional Compliance FY23 Annual Report which was made by Trustee Cole, and a second, which was made by Trustee Powers for recommendation to the Board for its approval. 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 New Business**

There was no new business to come before the committee.

### **5.0 Adjourn**

There being no further discussion, Committee Chair O’Keefe adjourned the meeting at 2:25 p.m.



## **COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**

### **Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 12:45 p.m.**

**Time Adjourned: 2:21 p.m.**

#### **Committee and Board Members:**

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

#### **Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Carrie Bush, Assistant Vice President for Administration and External Relations; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; Linda Stump-Kurnick, Chief of UF Police Department; 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 12:45 p.m.

#### **2.0 Verification of Quorum**

Vice President Curtis Reynolds verified a quorum with all members present, except for Trustee Corr who had an excused absence.

**3.0 Review and Approval of Minutes**

Committee Chair Brandon asked for a motion to approve the minutes of the June 8, 2023 Committee Meeting and the November 14, 2023 Committee Pre-Meeting, which was made by Trustee Zucker, and a second, which was made by by Trustee O’Keefe. Board and 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 UAA-62 Ben Hill Griffin Stadium Design Team**

Senior Vice President David Kratzer reviewed the action item for the University Athletic Association’s (UAA) desire to make improvements to the existing Ben Hill Griffin (BHG) Stadium facility. Director of Athletics Scott Stricklin added UAA conducted two comprehensive studies that outlined the strengths and challenges of renovation versus new construction. We are recommending a combined team of two professionals: Crawford Architects and Gensler. Crawford Architects would be the lead and Gensler would focus on the premium fan experience. He added what Crawford Architects was able to accomplish at Lambeau Field for the Green Bay Packers by modernizing the facility, but maintaining its unique features is what we would like to do here for BHG Stadium. With approval, we would begin a design process with a goal of completing the advanced schematic design by July 2024 and completing all design development by the end of 2024.

SVP Kratzer asked the committee to approve UAA finalizing negotiations and signing a contract with the two firm design team that was established on October 3, 2023. Board Chair Hosseini confirmed that the process went through the Technical Review Committee and asked that the Board be kept informed as the process progresses.

Committee Chair Brandon asked for a motion to approve Action Item FCI1 which was made by Board Chair Hosseini, and a second, which was made by Trustee Ridley 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 Construction Projects Budget Amendments**

Vice President Reynolds summarized four Construction Projects Budget Amendments noting the source of funds for each:

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-200	University Public Safety Building (Police Department)	\$29,588,618	\$200,000	Business Affairs	\$29,788,618
UF-632	Data Science and Information Technology Building	\$153,106,319	\$136,466	Business Services	\$153,242,785

UF-687	Broward Dining Facility Renovation and Addition	\$20,000,000	\$5,540,000	Business Services, Chartwells and Business Affairs (ADA)	\$25,540,000
UF-692	Chemical Engineering Renovation & Remodeling	\$30,000,000	\$7,885,399	Deferred Maintenance and Carry Forward (MP05287 & MP07456)	\$37,885,399

Committee Chair Brandon then thanked Board Chair Hosseini for his generous donation to the University Police Department (UPD) gym in the new Public Safety Building. UPD Chief Linda Stump-Kurnick presented Board Chair Hosseini with a plaque and UPD Challenge Coin to thank him for his donation.

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 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.

**FCI3 Health Science Center Performance Contract**

Vice President Reynolds provided an overview of the Health Science Center District action item. He noted this is the second of four performance contracts the Board approved the committee to investigate on our campus. The Board authorized the committee to perform a feasibility study and investment grade audit by Siemens. The Health Science Center District will focus on the Dental Building. The investment grade audit resulted in the replacement of all basement air handler units, new LED lighting upgrades, replacing and upgrading all plumbing fixtures, upgrading ductwork, adding building automation, and upgrading electrical systems. The total investment grade audit determined a projected cost not to exceed \$40M with a guaranteed recurring annually energy savings of \$25M and eliminating more than \$32M of deferred maintenance in the dental building. We are requesting authorization to move forward with the performance contract agreement with Siemens and to work with the Office of the Chief Financial Officer to procure a finance agreement. The structure of the agreement shall meet and exceed all statutory requirements and board governance standards that are required for performance contracts. The savings will cover the debt service.

Trustee O’Keefe noted this was a smart, responsible benefit, and the improvements will pay for themselves in savings. Committee Chair Brandon agreed and added this is a way to reduce our deferred maintenance and it is self-funding with a 100% guarantee by Siemens as our ESCO partner.

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 Durbin Park General Contractor Fee Structure**

UF Health Jacksonville Vice President Robert Hervey shared UF's expansion into St. Johns County with the purchase of Flager Health and the Durbin Park Campus. He reported that UF Health made selections for a Request for Proposal, the Technical Review Committee met and made selections, and UF negotiated a fee of 2.5% and general conditions of \$6.3M.

Committee Chair Brandon commented that this was an excellent general condition and fee package. Board Chair Hosseini stated that the staff did a great job presenting in Jacksonville. He noted a new law allows us to ask how much the contractors will charge, which will save UF millions of dollars.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 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.

#### **FCI5 Naming: Charles S. Buster and John C. DeMott Greenhouse**

Interim Vice President Maria Gutierrez Martin reviewed the naming in recognition of the many generous and significant contributions made by Miami-Dade County Chapter of Florida Nursery, Growers, and Landscape Association (FNGLA) to the University of Florida. The University and the University of Florida Foundation are seeking to name the greenhouse at the Tropical Research Education Center (TREC) in Homestead, Florida the "Charles S. Buster and John C. DeMott Greenhouse."

Committee Chair Brandon asked for a motion to approve Action Item FCI5 which was made by Trustee O'Keefe, and a second, which was made by Board Chair Hosseini 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 Naming: Paul and Susan Robell Asian Water Garden Bridge**

Interim VP Martin reviewed the naming in recognition of the many generous and significant contributions made by Paul and Susan Robell (honorees) and Mickey A. Singer (donor) to the University of Florida. The University and the University of Florida Foundation seek to name the footbridge in the Asian Water Garden Bridge at the Harn Museum the "Paul and Susan Robell Asian Water Garden Bridge."

Committee Chair Brandon asked for a motion to approve Action Item FCI6 which was made by Trustee O'Keefe and a second from 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 Housing/Facilities Services Update**

Committee Chair Brandon commented that Board Chair Hosseini asked the committee last year to look at shared efficiencies between Housing and Facilities. This work is a process and it will continue for a while. He asked Assistant Vice President Carrie Bush to provide an update.

AVP Carrie Bush provided an update on the Shared Services Model that is underway between Housing and Facilities Services. The goal is to leverage efficiencies while maintaining the highest level of service for our students and families. The program was piloted during the residence hall fall move-in to great success. The program will unfold over 12 months with savings going toward deferred maintenance. She reported the Memorandum of Understanding has been executed, as well as other shared services such as video surveillance. Phase 2 will continue to strengthen with a shared computer management system and shared warehouse and inventory.

### **5.2 Innovation District Update**

Committee Chair Brandon provided an overview of the project that will see UF join Concept Companies and Trimark Properties in developing 50 acres east of campus into a world-class destination for Fortune 500 research companies and create a talent pipeline for UF students seeking high-paying jobs. This joint master development venture will further advance Gainesville's Innovation District and bring it closer to achieving its identity as a bastion of progress. Detailed plans for the district's further development to include a total buildout of 1.2 million square feet of space with construction targeted for late 2024. The development is outlined in six phases and includes science and technology research and design buildings; four parking garages; multifamily housing to fill the gap in professional, urban-style housing in the area; and a mix of retail, restaurant, and entertainment uses. A year of collaborative research, discussion, and planning went into this newly approved joint master development venture, but the vision for the district was born about 15 years ago. When the Alachua General Hospital was first decommissioned, it was the Gainesville Community Redevelopment Agency, the City of Gainesville, and UF that began brainstorming future uses for the land. A video was shared to show the vision of the future of the Innovation District.

Managing Partner for Trimark Properties John Fleming and Founder and CEO of Concept Companies Brian Crawford detailed the goals of recruiting and retaining talent, providing professional housing, and creating a vibrant ecosystem that matches the stature and plans of UF. The expansion hopes to leverage UF's #1 ranking in innovation impact in 2020, \$1.25B in research expenditures, \$12B invested in incubator companies, and a unified commitment to innovations that tackle the world's greatest problems. Phase 1 of the project will consist of two buildings: one building to recruit companies with a desire to access the technologies at UF and the second building is a housing building to support the faculty, staff, and researchers working in the district.

Committee Chair Brandon noted part of the decision to select Trimark Properties and Concept Companies as our partners is they are local and heavily invested in the Gainesville community. Chair Hosseini asked for an update on the project planning and design process. Mr. Fleming and Mr. Crawford reported that the project is currently in the schematic design phase. The goal is to complete the full design process by the end of 2024 with construction to start at the same time. Board Chair Hosseini asked if the construction for the housing building or commercial building will begin first. Mr. Fleming and Mr. Crawford indicated they believe the construction for the commercial building to be built faster, but they hope to start both buildings at the same time. 5

Board Chair Hosseini asked if there is any limitation in the agreement master plan if one building is built faster than another. Mr. Fleming and Mr. Crawford indicated there is no time limit as it pertains to the two buildings, however there is a limit to go beyond the first residential building. In theory, if financing fell through on the first commercial building, you could have a residential building constructed without the second commercial building. You would not be able to go any further than that building. After 2.5 years, the project will be reviewed and could potentially be stalled if both buildings are not completed as scheduled. Board Chair Hosseini asked that if the residential building is complete, but the commercial building is not (or vice versa), would Trimark Properties and Concept Companies have a discussion with UF on the next steps. Mr. Fleming and Mr. Crawford agreed they would.

Assistant Vice President Jim O'Connell shared the new commercial building will help bring and retain companies in Gainesville. Many Fortune 500 companies have already expressed an interest. We anticipate being able to fill the building in an adequate amount of time.

Interim Provost Scott Angle commented this will fill a tremendous need in Gainesville for people working 15+ hours a day to have a residential building where they work. President Sasse agreed with Interim Provost Angle. He is in favor of the executive housing, but not without the commercial space. The sequencing of building both is essential. He noted we are not here to approve just a housing project; we are here to approve a multi-use innovation space. Committee Chair Brandon clarified this is not an action item, only a discussion update. The Board Chair and the President have approved this project.

President Sasse noted that the project demonstrates how committed Gainesville is to a future of innovation, job creation, and economic impact.

Associate Vice President Colt Little noted the UF Development Corporation was convinced of the need to codevelop commercial and residential building. He discussed moratoriums built into the master development agreement. Phase 1 of construction must be completed before Phase 2 can begin. As Trustee Brandon stated, there is a master plan in place to support the university's mission for the collaboration between industry and university research.

Chair Hosseini commented that UF is committed to the project and is very much looking forward to our partnership, as it aligns with our future.

### **5.3 Campus Construction Update**

VP Reynolds shared a video on current and future campus beautification projects. He thanked the Board for the funds that made the work possible.

Committee Chair Brandon commented that work is well underway, and many former students and families have commented on how far we have come. Board Chair Hosseini complimented the work that has been done at Tigert Hall. He noted that these improvements make a difference in recruitment for students, faculty, and staff. He noted we must keep up maintenance and look for additional funding to do that.

VP Reynolds reported the Data Science and Information Technology building is occupied, so it will

move to the post occupancy section of the report. Board Chair Hosseini asked if everyone will be moved in when the semester starts. VP Reynolds stated all are scheduled to move in by the start of the Spring semester. VP Norton shared faculty, staff, and students are excited and moving in quickly. VP Reynolds noted other projects will start to appear on the construction report, such as the Thompson Earth Center and Chemical Engineering. He shared that multiple minor projects equaling less than \$2M are progressing going with deferred maintenance projects based on the \$148M we received from the state.

Committee Chair Brandon asked for a motion to accept the construction report which was made by Board Chair Hosseini, and a second, which was made by Trustee O'Keefe. Committee Chair Brandon asked for all in favor of the motion, any opposed, and the motion was approved unanimously.

#### **5.4 Campus Safety Update**

UF Chief of Police Chief Linda Stump-Kurnick an update on the progress made in campus safety.

Video surveillance: The installation of an additional 258 cameras on campus is completed. This is a 15% increase since the end of 2022. Since October 2023, 149 housing cameras have been upgraded to new technology and moved over to the university's centrally managed video management system. This new technology provides a 70% increase in camera coverage. All housing complexes are under review for adding additional camera coverage.

Board Chair Hosseini asked what percentage of campus is without video surveillance coverage. Chief Stump-Kurnick emphasized our goal is to provide coverage for buildings around campus. The decision to keep cameras and blue light phones with cameras is instrumental in providing that coverage. We have good coverage, but not excellent coverage. Board Chair Hosseini asked if she believes having more cameras will make the campus safer and assist with identifying potential perpetrators. Chief Stump-Kurnick stated an increase in cameras will increase campus safety and we are on the right path to doing so. Board Chair Hosseini referenced a consultant study done about 10 years ago that showed us where campus safety improvements needed to be made. He asked if we need to have an updated study completed. VP Reynolds noted the Board asked the committee to have the consultants reevaluate the study to see if improvements needed to be made and evaluate our progress so far. The consultants did not make any changes to their survey as our campus safety needs outlined are still current. They stated UF has exceeded their recommendations on the amount of progress we have made. The Board, in conjunction with the Office of the Chief Financial Officer, approved \$3M for campus safety. We have added 258 cameras out of the 400 cameras needed. By June of 2024, the additional 142 cameras, which will deplete the funds remaining from the \$3M allocated. This will complete phase 1 of this project. We need additional funding to move on to the next phases of this multi-phase project which will include access control, card readers, and LED lighting. SVP Kratzer shared he spent significant time in our new Emergency Operations Center and the improvements show the tremendous impact the Board's funding has had on our campus. This campus safety project is dynamically enhancing safety on this campus. Committee Chair Brandon noted there are 3 more phases in this project, and each phase will need \$3M to complete. He asked if we could potentially accelerate this to complete multiple phases at a time, instead of 1 phase per year, and if we could allocate the funds in the next July 1 budget. Board Chair Hosseini stated the safety of our students, faculty, and staff is paramount. He added there may be state funding available for this project that may

also cover recurring maintenance needs. Committee Chair Brandon added he would like to put this project at the highest priority. President Sasse added his strong support for this project and the acceleration of the timeline.

**Access Control:** These components play a role in campus safety and security around campus. We have 2,983 electronically controlled doors. This is an increase of 10% since the end of 2022. New construction requires access control for primary exteriors, classrooms, and critical facility spaces. This also includes blue light phones on the exteriors, which now include video surveillance. Since April 2023, we have upgraded 1,413 card readers to be compatible with mobile credential technology and added 27 electronic secure in place devices across campus.

**Exterior Lighting:** 2,677 exterior lights along sidewalks, walkways, roadways, and parking lots have been upgraded to LED. This is a 10% increase. We have approximately 1,760 lights remaining to upgrade. 50.5% of sidewalk/walkway light upgrades and 95.7% of streetlight/parking lot upgrades have been completed. Additional light pole and lights have been installed in problematic areas. UPD and the City of Gainesville are continuing to work together to identify where additional lighting is necessary.

**Blue Light Phone & License Plate Recognition:** 15 blue light phone units have been equipped with new cameras. The new camera technology provides 60 additional views for strategically placed surveillance coverage. 82 license plate reader cameras have been installed to monitor the 34 campus entry points and 106 lanes of travel in and out of campus. Phase 3 of the license plate reader project is underway, and we will add 20 additional camera locations with 20 additional lanes of travel covered. The license plate recognition has made the most significant difference in being able to respond to crime and identify perpetrators, with video surveillance being a close second.

Chief Stump-Kurnick shared UPD was named the 2023 Outstanding Crime Prevention Unit by the Florida Crime Prevention Association, the oldest crime prevention association in the nation established in 1969. The award recognizes the efforts and accomplishments performed by our agency's crime prevention unit. She commented every day UPD commits themselves to our campus community to be the best that we can be on three levels: reactive measures to crime, commitment to being an equal part of the educational process, and the significant effort to provide proactive community policing efforts. We are humbly honored to receive this award from the state of Florida.

She concluded by sharing her thanks to Board Chair Hosseini for his donation to the gym in the new Public Safety Building. A recognition plaque with his name and photo hangs in the gym in honor of his support.

Trustee Cole asked if there has been any recent increase in crime activity or injuries since the October 7<sup>th</sup> incident. Chief Stump-Kurnick noted we have had some vandalism on campus. With the use of video surveillance, 2 perpetrators were apprehended and charged at the State Attorney's level. Other than the accidental incident of the student who fainted at the vigil, we have not had any other injuries on or off campus. VP White agreed and added the offices of Student Life, UPD, Chief Diversity Officer, and others across campus have been working to support our students. Trustee Cole praised President Sasse for his statement early on in supportg

of our Jewish students. Trustee Zucker and Committee Chair Brandon echoed these sentiments. President Sasse stated that there is no disconnect between free speech and the safety of our students. Actions like vandalism that are no longer speech will not be tolerated. The line between speech and action is important. We plan to throw the book at people who cross the line into action. SVP Kratzer shared UPD and Emergency Management has done an excellent job. Our approach is clear, professional, and thoughtful.

#### **6.0 New Business**

There was no new business to come before the committee.

#### **7.0 Adjourn**

There being no further discussion, Committee Chair Brandon adjourned the meeting at 2:21 p.m.



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

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, Florida**

**Time Convened: 2:45 p.m.**

**Time Adjourned: 3:29 p.m.**

**Committee and Board members present:**

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

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Brian Mawdsley, Deputy Chief Investment Officer for UFICO; William Reeser, Chief Executive Officer and Chief Investment Officer for UFICO; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 2:45 p.m.

**2.0 Verification of Quorum**

Office of the Chief Financial Officer Interim Lead Taylor Jantz verified a quorum with all members present, except for Trustee Corr who had an excused absence.

### **3.0 Review and Approval of Minutes**

Committee Chair Powers asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee O’Keefe, 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 FY25 Housing Rate Increase**

Interim Lead Jantz provided a brief overview of the action item. The committee is proposing to maintain the previously approved 4.5% annual increase to on-campus housing rates through FY30 and requesting an additional 2% for FY25-FY30, for an overall annual increase of 6.5%. The increase will allow the university to maintain base housing operations, account for unforeseen inflation, and continue to improve on-campus experience for students.

Board Chair Hosseini commented with a 57% increase in Honors Village applications, improving and expanding on-campus housing is imperative. He added that the increase in rates could allow greater availability for financing new housing options. He noted the possibility to increase the rates again in the future, assuming we remain competitive to the local market. We will review our bond financing availability. The goal is to issue an additional bond by the end of next year when the interest rates come down. This is for our students on campus and the value it brings to parents and us is priceless. The more students stay on campus, the more successful they are. Committee Chair Powers commented how far below market university housing is priced and stated the need to ensure that on-campus housing options are up to date, safe, and have competitive rates to accomplish President Sasse’s goal of increasing housing and improving the overall wellbeing of students. Trustee Brandon shared that a market study was completed, and we are now aware of our \$500M in deferred maintenance needs. He suggested the Board have a strategic discussion to address how many rooms we want to grow, what needs to be addressed to improve our current buildings, and how do we fund these needs. The model is a 2-year trailing revenue that has been impacted negatively by COVID. He agreed with Board Chair Hosseini the bond market will likely improve later next year. A strategic plan will get us from our current state to where we want to be. President Sasse expressed his aspiration to have housing for all freshman, sophomores, and some upper classmen. This would be an approximate total of 20,000 beds. We have 40,000 undergraduate students and currently we only have 8,600 beds. The additional 11,400 beds need be added over the course of the next decade. The data shows a student’s overall wellbeing is substantially improved by living on campus. He noted UVA has an initiative to provide on campus housing for all their freshman, sophomore, and senior students. UF needs to at minimum aspire to provide mandatory on campus housing for first year students and sufficient housing to all of our fall freshmen, sophomore, and some upperclassmen students. Board Chair Hosseini asked for clarification on the total increase. Interim Lead Jantz stated the increase will be an extension to the previously approved 4.5% that expires next year, plus an additional 2%



on top of that, for a total of 6.5%. He noted the increase will create the opportunity to shore up the university's current housing model and prepare for President's Sasse's aspirations of expansion.

The Committee Chair asked for a motion to approve Action Item FSPPM1 which was made by Trustee Patel, and a second, which was made by Trustee O'Keefe 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.

### **FSPPM2 FY25 Housing Tier Addition for Honors Village**

Interim Lead Jantz provided a high-level overview of the item stating that when originally built, the Honors Village only had traditional single and double rooms. After the bond documents were approved, additional private and suite rooms with baths were added. As a result, an additional pricing tier needs to be added to university's rate card.

The Committee Chair 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 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.

## **5.0 Discussion Items**

### **5.1 CFO Report**

Interim Lead Jantz began the discussion by thanking his team along with the President and the Board for their support. He provided a high-level overview of the quarterly financials explaining that overall, the university remains on track. He also provided a brief credit rating update and mentioned that the university ratings presentation will occur in the spring.

Quarterly Financials Summary (Q1 FY24): He provided an update on the strategic funding process, the continuation of the budget model, and financial transparency initiative. Our financials are looking good, better than last year. He thanked Board Chair Hosseini for his efforts to obtain an unprecedented amount of state funding for this fiscal year. He explained that campus was recently introduced to a more formalized strategic funding process that has provided seed funding to key initiatives across campus. We received \$130M new recurring funds from the state. These strategic funds will allow us to solicit proposals and annually fund projects for internal innovation. He stated that over 250 proposals were submitted and those selected are being awarded in multiple rounds. Notably, three major initiatives have been funded are: Innovation Hub for Urban Pest Management, Ubiquitous Campus Wi-Fi, and Florida's Digital Twin.

Budget Modernization Initiative FY25 Update: The FY25 Budget Modernization Initiative will highlight three historical concerns and solutions. Concern #1: how do I compare my budget to other campus units' budgets? Solution #1: we created a standard, all-funds template that every unit's budget must conform to, and we are implementing an industry leading planning and budget software called Adaptive. Concern #2: I don't understand how state funds are allocated

to my college. Solution #2: FY25 will begin the process of allocating a portion of state funds on two outcome-based metrics: Instruction and Research Expenditures. Concern #3: How do I know how much central services are costing me? Solution #3: we have implemented an activity-based costing model that charges academic units for services based on consumption proxies. He introduced the concept of “radical practicality”, a pyramid foundation for budget and financial transparency. The pyramid consists of three steps: What are our resources?, How do we spend our resources?, and Why do we invest resources the way we do? Once we answer the bottom two steps, the What and the How, it will allow the Board and the President to get to the Why at the top of the pyramid. He emphasized the university needs to double down on efforts around data to make practical and transparent financial decisions. Committee Chair Powers reminded the Board of when the university did not have a budget model and reiterated the need to understand what is being spent and why. We have been very fortunate to have Board Chair Hosseini continue to improve our funding from the state. The new budget model will allow him to continue to go to Tallahassee and provide a clear data of what state funding was provided to us, why we requested the funds, and what we spend the funds on. Moving to a zero-based budgeting system is more important over time to for us understand how we allocate resources and what we do. Interim Lead Jantz agreed and added that transparency is what we are striving for. He noted the “What” step has been completed. He outlined the four steps in the “How” step: 1. Understand resources available, 2. Affirm vision and set strategic goals, 3. Evaluate resource portfolio alignment with our video and goals, and 4. Affirm, re-prioritize, or re-allocate funds to invest in our vision and goals. This process will be our new reality. He concluded by outlining our timeline for the introduction of the “radical practicality” budget process. In Spring 2024, a pilot program will begin with select units across the university. In Summer 2024, the committee will return to the Board with a report to gather feedback and answer questions. In Fall 2024, the program will go live campus wide. In Winter 2024/2025, the committee will return to the Board to share a comprehensive report in the hopes this initiative will provide a next layer of transparency and reduce financial decentralization across campus.

Board Chair Hosseini thanked Committee Chair Powers for her leadership and reiterated the need for financial transparency. He thanked Interim Lead Jantz for his hard work over the past few months and noted he is always responsive. UF will benefit from this financial transparency. President Sasse shared his thanks to Interim Lead Jantz and his team as well. They have kept the process moving forward, which has been essential.

## **5.2 UFICO Update**

Deputy Chief Investment Officer of UFICO Brian Mawdsley provided high level updates of the Endowment and Operating portfolios. The portfolios are outperforming benchmarks for trailing 3, 5, and 10-year periods. He briefly reviewed the endowment portfolio asset allocation and discussed strategy enhancements to the operating portfolio. Trustee Zalupski asked how we compare to our peer institutions. Mr. Mawdsley stated that the data will be available for the March Board meeting. He anticipates a median return of 4-6%, depending on the peer group side used. He concluded by providing an update on the operating portfolios asset allocation, investment performance, and yield.

## **6.0 New Business**

There was no new business to come before the committee.

**7.0 Adjourn**

There being no further discussion, Committee Chair Powers adjourned the meeting at 3:29 p.m.



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

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:46 a.m.**

**Time Adjourned: 11:27 a.m.**

**Committee and Board members present:**

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

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board and Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 10:46 a.m.

**2.0 Verification of Quorum**

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

### **3.0 Review and Approval of Minutes**

Board and Committee Chair Hosseini asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Patel. Board and 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.

### **4.0 Action Items**

#### **GGRIA1 Direct Support Organizations Appointments**

Vice President and General Counsel Amy Hass summarized the 20 Direct Support Organization appointments before the committee for approval, including one for University Athletic Association, Inc., one for UF Investment Corporation, three for UF Historic St. Augustine, Inc., four for Cattle Enhancement Board, Inc., five for Citrus Research and Development Foundation, Inc., and six for Florida 4-H Club Foundation, Inc.

- University Athletic Association, Inc. (1): David Kratzer
- UF Investment Corporation (1): Robert Cousin
- UF Historic St. Augustine, Inc. (3): James Cusick, John Regan, Ken R. Smith
- Cattle Enhancement Board, Inc. (4): Clint Richardson, Bridget Carlisle Stice, Roger West, John Yelvington
- Citrus Research and Development Foundation, Inc. (5): Matthew Machata, Ron Mahan, Morgan McKenna Porter, Sarah Spinosa, Matt Story
- Florida 4-H Club Foundation, Inc. (6): Ronda Banner, Betsy Barfield, Isaac E. Chandler, Todd Parrish, John Rutledge, Becky Sponholtz

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA1 which was made by Trustee Cole, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and 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 Agreement-Graduate Assistants United**

VP Amy Hass stated UF has reached a tentative Collective Bargaining Agreement (CBA) with Graduate Assistants United (GAU). She highlighted this agreement would increase the minimum graduate stipend for 9-month graduate assistants from \$17,000 to \$19,200 and for 12-month graduate assistants from \$22,753.85 to \$25,600. The FTE criteria is a .5 FTE for these types of appointments. In addition, the CBA would include a merit increase of \$400 for 9-month graduate students and \$533.33 for 12-month graduate students. She stated this CBA clarifies that graduate students' outside activities will follow the same process as other UF employees, as outlined in UF's Conflicts of Interest and Conflicts of Commitment Policy. She noted if the CBA is ratified by the Board, the changes would be effective retroactively to October 1, 2023 when GAU reached the tentative agreement with UF administration.

Board and Committee Chair Hosseini commented that the Board has heard complaints from graduate students about stipend and FTE levels and that he is pleased that this agreement

addresses those concerns. He emphasized the importance of our graduate students as one of the biggest assets at UF, and they make up 1/3 of the students at the university. He thanked President Sasse for his support in reaching this agreement. Trustee Cole agreed that this agreement accomplished addressing the graduate students' concerns. Board and Committee Chair Hosseini added that this agreement with the graduate students will help us in the future to sustain us as an elite university and continue to expand our research.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA2 which was made by Trustee Cole, and a second, which was made by Trustee Patel for recommendation to the Board for its approval on the Consent Agenda.

Trustee Wright thanked the Board for supporting the graduate students and added the next focus should be on graduate student housing. Board and Committee Chair Hosseini noted that graduate student housing is on the Board and president's radar, but it will take time. He is hopeful this issue will be taken care of in the next few years.

Board and Committee Chair Hosseini asked for further discussion. Hearing none, he then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA3 Collective Bargaining Agreement-American Federation of State, Country & Municipal Employees, AFL-CIO**

VP Amy Hass summarized UF has reached a tentative Collective Bargaining Agreement (CBA) with American Federation of State, Country & Municipal Employees, AFL-CIO (AFSCME). The CBA must be ratified by the Board to be official. She stated this agreement includes the remaining 250 USPS employees represented by a union. She highlighted this agreement would amend the non-discrimination article to match the definitions in the UF regulations, it clarifies that employees who work during emergencies will receive compensatory leave and overtime pay based on actual hours worked, it permits the UF units that have Emergency Call-Back programs to provide additional pay or benefits under those programs, and it permits employees to participate in UF's higher education opportunities program.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA3 which was made by Trustee Brandon, and a second, which was made by Trustee Cole for recommendation to the Board for its approval on the Consent Agenda. Board and 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 Collective Bargaining Agreement-United Faculty of Florida-UF Chapter**

VP Amy Hass stated this action item was not discussed at the November 13, 2023 pre-meeting due to the administration and the faculty union reaching a tentative agreement after that meeting took place. She noted we have faculty in a union at UF in the colleges of Business; Education; Design, Construction, and Planning; Liberal Arts and Sciences; Engineering; Arts; Health and Human Performance; and Libraries. She summarized this tentative agreement is to amend Article 24 of the Collective Bargaining Agreement (CBA) to provide 2023-2024 salary increases to in-unit faculty. The amendment would provide a 3.2% merit pool for salary increases

for faculty in the in-unit colleges. This merit pool is consistent with the merit pool allocated to faculty in the non-union colleges. United Faculty of Florida-UF Chapter (UFF-UF) has ratified the amendment through a vote of faculty in the union. She noted if the CBA is ratified by the Board, the changes would be effective as of October 1, 2023.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA4 which was made by Trustee Cole, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and 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 Regulations**

VP Amy Hass summarized the three UF Regulations amendments: 3.020, 4.040 and 7.010.

3.020: The proposed regulation amendment implements the recent update to BOG Regulation 18.001 related to the increase in the competitive solicitation threshold for UF's purchase of commodities or contractual services.

She noted the only update to this regulation is the increase in our bidding threshold from \$75,000 to \$150,000 to align with the recent update to BOG Regulation 18.001.

4.040: The proposed regulation amendment updates UF Regulation 4.040 to expedite resolution of cases for students and faculty; better align the Honor Code and Conduct Code; improve consistency among processes; incorporate and account for student use of artificial intelligence; add a new violation for purposeful spiking of food or drink of another with mind altering substances; and update some outdated references.

She stated this regulation proposes amendments to our Honor Code and Conduct Code. She noted we update this periodically to achieve more efficiencies and to move students through the process more expeditiously. These amendment updates would better align the Honor Code and Conduct Code to improve consistency among those two processes.

7.010: The proposed regulation amendment allows the University to create a policy implementing the post-tenure review requirements set forth in BOG regulation 10.003.

She stated this regulation amendment allows the University to implement post-tenure review requirements to align with legislation and BOG regulation 10.003 that was passed earlier this year. The changes will include an amendment to our existing regulation for faculty evaluations that inserts our requirement to engage in a post-tenure review process. The regulation explicitly says that faculty will be evaluated only with respect to their assigned duties, history of professional conduct and performance of academic responsibilities and their compliance with state law, Board of Governors' regulations, and university regulations and policies. Matters such as political opinions, outside activities, expressive viewpoint, ideological beliefs, subject-matter discipline, and academic interests are not appropriate matters for evaluation. She added there is a metrics evaluation process in development with input from President Sasse, UF

Administration, and faculty with a goal of reporting to the BOG next summer the first 20% of our tenured faculty who have gone through the post-tenure review.

Trustee Wright commented the faculty appreciate the changes to language in the post-tenure review and the Student Conduct Code and emphasized the importance of these changes.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA5 which was made by Trustee Patel, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and 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.

### **GGRIA6 Board Self-Evaluation**

Board and Committee Chair Hosseini thanked all the Board members for participating in the Board Self-Evaluation and added any recommendations and any improvements the Board needs to make will be noted.

VP Mark Kaplan stated the accrediting body for the university, The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), requires a Board Self Evaluation to be completed and submitted to SACSCOC prior to UF's accreditation deadline of March 2024. Every 2 years, the Board completes a survey as a best practice and its commitment to continuous improvement. All 13 trustees completed the survey by November 30, 2023 and all answers were anonymous. VP Kaplan reviewed the responses to 23 closed-ended questions and 5 open-ended questions. Board and Committee Chair Hosseini shared his comments noting areas of strength and areas for improvement for the Board. He added he is honored to work with a cohesive board with one voice.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA6 which was made by Trustee Patel, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and 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.

### **GGRIA7 UF Health-Select Entity**

Senior Vice President David Nelson stated Shands Jacksonville Medical Center, Inc. (SJMC) is seeking approval for the creation of a new joint venture entity that will be owned 49% by SJMC (or an existing or newly created SJMC affiliated entity) and 51% by Select Medical Corporation or an affiliate. The joint venture entity will own an inpatient rehabilitation hospital that will lease approximately 56,000 square feet from SJMC in the new patient bed tower of UF Health North for an anticipated initial term of up to 15 years with up to three five-year renewal options. SJMC's initial capital contribution will be approximately \$7M and Select's initial capital contribution will be approximately \$7.3M. A Select affiliate will provide management services for the rehabilitation hospital for a management fee of 6% of new revenues during the first three years and 7% thereafter. Board and Committee Chair Hosseini asked VP Amy Hass and President Sasse if they have reviewed and approved the proposal, and both agreed.



Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA7 which was made by Trustee Brandon, and a second, which was made by Trustee Patel for recommendation to the Board for its approval on the Consent Agenda. Board and 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 Item**

### **5.1 Government Update**

VP Mark Kaplan noted there is one legislative committee week left this calendar year. Legislative session will begin on January 9, 2024. Earlier this week, Governor DeSantis released his recommended budget which was largely as expected. One of the recommended new items was \$80M for a program here at UF in the Florida Semiconductor Institute. Board and Committee Chair Hosseini noted that the hard work of the faculty in their research and vision is what truly helped obtain the recommendation of \$80M for UF. The Governor and Governor's Acting Chief of Staff and Secretary of Commerce Alex Kelly believe UF can get the job done for the state. President Sasse thanked Chairman Hosseini for his leadership. He stated that part of what makes UF unique is we are both flagship and land-grant and that we are focused on upgrading through a 10x10x10 initiative to be both elite and radically practical at the same time. Board and Committee Chair Hosseini commented that UF is where the legislature has been turning to because UF delivers a strong return on their investment. Trustee Cole added that we should focus on UF's contributions to agriculture as well. President Sasse agreed that UF/IFAS sets the standard for the nation and the world. VP Mark Kaplan ended with a reminder about Gator Day in Tallahassee on February 13-14, 2024 with more details to come.

### **6.0 New Business**

There was no new business to come before the committee.

### **7.0 Adjourn**

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 11:27 a.m.



## **BOARD MEETING MINUTES**

**December 8, 2023**

**President's Ballroom 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:32 a.m.**

**Time Adjourned: 12:30 p.m.**

### **Committee and Board members present:**

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

### **Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

### **1.0 Call to Order and Welcome**

Board Chairman Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:32 a.m.

Just prior to this meeting, Vice President Kurt Dudas shared a presentation on Jacksonville Strategic Initiatives. Board Chairman Hossini emphasized UF has a tremendous opportunity in Jacksonville. We have 10,000 employees in Jacksonville and our partners in the city are eager to help UF. He requested that VP Dudas work with the President to fine tune the presentation by February, so they can meet with our partners and present our vision for Jacksonville. This will help us with the second round of fundraising. We are requesting another \$75M from the state

during the upcoming legislative session. We need \$300M to start phase 1 of this project. In the next 5-8 years, we will invest \$1B in the Jacksonville campus. He thanked the President, Trustee Zalupski, and VP Dudas for their hard work on this project so far.

## **2.0 Verification of Quorum**

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

## **3.0 Recognitions**

Board Chairman Hosseini recognized Vice President Curtis Reynolds and Retired Trustee Amanda Phalin. Resolutions honoring each of them were read into the record at the meeting.

## **4.0 Public Comment**

Vice President and General Counsel Amy Hass informed the Board there were no public comments to come before the Board.

## **5.0 Action Items (Consent)**

### **BOT Minutes**

Board Chairman Hosseini asked if there were any additions or corrections to the minutes. Hearing none, he asked for a motion to approve the meeting minutes from June 8, 2023, June 26, 2023, September 7, 2023, and October 3, 2023, which was made by Trustee O'Keefe 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.

Board Chairman Hosseini stated there are 20 action items on the consent agenda for five committees. The action items were taken up by committee.

### **Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)**

The Board Chairman asked for a motion to approve Action Items AFSSPRSC1, AFSSPRSC2, AFSSPRSC3, and AFSSPRSC4, which was made by Trustee Brandon and seconded by Trustee Wright. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee Audit and Compliance (AC)**

The Board Chairman asked for a motion to approve Action Items AC1, AC2, and AC3, which was made by Trustee Cole and seconded by Trustee Brandon. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Facilities and Capital Investments (FCI)**

The Board Chairman asked for a motion to approve Action Items FCI1, FCI2, FCI3, and FCI4, which was made by Trustee Powers and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**

The Board Chairman asked for a motion to approve Action Items FSPPM1 and FSPPM2, which was made by Trustee Wright and seconded by Trustee Brandon. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Governance, Government Relations and Internal Affairs (GGRIA)**

The Board Chairman asked for a motion to approve Action Items GGRIA1, GGRIA2, GGRIA3, GGRIA4, GGRIA5, GGRIA6 and GGRIA7, which was made by Trustee Zucker and seconded by Trustee Cole. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **6.0 Action Items (Non-Consent)**

The Board Chairman asked for a motion to approve the Action Item FCI5, which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

The Board Chairman then asked for a motion to approve the Action Item FCI6, which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **7.0 President's Report**

President Sasse shared he would be highlighting 9 key points in his report today. He noted that an update on the future of college athletics finances will be shared in his report at a future board meeting. Before he reviewed his 9 key points, he provided a brief update on rankings.

The President shared that a working group including himself, Board Vice Chair Patel, Interim Provost Angle, Associate Provost Cathy Lebo, Vice President Raymond Sass, and other university administrators has been formed to address the rankings algorithm changes by U.S. News and World Report. Board Vice Chair Patel summarized the process of the changes to criteria used for rankings released by U.S. News and World Report in April 2023. He stated we have been studying the new criteria, the impact that the changes will have on UF, and the initiatives we can execute. The 5 key buckets are: graduation rates, enrollment, research, faculty citations, and salary. Within the 5 key buckets, we have identified 44 initiatives that could potentially be put into place. The process of categorizing those initiatives includes feasibility, impact on UF, and low-cost implementation. At the next meeting, we will go into more detail on these initiatives. Interim Provost Angle indicated that within the quantitative model, it will allow us to bucket initiatives into short, middle, and long-term, as well as into high, middle, or low cost. He feels confident that we can improve our U.S. News and World Report ranking within a reasonable time if we follow the plan we have developed. For example, our honorifics ranking can be improved by using our AAAS system created by Interim SVP Gilbert and his UF/IFAS team to identify faculty who

have the capability to become AAAS fellows. He noted aligning the president's goals with rankings, specifically U.S. News and World Report, is something we should focus on. Board Vice Chair Patel shared another example regarding citations: UF currently ranks 96<sup>th</sup> in this category. However, the work we're doing on the ground is much more than what we are receiving credit for. We are working hard to ensure the citations say "University of Florida", so we receive credit for our work. The citations ranking hits all the criteria: easy to implement, big impact, quick results, and it's low-cost. Trustee Powers added that rankings are very important to the university, the legislature, and to the state of Florida to have a #1 public university. She thanked the group for their efforts to develop the methodology to ensure that UF continues to be #1. Trustees Cole, Brandon, and Zalupski agreed with Trustee Powers on the importance of the rankings and the methodology we are putting into place. Trustee Wright added that building strength under metrics will help us solidify us in the rankings. President Sasse added Chairman Hosseini has been pushing us on how to tell the UF story better. He noted there will be a personnel and initiatives announcement at the start of 2024. UF is one of two institutions in the SEC and AAU that tend to be ranked highly in both academics and athletics. We need to attack metrics that inform rankings and build out broader strengths and tell that story.

President Sasse summarized the 9 key points in his report.

- **Post Tenure Review:** UF does not view post tenure review as a compliance burden, but rather an opportunity to better clarify how we think about the differentiated roles of faculty and UF will strive to make this as administratively simple as possible for our faculty. We owe it to our colleagues to clarify tracks within a big university, which faculty should be on a teaching track, a research track, or a hybrid track, and what is service and is it truly of service. We view this as an opportunity to improve ourselves so we can best fulfill our world changing mission and to tell our story. Post tenure review has nothing to do with politics, it has to do with rigor and output. UF has 6,400 faculty on an instructional list that we submit to SACSCOC annually, which includes 4,000 tenure or tenure track faculty. We currently have 1,806 tenured faculty who have been tenured for five or more years. 20% or 1/5 of these tenured faculty, who have been tenured 60 months or more, will be evaluated this coming year, which comes out to approximately 380 tenured faculty for the first review class. Our current annual review process is not good enough. We want a simple process for our faculty, but robust for our institution and taxpayers who fund us.
- **Direct Hire Authority:** The state recently granted direct hire authority to the presidents of Florida's universities and UF plans to use it. We want to be able to make competitive offers and we want to reduce the academic hiring process from semesters to weeks. We will seek out the greatest minds and recruit them to join UF. We want to be fast; we do not want to be complacent. Regarding rankings, these hires will be a main driver to workstreams around faculty productivity and other metrics. Our new hires on average have far more output than our departing faculty. We want more hires, faster hires, more excellence, more notoriety, more research, and more life change for our students. (For example, The Hamilton Center has received over 600 faculty applications since the beginning of the semester.)
- **Myth of Faculty Attrition:** Fact #1 - UF consistently beats the national average on retention. We are well below the 10.6% national average. Fact #2 - the biggest driver of turnover at UF is practicing medical professors, not politically isolated professors. UF's turnover percentages are higher because of the size of UF Health. We are proud to operate a Top 3 health institution

in the state of Florida. However, due to healthcare having a higher rate of turnover than academia on average, the institutional turnover rate looks higher than what it would be if we didn't have a large health system. Even with the health system, UF beats the national average. Fact #3 - in the past 7 years, UF has annually hired far more faculty than leave every single year, except year 1 of COVID. UF has nearly unrivaled job creation for academics, and new faculty hires outpace our faculty departures. We have hired 606 new faculty in 2023. Faculty are eager to get to UF. Not all departures are the same, there is a big difference between retirement and a buyout. The high calling of education and hard work of our faculty into their careers should not be used to advance a lazy narrative. UF wants faculty to come to do world changing work, there is no mass exodus, and we want to recruit the best talent in the country.

- **Transparent Funding:** UF wants to recognize more broadly that higher education has a massive public trust gap. In 2015, 57% of Americans responded to Gallup that they had confidence in higher education. In 2019, that percentage reduced by 10% to 47%. In 2023, it reduced by another 11% to 36%. Of the Top 30 institutions in the country, UF receives the least tuition funding. In the state of Florida, higher education has a declining public trust problem, and we need to be mindful of that. We have an obligation to commit to being transparent about what we measure and what we spend the taxpayers' money on, including transparency on a college level. What does research leave actually buy the state of Florida – we have to be able to explain and account for research output for that investment. This is part of fulfilling our mission as a unique land-grant and flagship institution. We will have to ensure our deans understand that they are representatives of the university's administration and the Board.
- **Strategic Funding Initiative:** After receiving \$130M in new recurring funding from the legislature last session, we established for the first time that more than half of the new money would not be directed based on historic formulas, but rather directed to the units that compete and win with definable special strategic projects. We have run this special project through the Chief Financial Officer's Office to promote 2 basic categories of work: 1. the interdisciplinary research that promotes the mission that is both elite and practical here and 2. projects that will improve student experience. We received more than 250 submissions, 36 proposals have already been selected and announced in the first 3 rounds of funding, and a final round of proposals will be announced before the end of this year. The first round of 19 proposals was awarded \$13.4M on October 3, 2023, and the second round of 7 proposals awarded \$5.5M on November 13, 2023. Feasibility study grants have been created for proposals that need more work before being awarded. This week we announced 10 proposals in the third round of funding were awarded \$11M. Some projects that have been awarded funding are in the Colleges of Medicine, Education, Public Health & Health Professions, and Liberal Arts and Sciences, as well as the UF Health Cancer Center, McKnight Brain Institute, and Information Technology.
- **Increased utilization of HiPerGator:** HiPerGator is an extraordinary tool. It is the 51<sup>st</sup> largest supercomputer on Earth and it is the largest supercomputer on a university campus in the nation. We are not using all its capacity and we have a challenge to do so. The digital revolution that we are experiencing is going to dramatically disrupt higher education, the collapse of marginal computing cost and price close to zero, means we are going to be able to apply big data to every challenge. There is AI in everything, and we want to apply that in a more disciplined way. We are uniquely positioned because of our partnership with NVIDIA.

We not only are not using our full capability, but people also do not know to come to us for access to that capability. We need to have an interplay between problems that exist in the state of Florida, the big brains in our faculty, and the big compute power that is HiPerGator. To accomplish this, we are adding 7 research software engineers, and we expect to add more in the future. These research software engineers can do the amazing work of connecting practical problems in the state with faculty brains with access to HiPerGator. We need a lot more graduate students and entrepreneurial minds in the state to want to come to UF, want to stay, and want to have access to doing this work and telling these stories.

- Partnerships: UF has many ideas to improve student experience. Digital learning versus in person learning with more rotational programs is likely in the future. UF Online is an amazing tool in its own right; it's also a tool we should be building on. We need to move faster than we have in the past and the best way to do that is to partner with people who have other capabilities. An update on education for pre-18-year-olds will be provided at a future board meeting, including hybrid content in an elite way. We don't think about these partnerships as just philanthropy, but also definable opportunities.
- Campus Planning: UF has 8,600 beds for 40,000 undergraduate students. We want to dramatically increase the number of beds. The data shows on-campus student housing increases learning attainment, community building, and sense of identity with UF. We want students to build life-long learning, to leave UF not only with a diploma, but with a cohort of friends.
- Post October 7<sup>th</sup> Moment: UF is home to the largest number of Jewish students at any university in the country. We are honored and committed to that legacy. UF has not and will not be in the habit on commenting on every issue, but we will always clearly distinguish good and evil. In a letter to our Jewish alumni, we wanted to be clear that we condemned the Hamas terror attack on October 7, 2023. The occasion that led us to comment on that was the vigil held on campus and the mistaken assumption that there had been an attack here. UF will defend speech, association, and protest rights. We are absolutely going to protect all our students. UF will condemn any acts of vandalism and violence. These acts will be rigorously pursued and prosecuted. We will defend everyone's right to free speech, but we will hold the line and suspend or fire anyone who engages in violence or vandalism.

## **8.0 New Business**

There was no new business to come before the Board.

## **9.0 Comments by the Chair of the Board**

Board Chairman Hosseini said the best is yet to come for UF at President Sasse's inauguration and again today. In his remaining 2 years on the Board, he wants to see everything we have put into place come to fruition. It makes such a difference to see the change we can make for all of us, for our students, and for our state. He thanked the university leaders for their hard work, the Board could not do it without them. The cohesiveness of the Board is unique and helps propel UF forward. We are going to support and stand for our president, faculty, staff, and students. The Board will work hard to ensure that in the next 2 years, UF is setup to do incredible things for the next generation. He wants UF to be the most elite university in the country without any politics, just focused on educating our students. When they graduate from UF, they not only have a diploma, they have a job. He thanked Vice President Curtis Reynolds, Retired Trustee Amanda

Phalin, and Trustee Wright for their good work on the Board. He wished the students good luck with their finals, including Trustee Green, congratulations to all the students graduating next week, a special happy birthday to Trustee Powers, and safe and happy holidays to all.

#### **10.0 Adjourn**

There being no further discussion, Board Chair Hosseini adjourned the meeting at 12:03 p.m.