BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA
PROPOSAL TO ESTABLISH A NEW TYPE I, II, OR III CAMPUS, OR SPECIAL PURPOSE CENTER

University of Florida
University Submitting Proposal

UF Jacksonville
Proposed Name of Educational Site

TBD
Site ID

Type III Campus
Proposed Type of Educational Site
(Type I, II, or III Campus, or Special Purpose Center)
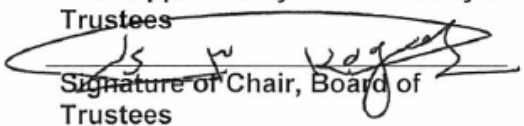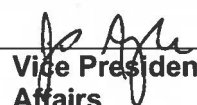
225 N Pearl St
Jacksonville, FL 32202
Physical Address of Educational Site
(US Site: address, city, state, zip) (International site: street address, number, city, county/province, country)

Fall 2025
Proposed Opening Date
(First date and term student instruction will be offered at the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing or relocating an educational site have been met prior to the initiation of the first course offerings.

March 8, 2024

Date Approved by the University Board of Trustees

President **Date** 3/8/24

Signature of Chair, Board of Trustees   **Date** 3/8/24

Vice President for Academic Affairs   **Date** 3/3/24

Under Projected Enrollment, provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level from Table 1 in Appendix A for Years 1 and 5, or the Final Year of implementation if it exceeds five. Under Projected Costs, provide revenues and expenses from Table 2 and capital project costs from Table 3 for Years 1 and 5, or the Final Year if it exceeds five.

Projected Site Enrollment (from Table 1)		HC	FTE
Undergraduate	Year 1		
Undergraduate	Year 5		
Graduate	Year 1	253	150.5
Graduate	Year 5	971	591.25

Projected Costs (from Tables 3 and 4)				
	Operational			
	E&G Funding	Other (Market Rate Tuition)	Capital Projects	Total Cost
Year 1		$4,059,517		$8,671,244
Year 2		$8,738,999		$13,826,483
Year 3		$13,057,486		$15,038,487
Year 4		$17,550,626		$15,917,014
Year 5		$22,686,260		$17,288,786

Note: This outline and the questions pertaining to each section __must be reproduced__ within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

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I. Introduction

A. Provide a short description of the project and rationale for the request to establish an educational site, including the main purpose for this site (research, instruction, administration, student services, etc.).

UF proposes to establish a campus in downtown Jacksonville. The primary purpose is to create a national center of excellence for advanced graduate and professional degree programs and related research efforts. The workforce-oriented degrees will feature new curricula that integrate the latest advances in artificial intelligence (AI) and data analytics to serve the state's rapidly growing needs in business, engineering, health sciences, law, and related fields. They will complement the educational training currently available in the Jacksonville area and will help develop a talent pipeline to meet the growing needs of companies incorporating AI and other emerging technology into their operations. UF will also pursue research opportunities aligned with the new educational programming relating to Jacksonville's robust infrastructure, complex environmental challenges, and the large and diverse health care population in the city.

UF has a bold vision for the campus in Jacksonville. While this proposal reflects 10 initial degree programs, UF will build on its most successful programs, and will launch additional programs to be identified in the coming months and years. We are optimistic for growth, and we anticipate 1,500 to 2,000 students at UF Jacksonville within five years of launch.

Jacksonville is one of the largest and fastest growing cities in the state, and its industries are being disrupted by the digital revolution. Business and community leaders are nearly unanimous in telling us that the explosive growth of data and AI present challenges and opportunities they are working constantly to address. UF is well-positioned to bring academic programming to meet their needs. UF began a university-wide AI initiative in 2019 which included the installation of one of the most powerful AI supercomputers in American higher education, the addition of over 100 new faculty in AI, an innovative approach to AI across the curriculum, and numerous research efforts in AI and related fields. These efforts have expanded since that time, and UF will continue to accelerate development in these areas.

The UF colleges participating in the initial establishment of the campus include the Warrington College of Business (WCB); the Herbert Wertheim College of Engineering (HWCOE); the College of Medicine (COM); the College of Public Health and Health Professions (PHHP); the Levin College of Law (Law); and the College of Design, Construction and Planning (DCP).

Pending approval by the Board of Governors (BOG) and UF's institutional accreditor, The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), UF anticipates offering credit-bearing instruction and degrees beginning in Fall 2025 at the new campus. UF will, in time, construct permanent physical facilities in downtown Jacksonville.

The planning process is underpinned by financial support and potential land donations offered by enthusiastic donors, the Florida Legislature and the Governor, and the City of Jacksonville. Since construction of the new campus will take several years, UF will occupy temporary space at the JEA headquarters site in downtown Jacksonville. This space is in a newly constructed building with a forward-thinking design that is conducive to the programming UF will offer in Jacksonville. It is centrally located, includes structured parking, and – because JEA is a regulated utility – affords a high degree of physical security for UF students, faculty, and employees.

B. Provide a short narrative assessment of how the establishment of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.

The establishment of the Jacksonville site furthers the goals of the BOG State University System Strategic Plan.

Under the "Excellence" rubric, the Jacksonville site will bring innovative academic programming and research efforts to the City of Jacksonville, focused particularly on high-growth and emerging fields. UF will use this opportunity to build on its existing strengths and to develop talent and expertise where appropriate.

Under the "Productivity" rubric, UF's establishment of this site is explicitly focused on developing and improving the talent pipeline to meet the city and state's growing needs. UF's programming will help Jacksonville tell a compelling narrative to potential employers regarding a skilled workforce capable of meeting their talent needs, particularly in the growing areas of AI and sophisticated data analytics. To ensure alignment with industry needs, UF is identifying industry partners to inform curriculum design and develop paths for graduates into work-study programs, internships, and full-time employment. UF is also exploring innovative new programs such as semesters-in-residence and other rotational programming.

Regarding the "Strategic Priorities" rubric, the degree programs to be offered are Programs of Strategic Emphasis and so will increase the number of degrees awarded in that category. The emphasis on AI and data analytics will lead to a wealth of entrepreneurial activities, including new start-up companies, incubators and accelerators, and potentially expanded tech-transfer efforts. Additional programs are likely to emerge at the Jacksonville site that are informed by or adjacent to the initial themes of AI and data analytics, including cyber- and data-security, health sciences/life sciences, and advanced manufacturing.

The establishment of this site is consistent with UF's mission as a land-grant institution to improve the lives of the state's citizens and to spur economic growth and development. By bringing unique advanced educational degrees to Jacksonville, UF will grow the skilled talent pool, which will benefit the citizens and businesses in the city, the region and throughout the state.

C. Provide a timetable of critical benchmarks that must be met for full implementation which can be used to monitor progress (planning, design,

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funding, construction, etc.). The timetable should also include ensuring appropriate accreditation of the proposed educational site and any proposed programs requiring specialized accreditation, if required.

Date	Benchmark
Spring 2023	Approximately $185 million of funding secured
March 1, 2024	Term Sheet with JEA for Space (Appendix E)
March 4, 2024	Submission of Education Site Proposal to BOG for Approval
March 6-7, 2024	UF Board of Trustees (BOT) Approval of Educational Site
May 1, 2024	Off-Campus Instructional Site (OCIS) Prospectus Submitted to SACSCOC BOT for Approval
July 2024	Lease term begins
Fall 2024	Permanent site selected
Fall 2024	UF opens administrative offices in Jacksonville
Spring 2025	SACSCOC Site Visit of OCIS
August 2025	Begin offering for-credit degree programs (Fall 2025)
Spring 2025	Architectural design and permitting for permanent site
2027-2028	Substantial completion and initial occupancy of permanent site

II. Need and Demand Assessment

A. **Provide a detailed assessment of unmet local student demand for access to academic programs in the vicinity of the proposed educational site. Complete Table 1 in Appendix A to enrollment projections for unduplicated student headcount and FTE by degree program and level.**

Opportunities in AI are most promising in the fields of finance, tech, healthcare, and law. A report from The BurningGlass Institute concludes that AI "will have the greatest impact on high-skilled, professional work—the kinds of roles that define the 21st-century knowledge economy and that have long been considered safe havens" from automation (report attached as Appendix B). This will make re-skilling and up-skilling more important than ever for workers, and forward-thinking businesses will incentivize training and education that equips workers to harness the potential of new technologies and integrate them into existing workflows.

UF is well-positioned to meet this challenge. Over 100 recent hires of AI-focused faculty will complement other AI-focused faculty who were already at UF. Together, they will offer world-class programs ranging from the fundamentals and application of AI to advanced AI technical coursework for students with strong analytic and computing backgrounds. We will introduce this programming at UF Jacksonville through existing degrees with newly designed concentrations in AI and Data Analytics and through entirely new degrees with AI and Data Analytics focus. The Jacksonville campus will be linked to HiPerGator, and students and faculty will have the opportunity to collaborate on research using digital twin technology applied to Jacksonville's infrastructure and environmental challenges.

UF will also offer programming tailored to Jacksonville's growing economy. The Florida Chamber Foundation has identified occupational areas suffering from a talent shortage in the city and region which includes architecture/engineering and healthcare. UF will

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offer workforce-oriented graduate degrees targeting working professionals in these fields and will also offer programs to help develop Jacksonville's talent pipeline as it seeks to attract new business in high priority sectors ranging from finance, to advanced manufacturing, to precision medicine.

B. Provide a detailed data-driven assessment that describes unmet local and regional workforce need for programs and services to be offered at the proposed educational site. In the appendices, provide letters of support from the local community and business interests.

UF has been engaged with the Jacksonville civic, business, healthcare, and higher educational community regarding plans for UF Jacksonville since early in 2023. Beginning in October 2023, UF Vice President Kurt Dudas has focused on engagement with the Jacksonville business community. During the third quarter of 2023 and first quarter of 2024, UF held over 70 in-person meetings in Jacksonville with 40 distinct employers ranging from finance, to manufacturing, to healthcare, to transportation and logistics. These meetings and discussions were informed by: i) market research UF has conducted internally, ii) consulting firms UF has retained to advise on program gap-analysis (e.g., to contrast areas where academic programming is saturated versus where there is apparent need), and iii) multiple civic leaders and organizations in Jacksonville, who have been eager to help describe the nuances of the labor and employment landscape in Jacksonville.

We have attached materials prepared internally and externally to provide additional information and analysis that reinforces what UF learned from these discussions, included in Appendix C. At a high level, the key messages were not surprising: Jacksonville is a large, dynamic, and growing city that must adapt and integrate the trends affecting our broader society. In particular, our increasingly knowledge-based economy is being disrupted by rapid advances in technology. We have provided below a summary of what we believe are the most important conclusions with respect to each degree program. These materials were prepared by Huron Consulting Group, Kennedy & Co., and Hanover Research, as well as by internal UF resources with expertise in program assessment and market research. All of this was all done in conjunction with UF deans and faculty.

Overall, the research indicates the Jacksonville region has a large population of potential graduate learners (27.2% between the ages of 25 and 44, 21.9% with a bachelor's degree) and a population growing faster than the national average. Market analysis shows that Jacksonville is a growing hub for healthcare, technology, and business that will require additional educational capacity to meet student and employer demand for academic advancement and continued economic growth for the region.

Research on specific degree programs included:

Master of Science in Management (MSM) with Concentration in AI
- Research indicated that an MSM could be a flagship degree offering at UF Jacksonville as it would allow for significant customization and flexibility.

- The MSM curricular flexibility will provide students and employers with options with UF being ideally positioned to quickly adapt to employer needs by adding discipline or skill specific concentrations as needed.
- A review of similar multidisciplinary MSM programs across the United States demonstrated strong enrollment and high student satisfaction with their education.

Master of Business Administration (MBA) with Concentration in AI and Analytics
- Research determined that MBA experiential opportunities (immersion trips, industry experience, networking events, etc.) and an AI concentration would differentiate UF from MS programs.
- Research also indicated that the MBA is still the most mentioned degree/qualification in job postings in Jacksonville, and with 11.5 million data-related job openings projected by 2026, there should be high value in an MBA focused on AI expertise.

Master of Engineering Management with a Concentration in Data Analytics
- Research concluded that an engineering management program will address unmet student demand and employer need for data analytics and leadership skills in Jacksonville's rapidly growing technology sector.
- Research also indicated that UF was well-positioned to leverage industry partnerships to clearly align coursework, and offering data analytics and engineering management should provide differentiated coursework to meet evolving student and employer needs in the workforce.

Master of Science in Computer Science with a Concentration in AI and Cybersecurity
- Research found that demand for individuals with a computer science background is expected to increase over the next five years across several high-growth sectors in the Jacksonville region.
- We also believe we could further differentiate this offering in Jacksonville by capitalizing on other offerings in the UF Jacksonville portfolio, such as business, AI, and healthcare.
- Data suggest that computer scientists, data scientists, information security analysts, and software developers will be among the high-demand jobs in Jacksonville and in the region in the next 10 years. Internal UF analysis found high job postings in Jacksonville in this area.

Master of Science in AI in Biomedical and Health Sciences
- Research indicates that companies across the country have a growing interest in training and involving their workforce in AI, and that UF is optimally positioned to be an industry partner for the Jacksonville region.
- Internal UF analysis concluded that there is growing student and workforce demand for AI and machine learning in health sciences, and that few programs nationally directly address the need.

Master of Science in Genetic Counseling
- Internal UF market analysis found that popular and peer-reviewed literature suggest a large and growing unmet need for genetic counselors nationwide and

in Florida, especially for a program flexible enough to share coursework in potential related fields in AI, data analytics, and management.

Master of Health Administration for Executives
- Research suggests there is strong student demand and workforce demand for a MHA targeting executives and other more senior healthcare professionals in Jacksonville. Occupations associated with this field are forecasted to experience significant growth over the next 10 years.
- UF is well positioned to leverage regional partnerships within the healthcare industry and create a portfolio of MHA certificates, concentrations, specializations, or tracks that appeal to different market segments and that have the potential to connect to different programs within the UF portfolio.
- Internal UF analysis indicates that health care and social assistance are highly compensated and high-growth occupational fields in Jacksonville.

Master of Legal Studies
- Research suggests that student demand for general master's level law programs is strong across the nation and state and found that there was a significant need for legal training in compliance, and in adjacent fields that afford opportunity for potential expansion of this program.
- The state of Florida is among the top five states where compliance officers are in demand. UF could differentiate from other offerings by providing opportunities to gain experience with real-world employers through experiential learning opportunities and by creating flexible add-on credentials in areas such as compliance and data security.

We are attaching as Appendix D several letters of support we have received from civic organizations, educational institutions, and industry leaders from the City of Jacksonville.

III. Academic Programs and Courses
A. Provide a list of the degree programs, partial programs, or college credit certificates and courses to be offered at the proposed educational site by year five or the Final Year of implementation if different, using Table 1 in Appendix A. The proposed degree programs must be identified by six-digit CIP Code, by program title, and degree level.

The programs to be offered initially include the following, and enrollments are listed in Table 1 in Appendix A.

Warrington College of Business
MS in Management with a concentration in AI (CIP 52.0201): existing degree with a new concentration.

MBA in AI and Analytics (CIP 52.0201): existing degree with a new concentration in AI and Analytics.

Herbert Wertheim College of Engineering
MS in Engineering Management (CIP 15.1501): new degree with concentrations Data Analytics and Smart Manufacturing.

MS in Computer Science (CIP 11.0101): existing degree with new concentrations in AI and Cybersecurity.

College of Medicine
MS in AI in Biomedical and Health Sciences (CIP 51.2706): new degree.

Master of Physician Assistant Studies (CIP 51.0912): existing degree.

MS in Genetic Counseling (CIP 51.1509): new degree.

College of Public Health and Health Professions
Master of Health Administration for Executives (CIP 51.0701): existing degree with a new focus on executive leadership.

Levin College of Law
Master of Legal Studies (CIP 22.0201): new degree.

College of Design, Construction and Planning
Master of Architecture, MS in Architectural Studies (CIP 04.0201): relocation of existing CityLab-Jacksonville program to UF Jacksonville site.

B. Provide an explanation as to how the proposed degree programs and courses will be affiliated with similar programs offered on the central campus and/or other educational sites of the university. Will they be independent or an extension of existing programs? (Please see BOG regulation 8.011 (5))

Warrington College of Business
MS in Management (52.0201) – new concentration in AI: This is a new concentration in an existing degree program that will be offered exclusively at UF Jacksonville. The program will share common core courses with the existing MS in Management (MSM) offered on the Gainesville campus. Students in the UF Jacksonville MSM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on AI applications in business in residence in Jacksonville. The program will leverage Warrington College of Business faculty in AI and Analytics and the HiPerGatorAI supercomputer located in Gainesville. The program is to be offered in working professional format through weeknight evening and weekend class meetings.

The MS in Management (AI concentration) is designed for working professionals in a variety of business functions (finance, accounting, marketing, HR, supply chain, business strategy, etc.) and does not require participants to have a technical background. The focus of the program is not on the technology itself, but on the use of the technology in business (to improve customer service, cost-effectiveness, logistics and supply chain, auditing, procurement, trading, decision-making and competitive advantage). The real gap for most companies is on the use of the technology to improve business operations, and this degree program is designed to educate professionals to fill

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that gap. The majority of business functions will be transformed by AI and Analytics in the next few years, and the program will provide tools for business professionals to successfully manage their own careers and their organization's transformation. A key element of the program is experiential learning – working with companies in the Jacksonville area on AI and Analytics related projects.

MBA (52.0201) with a concentration in AI and Analytics: UF will offer the Professional MBA offered on weekends at the main campus in Gainesville at UF Jacksonville. The curriculum will be updated to (a) incorporate a course on AI and technology fundamentals in the core MBA curriculum, and (b) include a set of elective courses that focus on the application of AI in the functional areas of business (marketing, auditing, finance, supply chain etc.). Students in the UF Jacksonville MBA program will complete core coursework in residence in Jacksonville. Elective coursework may be completed through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online). The program will leverage Warrington College of Business faculty expertise in AI and Analytics and the HiperGatorAI supercomputer resource located in Gainesville. A distinctive feature of the program will be tight integration with companies in Jacksonville through company projects, sponsored research, industry speakers and live case studies. The program will be offered in working professional format through weeknight evening and weekend class meetings.

Herbert Wertheim College of Engineering
MS in Engineering Management (15.1501): The combination of an MS in EM (MSEM) with concentration in Data Analytics (DA) will be offered exclusively at UF Jacksonville. The program will share common core courses with the existing MS in Industrial and Systems Engineering (MSISE) with a concentration in DA. Students in the UF Jacksonville MSEM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on DA in-residence in Jacksonville. The program will have in-residence faculty members in Jacksonville along with leveraging HWCOE's faculty in DA and located in Gainesville. The program will be offered in working professional format through weekend class meetings and potential hybrid format. The ISE faculty has decades of experience delivering professional graduate programs in this format as demonstrated by the department's signature graduate professional degree Operations Engineering Management (OEM).

The MSEM (DA concentration) is designed for working professionals in a variety of business functions (finance, healthcare, bioinformatics, supply chain, business strategy, manufacturing operations, to name a few). This degree program is designed to educate professionals to strategically analyze data and make decisions about information, thus providing the tools necessary to steer organizations towards transformational goals. The program will provide instruction on the analysis of data with varied levels of uncertainty to assist decision making in a wide variety of environments (i.e., service to production to high-risk management investment). An area that provides corporate advantage, and that there is scarcity of high-level skill training, is that of data analysis and identification of risk while identifying effective paths towards advantageous decision making. This program will provide the technical skills required to quantitatively assess the overall state of systems to establish calculated strategies towards the particular business sector

goals. A key element of the program is experiential learning – working with companies in the Jacksonville area on DA related projects.

The MSEM (Smart Manufacturing (SM) concentration) is a new concentration customized for the Jacksonville campus. This degree program is designed to educate professionals to design and implement SM strategies towards digitization of infrastructure, construction, and manufacturing settings. The plan is to offer the MSEM with concentration in SM one year after the launching of the MSEM with concentration in DA. The MSEM with concentration in Smart Manufacturing will share common core courses with the existing MS in Industrial and Systems Engineering (MSISE) offered on the Gainesville campus. Students in the UF Jacksonville MSEM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on SM in residence in Jacksonville.

The MS in Engineering Management (SM concentration) will teach students to leverage data and automation to improve processes while optimizing quality. This program will highlight blending advanced manufacturing (i.e., 3D printing), Internet of Things (IoT), Industry 4.0 methods (i.e., AI, Machine Learning, Cloud Computing, Digital Twins, to name a few), and Manufacturing Systems (i.e., circular economy, life-cycle-assessment, etc.) and their integration in various corporate sectors. A key element of the program is experiential learning – collaborating with companies in the Jacksonville area on SM related projects.

MS in Computer Science (11.0101) – Concentrations in AI and Cybersecurity:
This is an existing degree program (Computer Science) together with two new concentrations (AI and Cybersecurity) that will be offered exclusively at UF Jacksonville. These programs will share common core courses with the existing MS in Computer Science offered on the Gainesville campus. Students in Jacksonville will complete the core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on Artificial Intelligence or Cybersecurity (depending on their chosen concentration) in residence at Jacksonville. The program will have in-residence faculty members in Jacksonville and leverage the Herbert Wertheim College of Engineering's faculty in Computer Science located in Gainesville. The program will be offered in working professional format through weeknight evening, weekend class meetings, and hybrid format.

The MS in Computer Science (AI and Cybersecurity concentrations) is designed for working IT and Computer Science professionals in a variety of business functions (finance, healthcare, bioinformatics, information security, system administration, and others). The AI concentration provides instruction on the design and use of AI solutions employing state-of-the-art techniques and tools. This program will provide the technical skills necessary to identify opportunities for application of AI to a variety of business goals and processes. The Cybersecurity concentration provides instruction on ensuring the confidentiality, integrity, and availability of data and computational resources. The program will provide students with the technical and analytic skills necessary to evaluate existing security practices, design secure systems, and respond to security breaches and incidents. The degrees are designed to educate professionals to apply their skills in

the workplace to improve corporate processes, decision making, and security. A key element of the program is experiential learning – working with companies in the Jacksonville area on AI and Cybersecurity related projects.

College of Medicine
MS in AI in Biomedical and Health Sciences (AIBHS) (51.2706): new degree program proposal in development. Courses are to be offered in hybrid modalities – face to face and synchronous online – on both campuses, in the classrooms and on clinical sites for immersive experiential learning. We also plan to offer online courses with asynchronous lectures and synchronous discussion. Faculty from both Gainesville and Jacksonville clinical sites will teach courses.

AIBHS is committed to equipping students with the knowledge, skills and tools needed to leverage AI's potential in translational biomedical applications and clinical care, including diagnostics, therapeutics, personalized medicine, and healthcare management. Students will learn to design and implement trustworthy AI architectures in diverse domains such as generative AI, large language models, electronic health record, wearable devices, and medical imaging. Additionally, they will integrate diverse types of data to advance clinical research and improve clinical decision-making.

AIBHS is designed for those who want to learn how to navigate the intersection of AI, translational biomedical sciences, and clinical practice. We expect AIBHS to appeal to different types of students: students with various undergraduate degrees seeking further expertise in biomedical AI; graduate students pursuing other degrees, whether these be medical degree or other health professional degrees or computational degrees; healthcare professionals seeking to enhance their knowledge of AI for clinical practice, administration or research; professionals with computational backgrounds seeking to understand how to leverage AI in health domains; etc.

Master of Physician Assistant (PA) Studies (51.0912): This program will be embedded within the existing program in Gainesville (to capitalize on the ease of accreditation for a distant site) and will mirror the educational offerings of the main campus program. The Jacksonville program will provide educational content, educational delivery, student services, equipment and classroom supplies, and educational technology that are equivalent to the program in Gainesville (to satisfy accreditation mandates). Students will apply to the Jacksonville program, be admitted to that program, and will complete all their coursework in Jacksonville. The program will be administered by the Jacksonville Program Director, who will report to the Dean of the College of Medicine. The proposal to establish the PA Program in Jacksonville responds to the critical need for expanding access to high-quality healthcare education and training in Northeast Florida. The program will take advantage of the excellent teaching facilities in the College of Medicine campus in Jacksonville. If needed, any rotating students will have access to the dormitories, which will help offset the higher cost of living in Jacksonville as compared to Gainesville. By leveraging Jacksonville's robust healthcare infrastructure and diverse patient populations, the new school will provide exceptional learning opportunities for students and provide a remedy to the critical shortage of healthcare providers in the region.

MS in Genetic Counseling (51.1509): This new degree program will be offered at UF Jacksonville to produce genetic counselors. Genetic counselors have advanced training

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in medical genetics and counseling to guide and support patients seeking more information about how inherited diseases and conditions might affect them or their families, and to interpret genetic test results based on personal and family history.

Genetic counseling represents one of the fastest-growing professions in the U.S. With the rapid decrease in the cost of DNA sequencing, the major technology for genetic testing, genomic medicine will become increasingly "mainstream," requiring non-genetics physicians to order and interpret genomic information regarding disease etiology or risk in their patients without formal consultation with genetics physicians who are in very short supply in the United States. This will substantially increase the need for genetic counselors as partners to non-genetic physicians involved in precision medicine and genomics. Training a much larger number of master's degree genetic counselors is the key to full implementation of genomics and precision medicine over the next decade.

College of Public Health and Health Professions (PHHP)
Master of Health Administration (MHA) for Executives (CIP 51.0701): This is a new offering of the MHA with a focus on professionals with demonstrated experience in healthcare organizations. The concentration will be offered exclusively at UF Jacksonville and will allow students to develop a focus on a particular aspect of healthcare management such as finance, policy, and quality. The program will share common courses with the MHA in Gainesville but will adjust specific requirements to account for work experience, which will allow for a reduction in credits needed for the degree. Unlike the MHA in Gainesville, students in the UF Jacksonville MHA program will not work in a strict cohort model. This will give them options both in terms of timing (full time, part time, variable) and will allow for a mix of in-person and on-line programming and the use of both semester-long courses and shorter intensive courses. The majority of the program will be offered in working-professional format through weeknight evening and weekend class meetings. This program will have fewer requirements and more electives that are expected to be grouped into themes or concentrations. The program will leverage PHHP's strong connections with the diverse Jacksonville healthcare organizations. The program will leverage PHHP's faculty who specialize in management as well as our strong network of alumni who are thought leaders and available as co-instructors and career advisors.

The MHA is designed for working professionals in a variety of healthcare functions including finance, quality, human resources (HR) and advanced clinical roles such as team leaders. As such, it does not require participants to have a technical management background but will require participants to have experience in the sector. The focus of the program is to help participants develop skills that will allow them to move into organizational leadership positions. The real gap for most healthcare organizations is the development of a workforce that understands both the clinical audience that they serve and that has the technical leadership skills necessary to manage the company or a department or sector. This degree program is designed to fill that gap. A key element of the program is to build on experiential learning – collaborating with participants' current employers and other companies in the Jacksonville area.

Levin College of Law
Master in the Study of Law (MSL) (22.0201): designed for working professionals who do not have a JD (or equivalent non-US law degree) but who regularly must engage or

comply with legal requirements and regulations. The degree specializations will draw on subject-matter expertise of law school faculty. The MSL specialization in Financial and Tax Compliance is aimed at enhancing the education and opportunities of professionals who work in global corporate enterprise or in banking, insurance, or other financial intermediaries. The specialization in Healthcare Compliance and Fiduciary Obligations fills an educational need for professionals who work with the legal rules applicable to healthcare or eldercare organizations or to public or professional guardians. Finally, the specialization in Tax, Financial Services, and Estate Planning is aimed at professionals who provide tax, financial, and estate planning services but who do not have law degrees.

College of Design, Construction and Planning
Master of Architecture, MS in Architectural Studies (CIP 04.0201): This program is to be relocated from its current CityLab Jacksonville site to this new site. CityLab Jacksonville opened in 2022 with approximately 10 students and continues to show demand for the program with increased enrollments.

C. Provide an assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site. Describe any discussions that have taken place with affected colleges and universities and provide letters of support or letters of concern in the appendices.

UF has had extensive discussions with several of the higher educational institutions in Jacksonville including University of North Florida (UNF), Jacksonville University, and Florida State College of Jacksonville (FSCJ). Letters of support are provided in Appendix D. These discussions have focused on two areas: first, ensuring the academic programming is complementary and meets student demand for coursework. Second, exploring areas of potential collaboration between and among higher educational institutions. UF's proposed academic programs include several new concentrations within existing degree programs. This is, in part, an effort to avoid duplicating existing academic programming currently available at UF in Gainesville, or available from other schools in Jacksonville.

Efforts regarding potential collaboration are well underway with multiple other educational institutions. The presidents of UF and UNF have created a joint committee including leadership of both institutions (four people from each university) in order to identify high-value areas of potential collaboration. It is premature to identify exact projects at this stage, but important areas of potential collaboration include: shared use of research and/or instructional facilities; identifying pathways to admission from other educational institutions into UF programs, especially those being introduced in Jacksonville; dual certificate or degree programs, where students can earn credit at multiple institutions toward degrees or certificates; and collaboration on research efforts.

Warrington College of Business
MS in Management (52.0201) new concentration in AI: The only institution in the vicinity that offers a MS in Management under the same classification of instructional programs (CIP) code is UNF. UF's proposed degree is distinctly different from UNF's degree. It

contains a significant emphasis in AI and Analytics and requires AI specific experiential learning where students work with companies to apply academic concepts. UF Jacksonville's urban and downtown location allows for a differentiated learning environment relative to UNF's traditional campus-based learning environment at UNF's southside location. The urban location enables the degree to target working professionals, allows for increased interaction with corporate partners, and provides proximity to applied learning opportunities and collaboration with partners in the downtown business community. UF Jacksonville will serve as an additional option to meet the growing demand for graduates looking to understand AI's impact on organizations and their rapid transformation. The capacity to meet the demand for these skills and talent is unmet in the current degree and educational environment in the Jacksonville area. UF has unparalleled faculty expertise in AI and Analytics and the unique HiPerGatorAI supercomputer resource. UF can offer an AI focused MS in Management program that few other universities can. The UF Jacksonville location will enable the Warrington College of Business to extend UF's significant strengths in AI to the Jacksonville market and make Jacksonville a world-class hub for AI related business programs and research. It also presents opportunities for future collaboration with other universities in the region to share that expertise. Given these differences, we do not expect that an MSM with the AI concentration will affect other general business MSM programs offered by other universities in the area.

MBA in AI and Analytics (52.0201): UF's existing Professional MBA Two-Year degree program would include additional AI coursework. UNF and Jacksonville University (JU) both offer MBA programs. These differ from the UF program in that they require 36 credit hours to complete whereas UF requires 48 and there is not a concentration in AI. Students in the relocated UF MBA program will complete their coursework primarily at the urban, downtown Jacksonville location in a cohort model covering the MBA core. Students may then choose a variety of options to complete the electives in AI or other topics depending on their professional goals. UF has unparalleled faculty expertise in AI and Analytics and the unique HiPerGatorAI supercomputer resource. UF can offer an AI focused MBA program that few other universities can. The UF Jacksonville location will enable the Warrington College of Business to extend UF's significant strengths in AI to the Jacksonville market and make Jacksonville a world-class hub for AI related business programs and research. It also presents opportunities for future collaboration with other universities in the region to share that expertise.

Herbert Wertheim College of Engineering
MS in Engineering Management (15.1501): The closest institution that offers graduate engineering is UNF. However, UNF does not offer graduate programs in Industry Engineering, which is the program proposing the MS in Engineering Management with two concentrations being deployed sequentially. The closest graduate program that UNF offers is an MS degree in Logistics and Supply Chain management which is being hosted by the College of Business. Note that the differences between a program designed in the College of Business and College of Engineering are significant, mitigating any concerns regarding competing programs. For example, the business graduate degree by UNF does not have any engineering component, does not offer any concentrations, and does not focus on data analytics or smart manufacturing. The MS in Engineering Management combines management and engineering, consisting of a seven-course core and concentrations in data analytics and smart manufacturing. While the core is a mixture of management and engineering course and covers management

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from an engineering perspective and the concentrations allow students to specialize in a technical field of their choice.

MS in Computer Science (11.0101) with new concentrations in AI and Cybersecurity:
The only institution in the vicinity that offers the MS in Computer Science under the same CIP code is UNF which offers a Computer Science MS degree program with concentrations in Data Science and Cybersecurity. The UNF concentration in Data Science primarily addresses the extraction, curating, and analysis of data to provide valuable actionable insights. The program we propose in AI is aimed at giving students the tools and techniques necessary to effectively deploy systems that can reason, learn, gaining more knowledge over time to solve problems using natural language, graphical, and other inputs. The UNF concentration in Cybersecurity prepares the student with knowledge that helps them develop an understanding of internet and local network security and the methods necessary to the development of secure software. The program we propose is aimed at providing students with a broad understanding of all elements of enterprise security, comprehensive vulnerability and risk assessment, and proper responses to incidents and breaches. Both UF degree program concentrations are aimed at experiential learning and will draw on and enhance professional students' experiences and expertise.

College of Medicine
MS in AI in Biomedical and Health Sciences (CIP 51.2706): The three programs in the SUS with CIP code 51.2706 substantially differ from the one proposed here. Florida International University's (FIU) M.S. in Health Informatics and Analytics and University of South Florida's (USF) M.S. in Health Informatics are entirely online, and UNF's M.S. in Health Informatics has limited in person offerings. AIBHS, in contrast, offers a full in-person option as well as a hybrid option, ensuring that students have substantive real time interactions with their learning community. Second, these programs do not include robust AI training as part of their curriculum, while AIBHS is an AI program involving in-depth training in AI and its applications to translational biomedical research and clinical contexts. Third, experiential interdisciplinary learning is critical to AIBHS' pedagogy; indeed, AIBHS dedicates a significant portion of its curriculum to hands-on learning through its technical AI and clinical AI design studios. Fourth, the three other programs are geared towards training students in using informatics for healthcare management (indeed FIU's is offered through its business school). AIBHS graduates will receive training in healthcare management, delivery, and processes, but the focus of the program is to enable students to use all AI techniques and tools to improve patient care and outcomes, to advance translational biomedical research and precision medicine, and to have a direct impact on clinical practice.

Master of Physician Assistant (PA) Studies (CIP 51.0912): UF is the closest program to the Jacksonville area. In Florida, employment in the healthcare sector is keeping pace with the nation. Specifically in the Jacksonville area, where the average job availability for an area of its size is around 739, there are over 1,000 available jobs in the healthcare sector. This abundance of job opportunities suggests a strong demand for healthcare professionals, including physician assistants. However, it also underscores a gap in the market, as the demand for PAs exceeds the current supply.

Additionally, the data from the University of Florida's PA program acceptance rates over the past three years underscores the high demand for PA education. Despite receiving a substantial number of applications, with the number of completed applications ranging from 1,209 to 1,417 annually, the program only accepts a limited number of students, typically around 60 per cohort. This indicates a robust interest among students in pursuing careers as physician assistants.

With acceptance rates ranging from 4.2% to 4.8%, it is evident that there is substantial demand for PA programs. Establishing a new PA program in Jacksonville would not only meet this demand but also contribute significantly to addressing the shortage of healthcare providers in the region.

MS in Genetic Counseling (CIP 51.1509): There is only one MS in Genetic Counseling in the State of Florida located at the USF in Tampa and it only accepts 4 students per year. Other large U.S. states have 3-6 MS programs in genetic counseling (e.g., NY = 6; CA = 5; TX = 3; PA = 3; OH = 3), with larger programs training 20-25 students per year. There is also only 1 MS in Genetic Counseling program in Georgia and 1 in Alabama. Therefore, Florida and the southeastern US are underrepresented in training these critical healthcare professionals.

College of Public Health and Health Professions (PHHP)
Master of Health Administration for Executives (CIP 51.0701) – There is no institution in the area that specifically focuses on healthcare administration for executives or people with significant healthcare leadership experience. The only institution in the vicinity that offers an MHA under the same CIP code is the UNF. UF's proposed degree is distinctly different from UNF's degree. The UF degree will specifically focus on leaders and includes an emphasis on continuing education, emphasizes innovative topics and skills, and will provide immediate application of concepts into the students' workplaces. The program will also leverage the diverse healthcare ecosystem in Jacksonville that includes several healthcare systems, satellite units from other locations (e.g., Mayo Jacksonville and MD Anderson Jacksonville) as well as specialty providers (e.g., Brooks rehab and Nemours children's hospital). The urban location enables the degree to target working professionals, allows for increased interaction with corporate partners, and provides proximity to applied learning opportunities and collaboration with partners in the downtown business community. UF Jacksonville will serve as an additional option to meet the growing demand for graduates looking to understand AI's impact on organizations and their rapid transformation. The capacity to meet the demand for these advanced skills and focus is unmet in the current degree and educational environment in the Jacksonville area. UF has unparalleled faculty expertise in healthcare leadership and management. UF has the ability to offer an MHA focused on executive leadership and continuing education that few other universities can. The UF Jacksonville location will enable the PHHP to extend UF's significant strengths in healthcare leadership development to the Jacksonville market and help make Jacksonville a hub for cutting-edge healthcare services. It also presents opportunities for future collaboration with other universities and healthcare systems in the region to share that expertise. Given these differences, we do not expect that an MHA focused on executive education and continuing skill development will adversely affect other general MHA programs offered by other universities in the area.

Levin College of Law

Master in the Study of Law (MSL) (22.0201): Florida State University (FSU) offers a number of online-only Juris Master programs, which have the same CIP code. UF's proposed degree will offer in-person opportunities for students to engage with faculty at UF Jacksonville's location through a residential component required within each specialization. Also, none of FSU's MSL specializations have a tax or estate planning focus, although several do focus on financial compliance. UF Law has unsurpassed faculty expertise in the areas of tax, finance, and estate planning. UF Law's tax specialty is first among public institutions and second among all institutions. The MSL will be complementary to the degrees proposed by Warrington College of Business and Herbert Wertheim College of Engineering, thereby affording the potential for cross-collaboration among faculty and students.

College of Design, Construction and Planning

This degree program already exists in Jacksonville and will be relocated from its existing site to the UF Jacksonville location.

IV. Administration and Student Support Services

A. Describe the administrative structure of the proposed educational site and how it will relate to the central administration of the university. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.

The educational programs are prescribed, directed, and managed by the deans of the colleges offering degree programs. As is typical, each program will be managed by a program director, which will be an employee of and supervised by the relevant College. A single director may support more than one program. These program directors will receive additional support from the director of UF Jacksonville, who will report to the UF main campus administration. The director will be supported in their work by other administrators who will address physical plant and facility's needs, HR, finance, and student support services.

B. Describe how the proposed site will provide student services, either onsite or online from the central university campus.

The graduate and professional students at UF Jacksonville will access central university campus resources either online or through staff designated by the on-site director of administrative support personnel. UF Jacksonville student services are comparable to those of resident students on the Gainesville campus and include the following:

- Eligibility for financial aid and financial aid advising are provided online through the UF Office of Student Financial Aid and Scholarships.
- Student complaints and concerns are managed online through the university Office of the Ombuds.
- Computer technical and software support is managed online or via telephone through the UF Computing Help Desk.
- Career service is provided online or via telephone through the Career Connections Center. We anticipate introducing career services resources based in and dedicated to Jacksonville and have reflected this in the budget forecast.
- Counseling and wellness services will be provided through the Counseling and Wellness Center on UF's main campus and via tele-health through local community providers.

- UF's Campus Assistance & Resources for Empowerment (CARE) is available online for UF Jacksonville students.
- In accordance with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, UF Jacksonville will provide disability services to students engaged in coursework either online or in-person. UF's Disability Resource Center (DRC) on main campus in Gainesville will provide virtual services to students as needed utilizing current operational systems. As the UF Jacksonville student population grows, we will add Jacksonville-based administrative resources to campus as appropriate.
- As the UF Jacksonville student population grows, we will add additional Jacksonville-based administrative resources to the campus.

C. Provide a plan to provide library services and other instructional resources that will support the proposed programs. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.

Library services and other instructional resources supporting the proposed programs will be available to UF Jacksonville students online and they will have the same access as the Gainesville students. UF Libraries hold membership in several consortia, and in institutions such as the Center for Research Libraries, ensuring access to materials not held locally. "UBorrow" service allows UF patrons to easily borrow materials from any other Florida state university or college library. Interlibrary Loan requests are fulfilled at no cost to the library patron and are available to all UF faculty, students, and staff on or off campus.

Specialized business and data analytics databases including ACM Digital Library, Bloomberg, Compustat, CRSP, IEE Explore, Refintiv Workspace, Web of Science, WRDS, and many others are available 24/7 to UF students, faculty, and staff on and off campus.

V. Budget and Facilities
A. Provide a projected operational budget using Table 2 in Appendix A that includes revenues and expenses out to year five, or the final year of implementation if different. Provide a narrative that explains the cost assumptions reflected in Table 2. Include the operational costs on the proposal cover page.

A projected operational budget is reflected in Table 2 of Appendix A. This includes revenues and expenses for each program within each College using a similar budget process followed for programming in Gainesville, including allocation of facilities and administrative costs to each program. We have also included in the budget expenses associated with resources dedicated to UF Jacksonville.

UF Jacksonville is designed to be a site offering advanced graduate and professional degree programs, many of which will incorporate the latest technological advances in AI and related subjects. UF does not intend to request recurring funding from the State of Florida to support the academic programming for degrees offered at this site.

Consequently, the programming offered at UF Jacksonville needs to be a financially self-sustaining enterprise.

To achieve this goal without recurring state subsidy, UF Jacksonville graduate and professional degrees must be priced at market rate, and this site proposal has been developed based on that tuition policy. The budget attached as Appendix A reflects a preliminary estimate of market rate tuition for each degree program. Prior to finalizing tuition for these programs, the market rate tuition for each degree will be thoroughly researched through:

- Additional internal and external market analysis
- National and State of Florida benchmarking of peer programs
- Surveys of the needs and concerns of Jacksonville and State of Florida industry and other employers

In setting market rate tuition for each degree, UF will adhere to the market rate tuition policy outlined in BOG regulations and coordinate closely with BOG staff as appropriate.

Program costs are driven primarily by compensation and employee benefits of faculty and staff assigned to each program, and by allocation of administrative, real estate, and additional central expenses to each program, in accordance with existing budget processes. Additional costs including marketing, travel, events, and central supplies.

Central costs are driven primarily by compensation and employee benefits of dedicated UF Jacksonville staff and by real estate related costs. Additionally, preparatory activities such as hiring faculty and preparing the site for enrollments will start prior to degree offerings in Fall 2025 but will be paid for centrally to ensure the facilities and operations of the campus are established prior to student enrollment.

Overall, UF Jacksonville is projected to operate at a gain beginning in its fourth year of operations. This includes an allocation of central operating and administrative costs to support its use of main campus operations and administration.

B. Use Table 3 in Appendix A, to identify each facility or facilities required to establish the proposed educational site, and any additional facilities that will be required once the site has reached its expected size and enrollments. Include capital facility costs on the proposal cover page.

The temporary space UF is renting from JEA, detailed further below, will accommodate the initial launch for each of the programs. The building opened for occupancy in April of 2023 and includes a mix of space including dedicated desk space for students, dedicated office space for faculty and staff, classroom space, conference rooms, and ample space for flexible, group-based collaborative work. We anticipate occupying this location for up to five years as new facilities are under construction, and with over 10,000 square feet of space we expect this will be sufficient to accommodate projected enrollments for all programs and potential new programs to be added.

UF is evaluating sites in downtown Jacksonville as permanent sites for build-out of permanent facilities. All the sites are close to the temporary space, and we expect to select a permanent location by Fall 2024.

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C. Describe ownership of the new location and provide documentation of ownership or lease agreements, to include any special clauses, easements, or deed restrictions. If the property is a gift, provide the gift agreement. Please provide information on the type of ownership if the site is leased or owned (if leased please provide information on the duration of the lease and the entity that owns the lease). If the site is joint-use please provide the name of the other entity in the joint agreement as well as the total number of students this site will serve from year 1 through year 5.

Facilities will be subleased from JEA, at JEA headquarters located at 225 N Pearl St, Jacksonville, FL 32202. We anticipate use of the site growing to over 500 students over the period of the sublease. Many of these students will be in part-time programming in the evenings and weekends, but the sublease provides access to a dedicated floor in JEA's building, which will help to ensure a secure environment conducive to the collaborative programming UF will be offering (all employees, students, and faculty are required to use ID badges to enter the building, which has 24/7 security). UF will initially occupy only a portion of the floor but has the ability to build out to over 10,000 square feet of space, allowing for flexible expansion based on program growth. There is access to secure, structured parking on site, and there are multiple public parking garages nearby as well. The location is very central in downtown Jacksonville, which will make the site accessible to the ultimate permanent location for the campus, allowing a period of overlap when both locations may be in use.

D. Are the facilities owned or leased by the University?

( )   Owned   (X)   Leased

VI. Addendum for International Campuses and Special Purpose Centers

If the proposed site is international, include a copy of any MOU or other agreements related to the site as an appendix

(X) The University certifies that all requirements of BOG Regulation 8.009(3)(f) have been met.

List of Appendices
Appendix A – Tables 1-4
Appendix B – Buring Glass Report
Appendix C – External Research Reports
Appendix D – Letters of Support
Appendix E – Term Sheet: 225 N Pearl St, Jacksonville, FL 32202

APPENDIX A
TABLE 1
DEGEE PROGRAMS PLANNED AND PROJECTED ENROLLMENTS
(Annual Unduplicated Headcount and FTE)

CIP Code	Degree Program Title	Degree Level	Year 1 Headcount	Year 1 FTE	Year 2 Headcount	Year 2 FTE	Year 3 Headcount	Year 3 FTE	Year 4 Headcount	Year 4 FTE	Year 5 Headcount	Year 5 FTE
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
	TOTAL BACCALAUREATE		0	0	0	0	0	0	0	0	0	0

CIP Code	Degree Program Title	Degree Level	Year 1 Headcount	Year 1 FTE	Year 2 Headcount	Year 2 FTE	Year 3 Headcount	Year 3 FTE	Year 4 Headcount	Year 4 FTE	Year 5 Headcount	Year 5 FTE
52.0201	MS in Management	M	25	25	35	35	45	45	55	55	65	65
52.0201	MBA	M	25	18.75	60	45	80	60	100	75	120	90
15.1501	MS in Engineering Management	M	15	7.5	45	22.5	70	35	95	47.5	115	57.5
11.0101	MS in Computer Science	M	100	50	150	75	200	100	250	125	300	150
52.0101	MS in AI in Biomedical and Health Sciences	M	20	10	40	20	60	30	80	40	100	50
51.0912	Master of Physician Assistant Studies	M	0	0	20	20	40	40	60	60	60	60
51.1509	MS in Genetic Counseling	M	0	0	0	0	6	6	8	8	12	12
51.0701	MHA for Executives	M	30	15	60	30	70	35	80	40	90	45
22.0201	Master of Study of Law	M	17	8.5	32	16	48	24	65	32.5	80	40
04.0201	MArch, MS in Architectural Studies	M	21	15.75	23	17.25	25	18.75	27	20.25	29	21.75
	TOTAL MASTER'S		253	150.5	465	280.75	644	393.75	820	503.25	971	591.25

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

APPENDIX A

TABLE 2
ANTICIPATED FACULTY PARTICIPATION

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Primary Degree Program Assignment	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 2	FTE Year 2	% Effort for Prg. Year 2	PY Year 2	Mos. Contract Year 3	FTE Year 3	% Effort for Prg. Year 3	PY Year 3	Mos. Contract Year 4	FTE Year 4	% Effort for Prg. Year 4	PY Year 4	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Accounting	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Information Systems & Operations Mgmt	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Accounting	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Finance	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
A	Jorge Sefair, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50
A	Hongcheng Liu, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Leo Amini, Ph.D. Engineering	Assoc. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Xiang Zhong, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Xiaochen Xian Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Serdar Kirli Engineering	Inst. Prof.	Non-tenure	MS Eng Mgmt	Fall 2026	12	1.00	10.00	10.00	12	1.00	10.00	10.00	12	1.00	10.00	10.00	12	1.00	15.00	15.00	12	1.00	15.00	15.00
C	New Hire, Ph.D. Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	24.00	18.00	9	0.75	24.00	18.00	9	0.75	30.00	22.50	9	0.75	30.00	22.50
C	New Hire, Ph.D. Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	24.00	18.00	9	0.75	24.00	18.00	9	0.75	30.00	22.50	9	0.75	30.00	22.50
A	New Hire, PhD/DBA Finance	Clinical Asst Prof	Non Tenure	MS Eng Mgmt	Fall 2026	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00
A	New Hire, PhD/DBA Business Administration	Clinical Asst Prof	Non Tenure	MS Eng Mgmt	Fall 2026	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00
C	TBD, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2025	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBD, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2025	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TDB, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Spring 2026	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, Ph.D. Academic Discipline	Prof	Tenure	MS Computer Science	Spring 2026	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Fall 2026	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Fall 2026	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00

	Name / Department	Rank	Tenure	Program	Term																					
C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Spring 2027	0	0.00	0.00	0.00	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
A	Benjamin Shickel, PhD Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	9.74	9.74	12	1.00	7.83	7.83	12	1.00	7.83	7.83	12	1.00	7.83	7.83	12	1.00	7.83	7.83
A	Zhenhong Hu, Ph.D. Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	5.56	5.56	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72
A	Damon Lamb, PhD Psychiatry	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	5.56	5.56	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72
A	Tezcan Baslant, PhD Medicine	Res Asst Prof	Non-tenure	MS AIBHS	Fall 2024	12	1.00	8.11	8.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11
A	Wei Shao, PhD Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	10.06	10.06	12	1.00	6.72	6.72	12	1.00	6.72	6.72	12	1.00	6.72	6.72	12	1.00	6.72	6.72
A	Pinaki Sarder, PhD Medicine	Assoc. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	4.72	4.72	12	1.00	6.11	6.11	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Reza Forghani, MD PhD Radiology	Prof	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Alex Parker, PhD Research Affairs/Jax	Prof	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Jie Xu, PhD informatics	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	10.00	10.00	12	1.00	8.89	8.89	12	1.00	8.89	8.89	12	1.00	8.89	8.89	12	1.00	8.89	8.89
A	Barbara Evans, JD PhD Law	Prof.	Tenure	MS AIBHS	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	4.17	3.13	9	0.75	4.17	3.13	9	0.75	4.17	3.13
E	Elizabeth Palmer, PhD Office of Research	Lecturer	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	4.00	4.00	12	1.00	3.44	3.44	12	1.00	3.44	3.44	12	1.00	3.44	3.44
A	Joshua Wong, MD Neurology	Asst. Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	2.89	2.89	12	1.00	3.28	3.28	12	1.00	3.00	3.00	12	1.00	3.00	3.00	12	1.00	3.00	3.00
A	Patrick Tighe, MD MS Anesthesiology	Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	4.56	4.56	12	1.00	3.44	3.44	12	1.00	3.44	3.44	12	1.00	3.44	3.44
A	Tyler Loftus, MD Surgery	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.22	1.22	12	1.00	5.94	5.94	12	1.00	5.11	5.11	12	1.00	5.11	5.11	12	1.00	5.11	5.11
A	Samir Shah, MD MPH Surgery	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Eric Wang, PhD Microbiology	Assoc. Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Francois Modave, PhD Anesthesiology	Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	3.33	3.33	12	1.00	3.33	3.33	12	1.00	2.78	2.78	12	1.00	2.78	2.78	12	1.00	2.78	2.78
A	Dominick Lemas, PhD informatics	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Yuanfang Ren, PhD Medicine	Asst. Prof.	Non-tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Ruogu Fang,PhD Biomedical Engineering	Assoc. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Massoud Rouhizade, PhD Policy	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Mohammad Al-Ani, MD Medicine	Clinical Asst. Prof.	Non-tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Brandon Zielinski, MD Pediatrics	Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Faheem Guirgis, MD Emergency Medicine	Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
C	TBD, MPAS, PA-C Physician Assistant Studies	Professor	Non-tenure	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	TBD - Faculty, MD Medicine	Asst. Prof.	Non-tenure	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	25.00	25.00	12	1.00	25.00	25.00	12	1.00	25.00	25.00
C	TBD, MPAS, PA-C	Asst. Prof.	Non-	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00

Cat	Faculty / Program	Rank	Tenure	Degree	Term																								
	Physician Assistant Studies		tenure																										
C	TBD, MPAS, PA-C; Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	TBD, MPAS, PA-C; Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	TBD, MPAS, PA-C; Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	TBD, MPAS, PA-C; Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2029	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00
C	TBD, MPAS, PA-C; Physician Assistant Studies	Asst. Prof.	Non Tenure	MPAS	Fall 2029	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00
B	New Hire, MS; Genetic Counseling	Assoc Prof	Tenure Track	MS Genetic Genetic	Fall 2024	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
B	New Hire, MS; Genetic Counseling	Asst Prof	Tenure Track	MS Genetic Genetic	Spring 2025	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50
C	New Hire, PhD; Health Administration	Clinical Asst. Prof.	Non Tenure	MHA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD; Health Administration	Clinical Asst. Prof.	Non Tenure	MHA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD; Health Administration	Adjunct Lecturer	Non Tenure	MHA	Fall 2025	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00
A	Barbara Evans, Ph.D., J.D.; Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38
A	John Stinneford, J.D.; Law	Professor	Tenure	MSL	Fall 2025	9	0.75	1.00	0.75	9	0.75	0.75	0.56	9	0.75	0.67	0.50	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.33	0.25
D	Mindy Herzfeld, J.D.; Law	Professor of Practice	Non Tenure	MSL	Fall 2025	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30
A	Robert Rhee, J.D.; Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38
A	Peter Molk, J.D.; Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15
A	Charlene Luke, J.D.; Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.30	0.23	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
E	New Hire, J.D.; Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33
A	Nancy M. Clark, M. Arch.; Architecture	Asso. Prof.	Tenure	M.Arch.	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
A	Nawaari, Nawari, Ph.D.; Architecture	Professor	Tenure	M.Arch.	Fall 2025	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50
D	Albertus Wang, M.Arch.; Architecture	Lecturer	Non-tenure	M.Arch.	Fall 2025	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17
D	Stephen Bender, M.Arch.; Architecture	Sr. Lecturer	Non-tenure	M.Arch.	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00

A	Alfonso Perez, M.Arch Academic Discipline	Professor	Tenure	M.Arch.	Fall 2025	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17
	Total Person-Years (PY)								**2050.48**				**2330.56**				**2662.42**				**2976.30**				**3176.17**

Faculty Code		Source of Funding	PY Workload by Budget Classsification		
			Year 1		Year 5
A	Existing faculty on a regular line	Current Education & General Revenue	364.76		369.09
B	New faculty to be hired on a vacant line	Current Education & General Revenue	112.50		112.50
C	New faculty to be hired on a new line	New Education & General Revenue	1202.08		2320.00
D	Existing faculty hired on contracts/grants	Contracts/Grants	104.47		104.47
E	New faculty to be hired on contracts/grants	Contracts/Grants	266.67		270.11
		Overall Totals for Year 1	**2050.48**	Year 5	**3176.17**

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

Edition 09/1/12

Worksheet Table 2 Faculty

The temporary space UF is renting from JEA, detailed further below, will accommodate the initial launch for each of the programs. The building opened for occupancy in April of 2023 and includes a mix of space including dedicated desk space for students, dedicated office space for faculty and staff, classroom space, conference rooms, and ample space for flexible, group-based collaborative work. It is equipped with cutting edge technology and will be linked to UF's high speed data network and HiPerGator. We anticipate occupying this location for up to five years as new facilities are under construction, and with over 10,000 square feet of space we expect this will be sufficient to accommodate projected enrollments for all programs and potential new programs to be added.

UF is evaluating sites in downtown Jacksonville as permanent sites for build-out of permanent facilities. All of the sites are close to the temporary space, and we expect to select a permanent location by summer of 2024.

GEOGRAPHIC LOCATION: **Jacksonville, Florida**   COUNTY: **Duval**
PROJECT DESCRIPTION/TITLE: **University of Florida Jacksonville Education Center**   PROJECT BR No. (if assigned):____

Address: **225 N. Pearl Street, 5th Floor**   **Parcel ID: 073794-0100**
Jacksonville, FL 32202

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
Phase 1						N/A	July 1, 2024
Classroom	1,538	1.12	1,722	$20.00	$34,449		
Office	645	1.12	722	$0.00	$0.00		
Collaborative	282	1.12	316	$0.00	$0.00		
Café / Break	697	1.12	781	$0.00	$0.00		
Common Area	190	1.12	213	$0.00	$0.00		
Storage	118	1.12	132	$0.00	$0.00		
Phase 2						N/A	July 1, 2025
Classroom	1,708	1.12	1,913	$20.00	$38,252		
Office	274	1.12	306	$0.00	$0.00		
Collaborative	244	1.12	273	$0.00	$0.00		
Common Area	277	1.12	311	$0.00	$0.00		
Copy / Print	405	1.12	454	$0.00	$0.00		
Phase 3						N/A	July 1, 2026
Classroom	1,766	1.12	1,978	$20.00	$39,558		
Office	232	1.12	260	$0.00	$0.00		
Phase 4						N/A	July 1, 2027
Office	90	1.12	101	$0.00	$0.00		
Collaborative	242	1.12	271	$0.00	$0.00		
Quiet / Study	439	1.12	491	$0.00	$0.00		
Common Area	274	1.12	307	$0.00	$0.00		
Totals	9,419		10,550		$112,260		

*Apply Unit Cost to total GSF based on primary space type

Remodeling/Renovation

Amount Paid by Sublandlord: $0.00

Total Construction - New & Rem./Renov. **(Tenant Responsibility)** $112,260

Space Detail for Remodeling Projects			
BEFORE		AFTER	
Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Total	0	Total	0

SCHEDULE OF PROJECT COMPONENTS   ESTIMATED COSTS

Basic Construction Cost	Funded to Date	Year 1	Year 2	Year 3	Year 4	Year 5	Funded & In CIP
1. a.Construction Cost (from above)	$0.00	$112,259.84	$0.00	$0.00	$0.00	$0.00	$112,259.84
Add'l/Extraordinary Const. Costs							
b.Environmental Impacts/Mitigation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
c.Site Preparation	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
d.Landscape/Irrigaiton	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
e.Plaza/Walks	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
f.Roadway Improvements	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
g.Parking ___ spaces	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
h.Telecommunication	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

CIP-3

i.Electrical Service	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
j.Water Distribution	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
k.Sanitary Sewer System	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
l.Chilled Water System	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
m.Storm Water System	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
n.Energy Efficient Equipment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Construction Costs	$0.00	$112,259.84	$0.00	$0.00	$0.00	$0.00	$112,259.84

2. Other Project Costs

a.Land/existing facility acquisition	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
b.Professional Fees	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
c.Fire Marshall Fees	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
d.Inspection Services	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
e.Insurance Consultant	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
f.Surveys & Tests	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
g.Permit/Impact/Environmental Fees	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
h.Artwork	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
i.Moveable Furnishings & Equipment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
j.Project Contingency	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total - Other Project Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00

ALL COSTS 1+2	$0.00	$112,260	$0.00	$0.00	$0.00	$0.00	$112,260

Appropriations to Date			Project Costs Beyond CIP Period			Total Project In
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	CIP & Beyond
TOTAL		$0.00	TOTAL		$0.00	$112,260

Facilities will be subleased from JEA, at JEA Headquarters located at 225 N Pearl St, Jacksonville, FL 32202. We anticipate use of the site growing to over 500 students over the period of the sublease. Many of these students will be in part-time programming in the evenings and weekends, but the sublease provides access to a dedicated floor in JEA's building, which will help to ensure a secure environment conducive to the collaborative programming UF will be offering (all employees, students, and faculty are required to use ID badges to enter the building, which has 24/7 security). UF will initially occupy only a portion of the floor, but has the ability to build out to over 10,000 square feet of space, allowing for flexible expansion based on program growth. There is access to secure, structured parking on site, and there are multiple public parking garages nearby as well. The location is very central in downtown Jacksonville, which will make the site accessible to the ultimate

APPENDIX A
TABLE 4
SUMMARY FINANCIAL PROJECTIONS TO FULL IMPLEMENTATION

Fiscal Year Ending June 30	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	**2025**	**2026**	**2027**	**2028**	**2029**
General Operations					
Carry Forward from Prior Year 1	0	0	0	0	1,633,611
General Revenue/Lottery					
State Allocations (GR/Lottery)	0	0	0	0	0
Tuition/Tuition Differential and Fees					
Tuition (Matriculation)	3,908,125	8,409,750	12,551,750	16,860,750	20,224,250
Tuition (Differential, 70% UG Support)		0	0	0	0
Out of State Student Tuition Fees	0	0	0	0	0
Research Trust Funds (by title)					
XYZ Trust Fund	0	0	0	0	0
Financial Aid and Academic Related Fees					
Student Financial Aid Fee	101,329	220,371	338,496	461,744	554,459
Tuition (Differential, 30% Financial Aid)	0	0	0	0	0
Out of State Financial Aid	0	0	0	0	0
Student Technology Fee	24,656	53,621	82,364	112,353	134,913
Student Distance Learning Fee	0	0	0	0	0
Capital Improvement Trust Fund Fee	25,407	55,256	84,875	115,779	139,026
Other Fees (Material/Supply), Facility/Equipment, etc.)	0	0	0	0	0
Total Revenues	**4,059,517**	**8,738,999**	**13,057,486**	**17,550,626**	**22,686,260**

Expenses					
General Operations					
Compensation and Employee Benefits (overage payments and percentage time of current faculty; adjuncts)	5,563,771	8,871,322	10,021,753	10,811,646	11,788,413
Shared Services	0	0	0	0	0
Incremental Shared and/or Contractual Services Costs	0	0	0	0	0
Library Services/e-Collections	0	0	0	0	0
Contractual Services	0	0	0	0	0
Lease	127,102	179,716	230,565	237,482	244,607
Initial Construction/Renovations	112,260	0	0	0	0
Financial Aid, Scholarships, Stipends 2	390,813	840,975	627,588	421,519	505,606
Central Operations and Administrative Costs 3	1,048,835	1,670,321	1,849,609	1,990,176	2,157,205
Marketing	731,500	814,002	719,606	709,700	690,200
Faculty/Staff Travel	153,200	262,065	265,897	266,901	270,976
Orientation/Student Events/Socials	76,500	155,100	206,172	277,772	341,962
General Operating/Supplies	467,263	1,032,982	1,117,298	1,201,819	1,289,817
Total Expenses	**8,671,244**	**13,826,483**	**15,038,487**	**15,917,014**	**17,288,786**
Operating Net Revenues Over Expenses	**-4,611,726**	**-5,087,484**	**-1,981,002**	**1,633,611**	**5,397,473**

1 Negative fiscal year end balances not carryforward as the University will cover the shortfalls

2 Financial aid and discounting will be used to assist with growing the programs

3 Although Central Operations and administrative Cost assist internally, we believe this correctly reflects that these programs should be responsible for their share of central operations such as, facilities and administration

Edition 09/1/12

Jacksonville Site Approval: Appendix B – Burning Glass Report

March 1, 2024

75TH ANNIVERSARY

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GENERATIVE ARTIFICIAL INTELLIGENCE AND THE WORKFORCE

CONTENTS

EXECUTIVE SUMMARY

Automation is nothing new. In fact, much of the course of economic history since the dawn of the Industrial Revolution has been shaped by successive waves of automation propelled by technological innovation. However, the latest developments in generative artificial intelligence (GenAI) stand out as unique. Unlike in the past, when mechanization replaced physical labor, GenAI will have the greatest impact on high-skilled, professional work—the kinds of roles that define the 21st-century knowledge economy and that have long been considered safe havens from roboticization. As such, the coming transformations are likely to be as unfamiliar as they are profound. The goal of this report, a collaborative effort between The Burning Glass Institute and SHRM, is to enable CHROs and other business leaders to anticipate these repercussions and develop workforce strategies for a new reality.

Key Trends

- GenAI will touch a broad array of roles. In many cases, however, **the impact will be less about automating** away tasks than about **augmenting** workers' productivity and effectiveness or **transforming** the definition of job roles altogether to capitalize on new technologies and new unit economics.

- Workforce reductions could become widespread over the coming decade. But they may be driven less by machines simply replacing humans than by economic growth lagging behind big leaps in worker productivity. **Early adopters of GenAI will see increased productivity as roles are automated, augmented or transformed. However, the surge in output is unlikely to meet a corresponding growth in demand for goods and services, leading to overstaffing** in many industries. Business leaders must prepare mitigation strategies (such as hiring freezes) to minimize the disruption.

- **While those disruptions will carry a high human cost, they are likely to be only temporary.** Corporate profits will increase as firms benefit from decreased payroll costs. In a competitive market, we expect price decreases to follow. Finally, price cuts and new jobs created by GenAI will drive increased demand, and employment will rebound, at least somewhat.

3

○ Investments in AI will be massive. Goldman Sachs estimates that by 2025, nearly $200 billion will be invested into AI-related technology globally. With so much investment and focus, we expect several major economic shifts:

- **As hiring slows, fresh recruits will become rarer.** The average age of the workforce will increase, which may impact organizations' ability to adapt to further technological disruptions.

- Productivity increases will only accrue to workers who are still employed. Given the broad potential for GenAI to replace human labor, increases in productivity will generate disproportionate returns for investors and senior employees at tech companies, many of whom are already among the wealthiest people in the U.S., **intensifying wealth concentration**. That, in turn, could **drive spending in premium categories, such as luxury goods, fine dining** and **consumer services.**

- Some of this "wealth effect" can already be seen in financial markets. In April 2023, J.P. Morgan analysts **cited optimism about GenAI as the driver of a $1.4 trillion increase in market capitalization** across the S&P 500.

- Blue-collar jobs are unlikely to be automated by GenAI. In fact, increased demand for premium goods and services **could even spur greater demand for blue-collar workers**—and a corresponding rise in their income share.

- In the longer term, **research and development will accelerate as GenAI allows researchers to process more data and achieve new discoveries more quickly.**

How GenAI Will Reshape the Economy

The trends we anticipate in this report will not play out uniformly across the economy. To support leaders in crafting effective strategies, we have charted the likely contours of workforce transformation across occupations, economic sectors and even organizations.

Repercussions by Occupation

○ GenAI will cause broad transformations across nearly all categories of white-collar roles, while blue-collar work will remain shielded from major disruption. Examples of how AI will place certain occupations at high risk include:

- **Financial analysts, actuaries** and **accountants** spend much of their time crunching numbers, analyzing market trends and creating predictive models—all tasks that AI can streamline.

- Regulatory compliance, a task overseen by **auditors, compliance officers** and **lawyers**, demands thoroughness and accuracy. GenAI can facilitate quicker compliance checks with fewer errors.

- For **software developers**, routine tasks—such as generating code, debugging, monitoring systems and optimizing networks—can be either assisted or entirely managed by AI.

- **Administrative roles** involve structured, routine tasks such as data entry, appointment scheduling, documentation management and customer communication—repetitive tasks ripe for AI-based replacement.

- The work of **marketers, writers, journalists** and **graphic designers**, from editing to content creation, has long been manual. However, AI platforms can generate competent copy, including reports, news summaries and even articles.

- **Human resources** may be completely transformed as GenAI automates core tasks such as onboarding and communication of benefits, leaving a smaller cadre of HR professionals to play the roles of coaches to workers and organizational strategists to leaders.

Repercussions by Industry

○ Because occupations tend to be concentrated in specific sectors, we anticipate industries to be reshaped accordingly. **The industries most likely to be affected include financial services, law** and **marketing research**. For example, legal advisors face potential automation in creating standardized documents, while marketing professionals might witness GenAI crafting strategic content. **Business services** and **consulting** industries—rich in data-driven tasks and structured processes—are also notably exposed to GenAI.

Repercussions by Company

○ We have similarly mapped the scope of likely GenAI workforce transformations to specific firms based on their hiring mix. Business leaders at these firms must begin planning for GenAI-driven disruption and devise ways to leverage GenAI to their advantage. The companies that will be most affected by GenAI are concentrated in three sectors:

- Finance and Insurance, most notably **Morgan Stanley, Bank of America** and **Northwestern Mutual**.

- Professional Services, with particularly significant impacts at **McKinsey & Company, KPMG** and **Deloitte**.

- Information Systems, led by **Bloomberg, Salesforce** and **Google**.

Repercussions by Region

⚬ **Silicon Valley, as a major tech epicenter, will see a surge of renewed economic growth** due to GenAI. Globally, **the U.S. is home to 36 of the top 50 tech behemoths, as well as to cutting-edge academic institutions. Thus, it is perfectly poised to harness the GenAI revolution**. As tech becomes a more important part of the global economy, countries that have a comparative advantage in technology will benefit the most.

Takeaways for CHROs and Other Business Leaders

⚬ **Evaluate your organization's composition.** What is your exposure to GenAI? If your company operates in an industry that is at risk of transformation or that has a large share of employees in at-risk occupations, expect disruptions in your organization as GenAI adoption scales up.

⚬ **Evaluate the roles within your organization.** How might these roles be automated, augmented or transformed via GenAI? For each role, how can you prepare workers for these changes? What learning and development investments can you make to build workers' skills in areas that will rise in importance as GenAI adoption accelerates?

⚬ **Consider your current talent pipeline**. Evaluate how GenAI may affect talent shortages or surpluses in markets of interest. Service, manual and other in-person occupations that have been experiencing staffing shortages, such as nursing, are unlikely to be impacted by GenAI, and current labor shortages will remain. Meanwhile, GenAI-fluent tech talent will become highly sought-after, and savvy HR leaders are wise to begin building a pipeline for such talent now.

⚬ **Develop a game plan**. In the coming years, GenAI will both drive massive boosts in productivity and necessitate layoffs. Begin planning ways to leverage GenAI's productivity benefits and prepare for the disruptions to your workforce through a combination of upskilling investments to give workers the skills to remain relevant and reskilling programs to reposition workers in areas of more stable demand.

B A C K G R O U N D

Technological changes are often harbingers of disruption.

Waves of automation, and the subsequent labor market transformations they produce, are nothing new. They often give rise to massive boosts in productivity among some groups and workforce reductions in others. Beginning in the early 1990s, sweeping automation in manufacturing replaced factory workers with robots. More recently, the rise of e-commerce displaced a large number of in-store retail workers.

A new wave, driven by developments in GenAI, is extending and accelerating the ongoing automation of administrative and office support roles over the past 20 years. The GenAI wave is anticipated to automate even more of these jobs. However, a crucial characteristic of this current automation wave is that the tasks now targeted for automation by advanced AI are more sophisticated, encompassing those typically carried out by professionals, as opposed to support workers. This is a novel and significant development in the arena of technological change.

Understanding GenAI

To understand GenAI's impact, understand its strengths and limitations.

GenAI tools excel at certain tasks while lagging human capabilities in others. The jobs most vulnerable to replacement by AI are those requiring tasks and skills that overlap significantly with the abilities of large language models (LLMs), which can generate coherent and grammatically correct text, and other GenAI technologies.

What Tasks Can GenAI Perform Today?

- Streamline interactions with business software. (For example, GenAI enables workers to query enterprise resource systems in plain English.)

- Generate text, answer questions and serve as conversational agents (that is, chatbots).

- Generate code and assist with code debugging and comprehension.

- Generate images, music and videos.

- Refine and enhance the style, coherence and quality of existing content.

- Summarize and classify text.

- Retrieve and present enormous amounts of information quickly.

What Are GenAI's Current Limitations?

- Not especially creative or original; may produce derivative content.

- Limited critical thinking.

- Low emotional intelligence.

- Limited factual accuracy.

- Challenges with mathematical functions.

- Likely to reproduce biases in training data.

IMPACT ON JOBS

While GenAI will automate some roles, it will augment or transform others.

One of the most visible ways GenAI will impact jobs is in the automation of repetitive professional tasks that require low levels of expertise or judgment. Simultaneously, GenAI may augment or transform other roles (see Table 1). GenAI can assist professionals by enhancing their capabilities, making them more effective or efficient rather than replacing them. For instance, doctors could use AI to improve their diagnostic capabilities, leveraging machine intelligence to augment their expertise. Professions such as human resources may be completely transformed as GenAI automates core tasks such as onboarding or communication of benefits while a smaller cadre of human resources professionals serve as coaches and mentors. This will free them to spend more time advising individual employees on their career goals and challenges and to serve as organizational strategists in support of business leaders.

TABLE 1:
Ways GenAI may impact jobs

Jobs Are Automated	Jobs Are Augmented	Jobs Are Transformed
Description: Roles that either do not require expertise or heavily involve tasks that GenAI can do effectively today.	**Description:** Roles that require substantial expertise but still involve several AI-enhanced tasks or AI-driven productivity gains.	**Description:** Roles whose new unit economics allow for a complete reimagination of the job description.
Example: Graphic designers focused on revising and contextualizing content, rather than creating it from scratch.	**Example:** Software engineers using ChatGPT to generate and debug sections of code.	**Example:** HR professionals transitioning to roles as coaches and strategists.

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The Effect of Automated Teller Machines on Bank Tellers

When ATMs were introduced in the 1970s, there were widespread predictions that this technology would render the job of a bank teller partially obsolete. After all, an ATM could do many of the tasks that tellers traditionally performed, such as dispensing cash and processing deposits.

Bucking conventional wisdom, however, the number of bank tellers in the U.S. increased during the 1970s and 1980s and did not decline until 2011. In actuality, the introduction of ATMs reduced the cost of operating a bank branch, allowing banks to open more branches. Although each branch had fewer tellers than before, the net effect was an increase in the total number of teller jobs. At the same time, the role of the bank teller evolved. Instead of just handling cash transactions, tellers started to take on more advisory roles, assisting customers with more complex financial services, such as loans, investment products and account issues. Correspondingly, as Figure 1 shows, the proportion of bank tellers with college degrees increased.

The case of ATMs and bank tellers is frequently cited to illustrate that the effect of automation on jobs might be more complex than a simple one-to-one replacement. The experience of bank tellers underscores the idea that, while automation can eliminate specific tasks, it does not necessarily eliminate jobs. Instead, these transformations may lead to fundamental changes in unit economics, which may increase demand in hard-to-predict ways.

FIGURE 1:
Number of U.S. bank tellers (top) and share with bachelor's degrees (bottom)
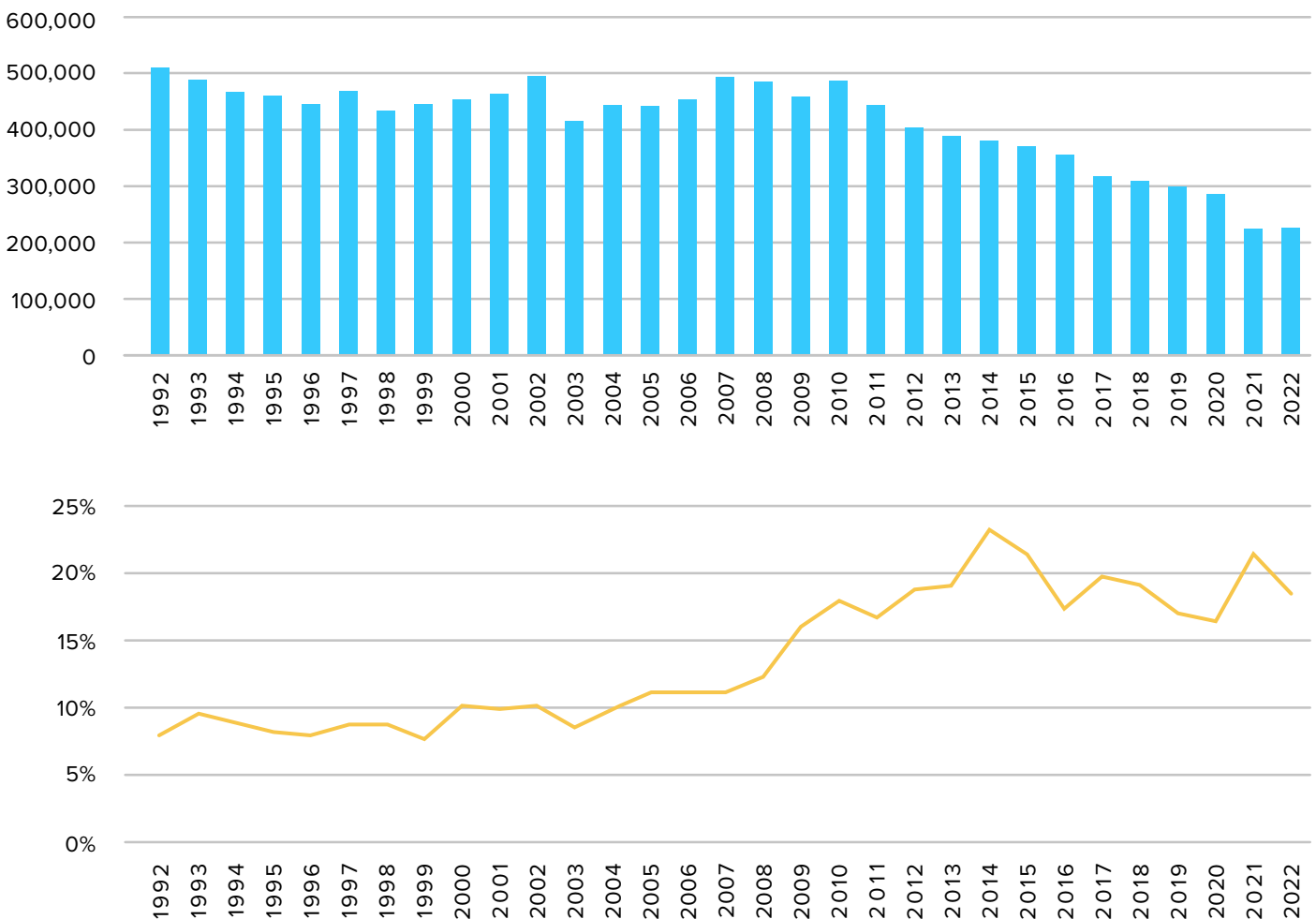
MACROECONOMIC IMPACTS

GenAI will drive economic dislocations over the coming decade.

The business landscape will undergo a series of macroeconomic shifts as GenAI adoption increases. Early adopters will experience a leap in worker productivity as AI automates, augments or transforms various job roles. However, the surge in output is unlikely to meet a corresponding growth in demand for goods and services, leading to overstaffing in many industries.

In a competitive market characterized by an oversupply of labor, company leaders will feel compelled to make difficult decisions, the most widespread of which are likely to be workforce reductions. Business leaders must consider mitigation strategies such as hiring freezes or relying on natural attrition (that is, employees retiring or moving to other jobs). The emotional toll of job insecurity in this time of disruption will heighten the need for robust employee support systems, including mental health benefits and transition programs.

As hiring slows, we are likely to see a graying of the workforce. As depicted in Figure 2, there is a marked inverse relationship between employment growth and shifts in median age. Further, shrinking occupations age faster. This shift will challenge organizations across dimensions such as skill flexibility, team vitality and intergenerational knowledge exchange.

FIGURE 2:
Percentage change in median age and employment for occupations, 2006-2021
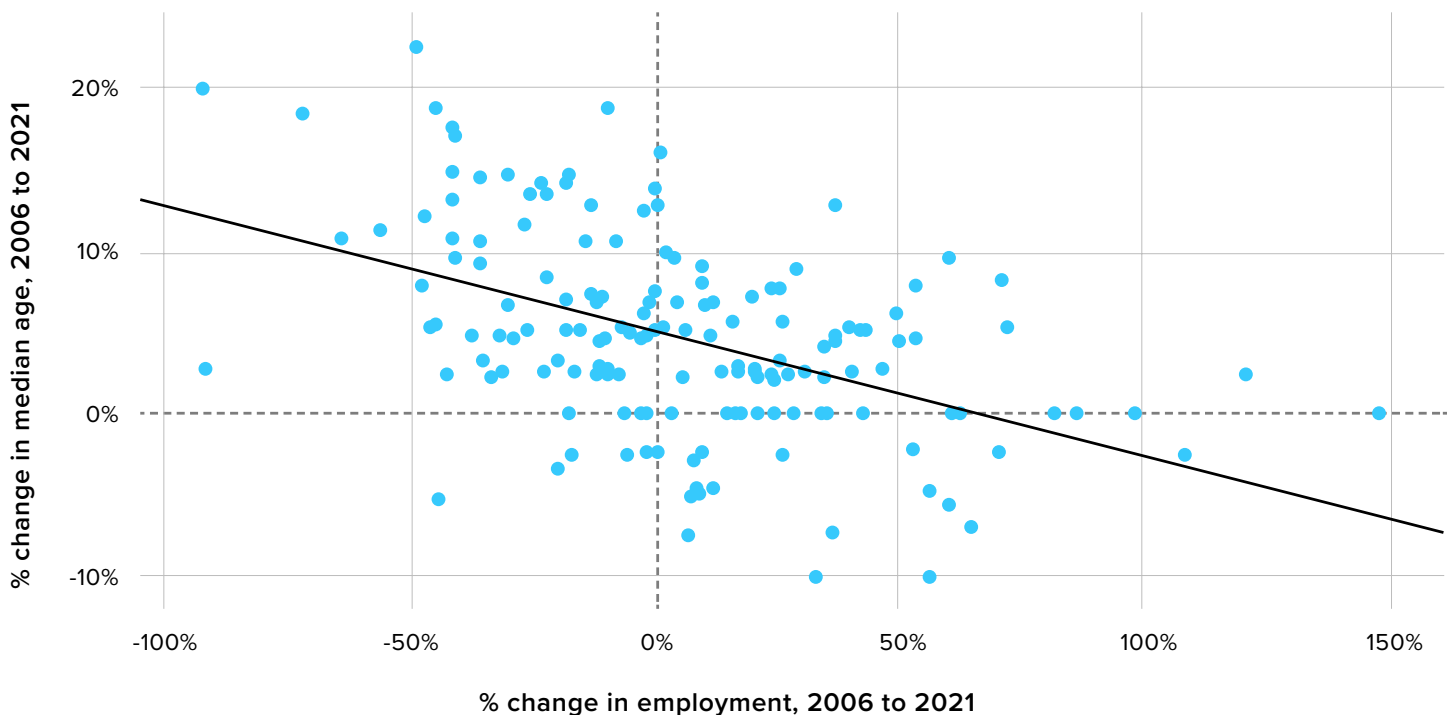
Notes: Each bubble represents a distinct occupation. The years 2006 and 2021 are three-year averages.
Source: Lightcast Profiles data, The Burning Glass Institute.

These disruptions will carry a high human cost, but they are unlikely to be permanent. Figure 3 illustrates the expected course of transition following the introduction of GenAI. Corporate profits will increase as firms benefit from reduced headcount costs. In a competitive market, firms jockeying for market share are likely to cut prices. As a result, households will see increased disposable income, which in turn will increase consumer spending, including on new categories of goods and services made possible by the unit economics GenAI will enable. This increased demand will cause employment to rebound, at least somewhat. Thus, while GenAI may initially lead to job losses in certain sectors and occupations, other sectors will grow as the economy adjusts. As this business cycle unfolds, perhaps over a decade or more, business leaders can proactively invest in upskilling and reskilling programs to ensure that workers have the necessary skills and training to navigate this period of transition.

FIGURE 3:
Sequence of economic disruptions caused by GenAI

Productivity Increases	Demand Lags	Layoffs Occur	Profits Increase	Prices Decrease	Demand Rebounds	Hiring Rebounds
Integration of AI boosts worker productivity.	Demand cannot keep pace with productivity gains.	Oversupply of workers triggers layoffs.	As payroll costs decline, profits increase.	Competitive pressure drives down prices.	Price cuts lead to more consumer spending.	Rising demand causes organizations to resume hiring.

While most of the impacts of GenAI are relatively long-term, the optimism around GenAI platforms has already buoyed financial markets. In April 2023, J.P. Morgan analysts estimated that, in the first four months of 2023 alone, interest in artificial intelligence models had driven $1.4 trillion in increased market capitalization and a 45% increase in corporate profits. As this trend gains momentum, shareholders, especially those invested in tech-centric stocks, will benefit the most. The "wealth effect" posits that this increase in perceived wealth will drive an increase in consumer spending, and in fact there is a documented increase in consumer expenditures over the past year despite expectations of an economic slowdown. As the value and potential of GenAI become clearer, investment will likely accelerate. Goldman Sachs anticipates that by 2025, global AI investments will approach a substantial $200 billion.

These investments will drive development and adoption of GenAI, resulting in the productivity improvements described previously. Further, we expect GenAI to enable step changes in research and development timelines and techniques. The time from ideation to product launch will be drastically reduced as GenAI enables researchers to gather and synthesize vast troves of data and information. As a result, innovations that further amplify productivity will be introduced more quickly. The combination of increased investment and improvements in research and development will supercharge economic growth over the long term.

DISTRIBUTIONAL CONSEQUENCES

Dislocations from GenAI will precipitate shifts in wealth distribution.

Increased adoption of GenAI will have deep distributional implications for the U.S. economy. Productivity increases will only accrue to workers who are still employed. Given the broad potential for human labor to be displaced by AI, increases in productivity will generate disproportionate returns for investors and senior employees at tech companies, many of whom are already among the wealthiest people in the U.S. Thus, the U.S. economy, already characterized by high levels of inequality, will see further economic stratification and increased concentration of wealth. As a result, we expect to see rapid growth in consumer spending in luxury categories where the wealthy tend to spend a disproportionately large share of their income (see Table 2).

TABLE 2:
Luxury categories on which wealthy consumers spend large shares of their income

Category	Description
Luxury goods	High-end watches, jewelry, handbags, clothing and other fashion items from premium brands.
Real estate	Luxury homes, vacation properties and multiple residences in various parts of the world.
Travel and leisure	First-class and private jet travel, luxury cruises, five-star hotels, exclusive resorts and bespoke travel experiences.
Fine dining and wines	Upscale restaurants and investments in rare wines and spirits.
Art and collectibles	Fine art, antique furniture, rare collectibles and unique items.
Vehicles	Luxury cars, yachts, and private jets and helicopters.
Private education	Private schools, boarding schools and elite universities.
Health and well-being	High-end fitness trainers, wellness retreats, cosmetic procedures, personal physicians and specialized health care.
Home improvement	High-end furniture, home theaters, smart home systems, and landscaping and interior design services.
Philanthropy	Charitable causes, foundations or endowments. (Not traditionally considered consumption.)
Memberships	Exclusive clubs, golf courses and other social institutions.
Personal services	Personal chefs, butlers, house managers and other staff.
Investment opportunities	Access to and participation in ventures such as venture capital or private equity. (Not traditionally considered consumption.)
Security	High-end security systems, personal security personnel and cybersecurity services.
Luxury events	Attendance at or hosting of events such as galas, premieres and private concerts.

As Figure 4 shows, previous waves of automation predominantly affected low-wage occupations (shown with blue bars). The GenAI automation wave is unique in that blue-collar workers may be the least harmed. The reasons for this are both increased demand for these workers due to the growth of premium goods and service categories and the inability of GenAI to perform physical tasks. In fact, the occupations most exposed to GenAI are high-wage, professional roles (shown with yellow bars). The implication is that the GenAI wave could result in greater payroll savings than previous waves did.

FIGURE 4:
Occupations most affected by GenAI compared to previous automation waves

Occupation	Wage
Management	$131,200
Legal	$124,540
Computer and mathematical	$108,130
Health care practitioners and technicians	$96,770
Postsecondary teachers	$96,130
Architectural and engineering	$94,670
Financial specialists	$92,290
Life, physical and social science	$83,640
Business operations	$83,280
Arts, design, entertainment, sports and media	$76,500
Educational instruction and library	$63,240
Construction and extraction	$58,400
Community and social service	$55,760
Installation, maintenance and repair	$55,680
Counseling, social work and other community and social service	$55,660
Protective services	$54,010
Sales and related services	$50,370
Office and administrative support	$45,550
Production	$45,370
Transportation and material moving	$43,930
Farming, fishing and forestry	$37,870
Personal care and service	$36,210
Building and grounds cleaning and maintenance	$35,900
Health care support	$35,560
Food preparation and service	$32,130

KEY

Occupations vulnerable to GenAI

Occupations greatly affected by previous waves of automation

Note: Compensation figures reflect 2021 annual mean wages.

IMPACT BY OCCUPATION

GenAI will impact professional occupations most heavily.

While blue-collar roles will experience minimal disruption, GenAI is expected to have a broad impact across nearly all categories of white-collar work (see Figure 5). To support organizational leaders in crafting effective workforce strategies, we have charted the specific contours of workforce transformation across occupations, sectors and even companies. To estimate the level of exposure of industries and organizations, we started by measuring the degree of overlap between the characteristics of a specific occupation and the capabilities of GenAI. The greater the overlap, the more exposed the occupation is to disruption from GenAI. We then used the occupational makeup of industries and organizations to aggregate the occupational exposure measures into industry- and company-level exposure measures. (See the Methodology for details.)

FIGURE 5:
Occupational sectors and roles exposed to disruption from GenAI

Business and Legal	Finance	Social Sciences	Writing and Editing
• Purchasing agents • Compensation specialists • Management analysts • Market research analysts • Marketing specialists • Lawyers and paralegals	• Insurance underwriters • Budget analysts • Accountants and auditors • Personal financial advisors • Credit professionals • Financial analysts • Tax preparers	• Geographers • Epidemiologists • Survey researchers • Political scientists • Sociologists • Economists	• Writers and authors • Reporters and correspondents • Technical writers • Interpreters and translators • Editors
STEM	**Sales**	**Office and Administrative Support**	**Other**
• Programmers and software developers • Web developers • Some types of engineers • Data scientists • Physicists • Medical scientists • Operations research analysts	• Insurance sales agents • Advertising sales agents • Travel agents • Securities, commodities and financial sellers • Telemarketers	• Procurement clerks • Credit authorizers, checkers and clerks • Cargo and freight agents • Statistical assistants • Loan interviewers and clerks • Billing and posting clerks	• Postsecondary teachers • Public relations specialists • Interior designers

Examples of the most vulnerable occupations and how GenAI may transform them follow:

Finance: Financial analysts, actuaries and accountants spend much of their time crunching numbers, analyzing market trends and creating predictive models—all tasks that GenAI can streamline. AI can also facilitate faster and more accurate compliance checks, which today can involve teams of auditors, compliance officers and lawyers. Personal financial advisors can also leverage AI to support risk assessments and craft client-personalized investment strategies with greater speed and detail.

Social sciences: With the digital age heralding the era of big data, researchers in fields such as sociology, psychology and political science can leverage AI to process vast datasets more efficiently. AI algorithms can analyze extensive data from social media platforms, deciphering patterns in users' sentiments and behavior, and discerning trends. Moreover, in fields such as economics and political science, predictive modeling enhanced by AI can yield more accurate forecasts of voting patterns, economic shifts and the like.

Writing and editing: Roles involving content creation and editing will undergo a transformation as GenAI enables formerly manual processes to be executed almost instantly. LLMs can quickly generate large volumes of coherent text, including reports, news summaries and articles. Meanwhile, if given the properly structured inputs, other GenAI tools can create compelling visuals, including graphics and even full-length videos.

STEM: Computer programmers are already leveraging GenAI to assist with or entirely manage routine tasks such as code generation, debugging, monitoring systems and optimizing networks. Scientists and engineers across specializations may also soon leverage GenAI to support data analyses, simulations and mathematical models.

Sales: Sales professionals often engage in repetitive administrative tasks, such as recording client interactions, tracking potential leads and analyzing customer behavior; GenAI's ability to streamline these roles will allow salespeople to concentrate on customer interactions. Further, GenAI can help analyze the troves of unstructured data sitting untapped in customer relationship management (CRM) systems, which can then be used to predict customer needs and recommend tailored sales approaches.

Office and administrative support: Administrative roles involving data entry, scheduling and other repetitive tasks are prime candidates for AI augmentation or automation. For instance, appointment management can be entirely automated with GenAI, which can optimize calendars based on pre-configured rules.

Human resources: As discussed, HR roles may be completely transformed as GenAI automates routine tasks, reorienting a smaller team of HR professionals to serve more strategic functions.

CONSEQUENCES FOR INDUSTRIES, ORGANIZATIONS AND REGIONS

Where do we expect to see the greatest disruptions?

We extended the preceding occupational analysis to estimate GenAI exposure across industries, companies and regions. Because higher-paying roles yield larger cost savings if eliminated and greater productivity gains if augmented, we weighted industries by both occupational share and salary to produce a ranking of the most GenAI-exposed industries, shown in Table 3.

TABLE 3:
Selected types of occupations ranked by GenAI exposure score

Sector	Industry	GenAI Exposure Score
	Law offices	3.906
	Commercial banking	3.865
	Investment advice	3.854
	Human resources consulting services	3.825
	Insurance agents and brokers	3.807
	Software publishing	3.780
	Custom computer programming	3.775
	Administrative management and general management consulting	3.754
	Computer systems design	3.750
	Computer terminal and other computer peripheral equipment manufacturing	3.736
	Marketing consulting	3.731
	Newspaper publishing	3.726
	Pharmaceutical preparation manufacturing	3.717
	Television broadcasting	3.712

Legend:
- ■ Finance and Insurance
- ■ Professional Services
- ■ Technology
- ■ Manufacturing
- ■ Other

See the Methodology for an explanation of how the GenAI exposure score is calculated.

Because occupations tend to concentrate in specific sectors, occupational changes will profoundly reshape several industries. Financial Services will see the greatest impact, as a range of roles—including financial examiners, personal financial advisors, loan officers, financial analysts, actuaries and accountants—within the sector are transformed. Other knowledge services industries, most notably Marketing Research and Law, are also highly exposed, as many of their outputs (market reports, standardized legal documents, etc.) are highly automatable by GenAI. Business services and consulting industries, rich in data-driven tasks and structured processes, are also highly exposed to GenAI.

Most tangibly, we mapped the scope of likely GenAI workforce impacts to specific firms based on their employee composition. Business leaders at these firms must begin planning for GenAI-driven disruption and devise ways to leverage GenAI to their advantage. As shown in Table 4, many of the most prominent U.S. companies will face GenAI-driven disruption in the coming years. The companies that will be most affected by GenAI are concentrated in three sectors: **Finance and Insurance** (including Morgan Stanley, Bank of America and Northwestern Mutual), **Professional Services** (including McKinsey & Company, KPMG and Deloitte) and **Information Systems** (including Bloomberg, Salesforce and Google).

TABLE 4:
GenAI exposure scores for selected large corporations

Company Name	Industry Sector	GenAI Exposure Score
Morgan Stanley	Finance and Insurance	3.913
Bank of America	Finance and Insurance	3.902
Northwestern Mutual	Finance and Insurance	3.884
Goldman Sachs	Finance and Insurance	3.881
Wells Fargo	Finance and Insurance	3.878
J.P. Morgan	Finance and Insurance	3.866
McKinsey & Company	Professional, Scientific and Technical Services	3.862
KPMG	Professional, Scientific and Technical Services	3.858
Fidelity Investments	Finance and Insurance	3.857
American Express	Finance and Insurance	3.845
Robert Half	Professional, Scientific and Technical Services	3.845
Citigroup	Finance and Insurance	3.844
PwC	Professional, Scientific and Technical Services	3.831
Bloomberg	Information	3.818
Salesforce	Information	3.800
Fiserv	Professional, Scientific and Technical Services	3.800
PayPal	Information	3.799
Deloitte	Professional, Scientific and Technical Services	3.798
Google	Information	3.793
Adobe	Information	3.791
LinkedIn	Information	3.788
State Farm	Finance and Insurance	3.785
Oracle	Information	3.781
Johnson & Johnson	Manufacturing	3.780
IBM	Manufacturing	3.779
Microsoft	Information	3.764
Intel	Manufacturing	3.709
UnitedHealth Group	Finance and Insurance	3.699
Apple	Manufacturing	3.688
Amazon	Retail Trade	3.670
General Electric	Manufacturing	3.650
Boeing	Manufacturing	3.646
General Motors	Manufacturing	3.604
Ford	Manufacturing	3.589
Disney	Information	3.555
Walmart	Retail Trade	3.399

As Figure 6 shows, technology hubs, especially Silicon Valley, witnessed impressive growth through 2021, driving both higher salaries for tech workers and increased spending in nearby regions and adjacent industries. GenAI is likely to further accelerate these trends.

FIGURE 6:
Growth in per-capita income for technology hubs, 2011-21

Region	Growth
San Jose-Sunnyvale-Santa Clara, CA	110.0%
San Francisco-Oakland-Berkeley, CA	91.5%
Seattle-Tacoma-Bellevue, WA	75.9%
Boulder, CO	70.6%
Denver-Aurora-Lakewood, CO	64.8%
Miami-Fort Lauderdale-Pompano Beach, FL	64.6%
Portland-Vancouver-Hillsboro, OR-WA	63.9%
Los Angeles-Long Beach-Anaheim, CA	61.8%
Salt Lake City, UT	61.2%
Austin-Round Rock-Georgetown, TX	59.7%
Nashville-Davidson County-Murfreesboro-Franklin, TN	58.7%
Phoenix-Mesa-Chandler, AZ	58.3%
San Diego-Chula Vista-Carlsbad, CA	57.8%
Greater Chicago-Naperville-Elgin area, IL-IN-WI	55.2%
Greater Boston-Cambridge-Newton area, MA-NH	53.7%
Atlanta-Sandy Springs-Alpharetta, GA	53.5%
Greater New York-Newark-Jersey City area, NY-NJ-PA	50.4%
Entire U.S. (average)	50.2%
Detroit-Warren-Dearborn, MI	49.0%
Greater Minneapolis-Saint Paul-Bloomington area, MN-WI	46.4%
Dallas-Fort Worth-Arlington, TX	45.9%
Greater Philadelphia-Camden-Wilmington area, PA-NJ-DE-MD	43.1%
San Antonio-New Braunfels, TX	36.9%
Houston-The Woodlands-Sugar Land, TX	32.8%
Greater Washington-Arlington-Alexandria area, DC-VA-MD-WV	31.9%

Source: Bureau of Economic Analysis.

More broadly, the U.S. is home to 36 of the top 50 global technology companies (see Table 5), as well as cutting-edge institutions such as MIT and Stanford that boast a thriving venture capital scene and deep investments in AI research. As a result, the U.S. is perfectly poised to harness the GenAI revolution. As tech becomes a more important part of the global economy, countries that have a comparative advantage in tech will see the greatest benefits, and few will benefit more than the U.S.

TABLE 5:
Top 50 technology companies in market capitalization, Aug. 30, 2023

Rank	Company	Headquarters	Market Cap (in $Millions)
1	Apple	U.S.	2,943,451
2	Microsoft	U.S.	2,432,503
3	Alphabet (Google)	U.S.	1,732,556
4	Amazon	U.S.	1,421,948
5	NVIDIA	U.S.	1,223,564
6	Tesla	U.S.	821,260
7	Meta Platforms (Facebook)	U.S.	770,957
8	TSMC	Taiwan	485,630
9	Tencent	China	395,505
10	Broadcom	U.S.	376,669
11	Samsung	South Korea	333,314
12	Oracle	U.S.	327,095
13	ASML	Netherlands	259,258
14	Adobe	U.S.	253,653
15	Alibaba	China	235,755
16	Cisco	U.S.	233,929
17	Salesforce	U.S.	216,325
18	Netflix	U.S.	192,866
19	AMD	U.S.	171,972
20	SAP	Germany	163,501
21	Texas Instruments	U.S.	153,156
22	Intuit	U.S.	150,065
23	Intel	U.S.	144,989
24	IBM	U.S.	133,617
25	Pinduoduo	China	130,853
26	Applied Materials	U.S.	127,580
27	Qualcomm	U.S.	126,990
28	ServiceNow	U.S.	121,398
29	Booking Holdings (Booking.com)	U.S.	115,032
30	Automatic Data Processing	U.S.	104,801
31	Sony	Japan	102,924
32	Meituan	China	102,311
33	Keyence	Japan	101,341
34	Schneider Electric	France	96,792
35	Uber	U.S.	96,534
36	Lam Research	U.S.	92,869
37	Analog Devices	U.S.	90,701
38	Airbnb	U.S.	84,125
39	Shopify	Canada	83,444
40	Micron Technology	U.S.	76,307
41	Fiserv	U.S.	74,397
42	Palo Alto Networks	U.S.	74,107
43	Equinix	U.S.	73,170
44	VMware	U.S.	72,937
45	Activision Blizzard	U.S.	72,378
46	Synopsys	U.S.	70,195
47	PayPal	U.S.	70,167
48	Tokyo Electron	Japan	69,331
49	KLA	U.S.	68,907
50	MercadoLibre	Argentina	68,333

Source: Largest Tech Companies by Market Cap.

IMPLICATIONS FOR CHROs AND OTHER BUSINESS LEADERS

In the coming decade, CHROs and other business leaders will need to navigate a host of disruptions as GenAI adoption increases (see Figure 7). The first step is to evaluate the composition of your workforce: How exposed is your organization to GenAI? What are the most prevalent tasks, skills and roles in your organization today, and what tasks, skills and roles will be most important in the future? If your company sits in a highly exposed industry or has functions composed of at-risk roles, GenAI will be especially disruptive. In light of the so-called digital divide in Americans' access to technology, the potential exists for harmful effects to your organization's inclusion, equity and diversity (IE&D) efforts. Use your assessment to support your workforce planning and prepare for GenAI-related disruptions.

FIGURE 7:
Implications of GenAI for HR functions

Talent Acquisition
Short term: Recruiting AI talent becomes difficult. **Long term:** Changing difficulty in filling certain roles.

Expansions and Reductions in Force
Shifting of headcount away from tasks that have been automated and toward AI-augmented responsibilities.

IE&D Implications
Ensuring that displacement does not disproportionately impact underrepresented groups and that new opportunities are accessible to diverse talent.

AI Impacts

Learning and Development
Reskilling existing talent to fill AI roles. Reskilling workers in eliminated positions to assume other roles.

Compensation
Adjusting salaries to changes in the labor market.

Reskilling and upskilling workers will become increasingly important as GenAI becomes central to business operations. Many roles will transform, and employees in them will require new skill sets. For example, traditional customer service roles may pivot toward managing chatbots or overseeing automated processes, and data analysts may transition to AI data specialists. In this dynamic landscape, blending in-house training with strategic external hiring will be pivotal to harness the full potential of GenAI innovations. Effective leaders will understand GenAI's potential, its limits and how best to integrate it into existing workflows.

As GenAI transforms roles, the skills that are most important and rewarded will evolve as well. For example, jobs specializing in the creation and management of AI tools may witness rising salaries due to the niche expertise they require. Skills associated with AI research, development and the practical application of AI tools in business settings will also see skyrocketing demand. Conversely, roles that rely on skills that GenAI can replicate will grapple with decreasing demand and pay (see Table 6).

As skill needs shift, employee learning and development curricula will need to evolve in parallel. Educational and training institutions will need to realign their offerings, focusing on fostering AI-centric skills and emphasizing the value of human-AI collaboration. Additionally, as AI disrupts traditional roles, the importance of uniquely human attributes such as critical thinking, empathy and adaptability will become even more pronounced. Businesses can achieve the best outcomes when they leverage both the capabilities of GenAI and the unique strengths of human intelligence. HR leaders can reference the list of skills in Table 6 to evaluate their organization's learning and development capabilities and revise trainings to align with the skills needed for the workforce of the future.

TABLE 6:
Workforce skills that will increase/decrease in importance

Increased Importance

Skill	Description
AI literacy	Being familiar with AI basics, understanding its potential and limitations.
Systems evaluation	Assessing the performance of AI and predicting potential issues.
Data literacy	Interpreting vast amounts of data processed by AI.
Emotional intelligence	Engaging in invaluable human-to-human interactions requiring empathy and interpersonal understanding.
Continuous learning	Adapting to the rapidly evolving landscape of AI.
Critical thinking	Evaluating complex situations and AI-generated content or decisions.
Digital security and privacy	Safeguarding data and understanding the security implications of AI systems.
Creativity	Harnessing human creativity that surpasses AI's generative capabilities.
AI model training	Training, refining and improving AI models.
Neural network understanding	Grasping the intricacies of neural architectures and their applications.
AI optimization	Fine-tuning AI algorithms for efficiency and effectiveness.
Reinforcement learning	Harnessing this AI approach, which enables machines to learn through trial and error.
Natural language processing	Teaching machines to understand human language, a specialization in AI.
Generative adversarial network (GAN) skills	Understanding GANs, which can generate data mimicking real datasets.
Explainable AI (XAI)	Making AI decisions transparent and understandable to humans.

Decreased Importance

Skill	Reason for Decrease
Writing and basic content creation	GenAI can produce routine textual, visual or multimedia content.
Graphic design	AI-driven design tools can suggest color palettes, design logos and lay out webpages.
Research	GenAI can automate preliminary stages, including data gathering and basic analysis.
Web development	AI tools can auto-generate web layouts and produce code for common functionalities.
Coding	GenAI can produce standard code templates, reducing the need for basic coding.
Simple data analysis	AI's prowess in data processing may decrease demand for basic data analysis.

Despite the best efforts of savvy HR leaders, workforce reductions will become increasingly pressing as GenAI transforms the macroeconomic landscape. HR leaders must remember that layoffs are not the only downsizing option available; more subtle strategies, such as implementing hiring freezes and leveraging natural attrition, can be deployed to minimize disruption to employees. Reskilling may also be an effective alternative to laying off displaced employees. Helping these individuals transition to different roles via new tools and training opportunities can ensure continuity of experience and boost workforce morale. In this time of heightened disruption, the emotional toll of job insecurity will underscore the need for robust employee support systems, including mental health and transition programs.

GenAI's proliferation has varied implications across the labor spectrum. Most clearly, GenAI-fluent tech talent will become highly sought-after. Health care practitioners (including nurses), social workers and other human-centric occupations currently experiencing labor shortages are not conducive to full automation. Meanwhile, information security professionals and actuaries might benefit from AI integration, alleviating labor shortages in these fields. In fields without current labor shortages that are exposed to GenAI, we are likely to see a labor surplus and an overabundance of professionals.

HR leaders must evaluate their talent pipelines to understand where they are currently experiencing talent shortages or surpluses and assess how GenAI may drive changes in supply and demand in those areas (see Figure 8).

FIGURE 8:
Associations between degree of GenAI impact and labor shortages

		Low Labor Shortage	High Labor Shortage
Degree of AI Impact ↑	**High AI Impact**	**Labor Surplus Created** Business and financial professionals Office and administrative support Web developers University professors Economists Writers, editors, journalists	**Labor Shortages Mitigated** Information security roles Speech-language pathologists Lawyers Actuaries Data scientists
	Low AI Impact	**Labor Insulated from Impacts** Construction workers Some repair workers Some technicians Laundry and dry-cleaning workers Sewing machine operators	**Continued Labor Shortages** Health care practitioners Health care support staff Skilled tradespeople Social workers Child care workers

GenAI will challenge HR leaders to maintain a commitment to inclusion, equity and diversity (IE&D). While it will be tempting to leverage AI for HR practices such as sourcing and assessing new hires, leaders must be mindful that GenAI tools are likely to replicate existing biases and may work against IE&D goals. Adjustments in hiring practices and revisions of IE&D metrics may be needed.

GenAI is redefining the landscape of the professional labor market. As we uncover its full implications over the coming years, HR leaders will be at the forefront of navigating the associated challenges and capitalizing on the opportunities GenAI presents. This transformation demands a recalibration of workforce composition and management, especially for companies in the Finance and Insurance sector and Professional Services sector. As organizations evolve, a holistic approach that blends technological innovation with investment in human capital will be paramount for a smooth and successful transition into the future of automated and AI-enabled knowledge work.

METHODOLOGY

To construct GenAI exposure scores, researchers at The Burning Glass Institute use data made available by [Felten, Raj and Seamans](#). We build an AI exposure measure by linking common AI applications to occupational abilities using a crowd-sourced dataset. Then we aggregate the effect at the ability level to construct a measure that identifies the potential exposure of occupations to AI. We measure an occupation's aggregate exposure to AI by summing this weighted ability-level AI exposure across all abilities in an occupation. In an adjustment to Felten et al.'s (2018) methodology,[1] we scale the aggregated exposure to AI across all abilities by the weighted sum of the prevalence and importance of all abilities used in the occupation to account for the total required ability set within an occupation. This scaling then provides a measure of the relative exposure to AI.

The Burning Glass Institute applies these occupational AI exposure scores to company-level information available in [Lightcast Profiles](#) data. Using company occupational distributions for the years 2021 and 2022, we calculate an average company AI exposure score by multiplying the occupational shares by their AI exposure score. Each occupation is weighted by the share of the occupation's wage in total company wages. The final company score is a weighted average of the standardized occupational AI scores. This means that a score of 0 is considered average, while a score of -1 or 1 can be interpreted as one standard deviation below or above the mean.

We supplement this approach by creating two new measures of GenAI exposure by occupations. In this methodology, we base our assessment of task vulnerability to AI automation on the composition of tasks within an occupation. We use four criteria to evaluate tasks: physical presence requirements, error consequences, cognitive demand and cultural nuance understanding. We then assess tasks using AI tools and categorize them into three risk levels (low, medium, high). We resolve discrepancies using expert judgment and calculate the overall occupational risk by averaging task scores.

This approach, focused on assessing AI's impact on job vulnerability, involves:

1. Creating a list of tasks AI can perform and detailing essential skills for each profession, often from job listings.

2. Breaking down roles into primary tasks and estimating time spent on each task.

3. Comparing AI capabilities with job-specific tasks, determining the level of overlap.

4. Aggregating the vulnerability metrics by various categories and classifying jobs based on their level of risk to displacement by AI, such as high, medium or minimal exposure.

[1]Felten, E.W., Raj, M., and Seamans, R. (2018). A method to link advances in artificial intelligence to occupational abilities. *AEA Papers and Proceedings*, 108, 54–57. https://doi.org/10.1257/pandp.20181021

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CPR-230956

Jacksonville Site Approval: Appendix C – External Research

March 1, 2024

Executive Summary

The UF Jacksonville expansion will support Florida's economy by educating the workforce to meet evolving skills and expertise needs in high-demand occupations across industries.

❖ **UF Jacksonville Strategic Advantages**: UF is uniquely situated to bring new offerings to Jacksonville, given the combination of UF's program strengths and brand reputation, location relative to Jacksonville, and ability/interest to bring new programs and curricular innovation to the market quickly.

❖ **Current UF Capacity**: UF has strengths and readiness across Colleges and specialty fields aligned closely with Jacksonville employers' current and future workforce needs. Existing elective content in computer science (CS), artificial intelligence (AI), and data analytics can be paired with programs across disciplines, positioning UF well to bring these programs to Jacksonville while also meeting needs in nursing, dentistry, and other demanded specialty fields.

❖ **Jacksonville Demographics**: One third of the Jacksonville population is within the optimal graduate degree age range of 25 to 54. Only 11.9% of the regional population has obtained a graduate degree or higher, below the national average. Regional jobs grew 8% between 2017 and 2022, outpacing the national growth rate by 3.8%.

❖ **Target Market**: The UF Jacksonville campus has potential to serve a growing regional population *and* leverage brand reputation to reach national audiences of working professionals. In bringing high-quality, state-of-the-art, and in-demand programs to Jacksonville, the campus can cater to both audiences of learners who might want to upskill or make a career transition to or in Jacksonville.

❖ **Workforce Needs**: The development of the UF Jacksonville campus will also support regional workforce needs by catering programs to the growing number of companies planting roots in Jacksonville. Based on regional job postings, high-demand occupational categories align with UF competencies in healthcare, management, computer & mathematics, business, engineering, and legal fields.

❖ **Program Demand Outlook**: Kennedy & Company research indicates strong opportunities to incorporate CS, AI, and data science into fields such as business, law, and nursing where technology is expected to upend industry and training needs even more than it already has.

❖ **Growth Targets**: The UF Jacksonville campus could grow to 2,000 students by 2030 with a combination of national, regional, and industry demand for enrollments in multi-concentration programs such as a Master in Legal Studies or Master of Health Administration. Beyond this, corporate partnerships could bring in even more new students seeking both degree and non-degree education and training options.

❖ **Needs**: Resource and investment needs could be in the range of $200M to $400M to develop, attract, establish, and sustain a thriving campus community. UF Jacksonville aims to deliver state-of-the-art programs in an innovative 60K-100K square foot space to local, regional, and national learners for the benefit of both Florida's workforce and businesses.

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Overview

The Florida Chamber Foundation has identified four occupational areas that are suffering from a talent shortage. The University of Florida is positioned to help Jacksonville address these unmet demands with in-demand graduate offerings that support degree **and** skills attainment.

Healthcare is one of the largest and fastest growing job fields in Jacksonville, with 14% expected growth over the next ten years. It's also one of the highest paying occupations in the area. There is an estimated supply-demand gap of 32,000 healthcare professionals.[1]

Management & Finance jobs are projected to increase by 11% over the next three years in Jacksonville. These opportunities extend into financial institutions and services, compliance, and software development. There is an estimated demand-demand gap of 20,000 professionals in these fields.[1]

The field of **Information Technology** is expected to grow by nearly 20% over the next three years, driven by the emergence of AI. There is an estimated supply-demand gap of 10,000 professionals in IT fields.[1] As new technologies transform the pace of change in the workplace, this gap is expected to widen.

Architecture/Engineering jobs are also expected to grow, with an increasing focus on the adoption of technology and artificial intelligence to perform functions previously conducted by humans.

1. **Source:** Florida Chamber Foundation, Jacksonville Metro Skills Report

In partnership with employers and other institutions in the area, the University of Florida believes an expansion of its footprint in Jacksonville can leverage its strengths to bridge gaps in credentialing the growing workforce.

INDUSTRY Jobs Growth (2017-2022)

Industry	Jobs Growth
Construction	7,201
Professional Scientific, and Technical Services	9,496
Health Care and Social Assistance	10,679
Transportation and Warehousing	19,865 (+52%)

■ Industry Jobs Growth

OCCUPATION Jobs Growth (2017-2022)

Occupation	Jobs Growth
Computer and Mathematical	3,918
Healthcare Practitioner	7,715
Management	11,911 (+33%)
Business & Financial Operations	16,593 (+38%)
Transportation and Material Moving	19,314

■ Industry Jobs Growth
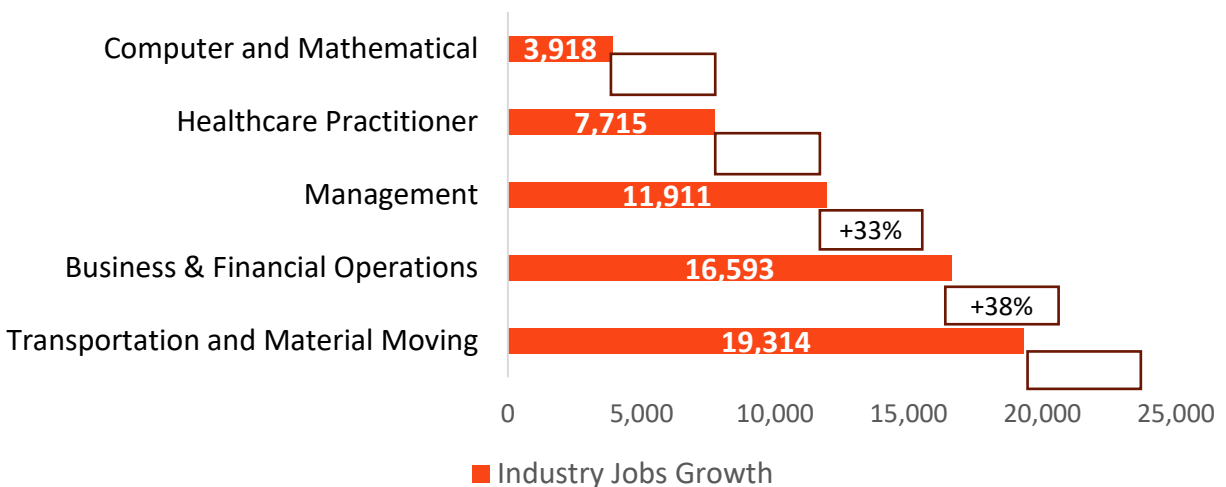
Though not all of these jobs will require advanced degrees – many will require specific skillsets that may benefit from upskilling, e.g. certifications, by the workforce.

4

The Jacksonville MSA is large and projected to grow significantly, with growth across the main age groups that might pursue college education. The overall population of 1.6 million as of 2021 is expected to reach 2.2 million by 2050 with a steady upward trajectory. The populations ages 25-34 and 35-44, which may be the most relevant for graduate degrees, are projected to grow as well with the 35-44 population projected to become the largest by 2050 (slightly passing the 25-34 group).

POPULATION PROJECTIONS, JACKSONVILLE (2021-50)
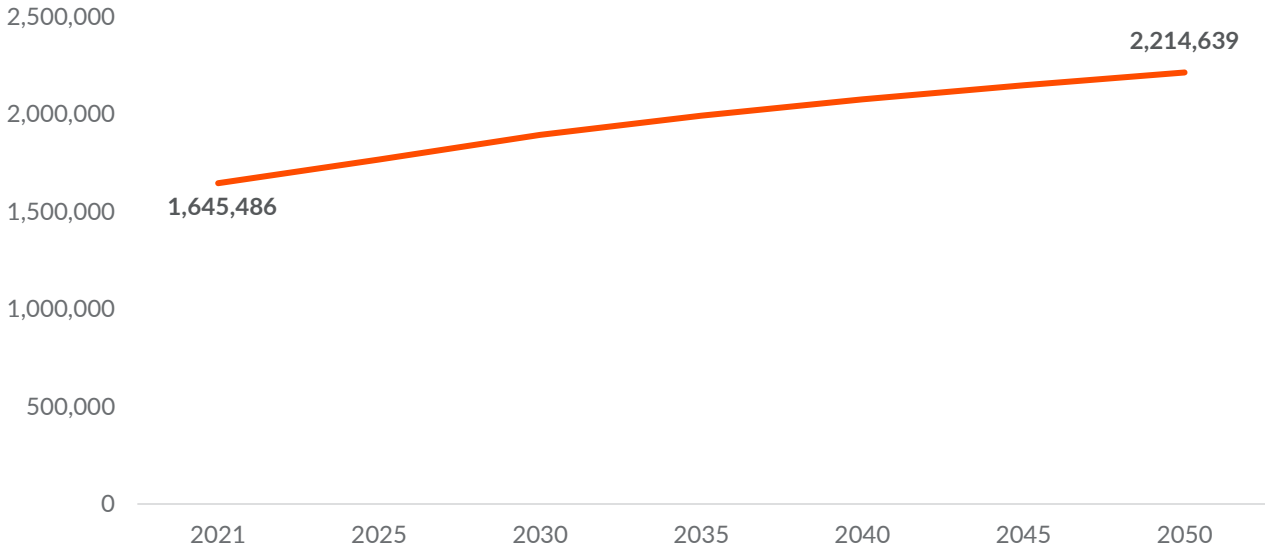
POPULATION PROJECTIONS BY AGE GROUP, JACKSONVILLE (2021-2050)

HIGHER EDUCATION
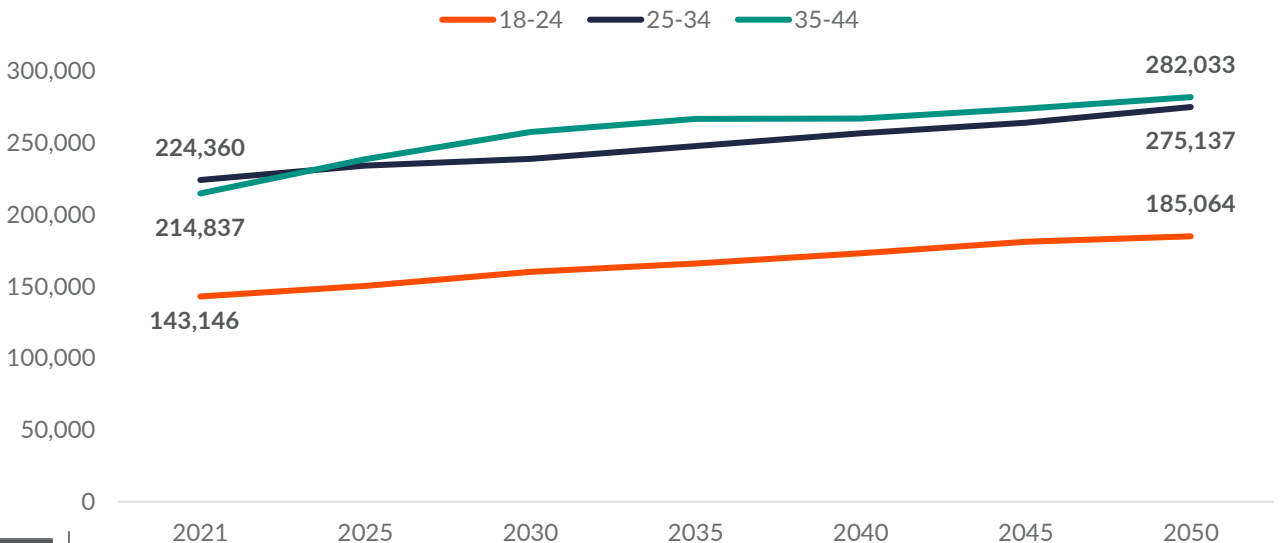
Summary: Master of Science in Management, with Artificial Intelligence Concentration

- ❖ **Overview of Opportunity:** In line with national trends, UF can rapidly enter the AI training market by launching a generalist AI in Business certificate program, before launching a 1-year MS in Management (MSM) program with AI focus in year 2 tailored to meet the needs of working professionals. Future AI offerings can adapt to other specialties in finance, logistics, and biomedical/health sciences or a one-year MBA.

- ❖ **Labor Market Demand & Industry Partners:** High levels of AI-related job growth are expected across the business and AI fields in Jacksonville and the state of Florida. In Jacksonville, there were 2,005 unique postings for AI jobs in 2023, while the number of jobs nationwide requesting skills in artificial intelligence and machine learning is projected to grow 16% in the next two years. As a result, local and national industry partners are stressing the need to establish AI training programs immediately.

- ❖ **Credential Demand:** National completions in AI programs have increased in each of the last six years, signaling consistent interest in AI knowledge and understanding. Growth in these credential markets is expected to continue, especially as the labor market seeks additional AI professionals. Incorporating AI into business fundamentals courses would appeal to Jacksonville's working professional community looking for a general business credential as well as those seeking to gain technical AI skills.

- ❖ **Competitive Landscape:** Despite significant interest from corporate partners, the Jacksonville region currently lacks a graduate degree program focused on AI, forcing interested individuals to search elsewhere for their credentials, including UF's national competitors. UF can distinguish itself in Jacksonville by becoming the only school in the region to offer graduate AI programming, especially through industry specific programs.

- ❖ **Internal Readiness and Other Considerations:** The Warrington College of Business has indicated a high level of preparedness to roll out AI programming starting in year 1. Warrington faculty have worked with both the technical and non-technical elements of AI and are confident in the College's ability to assemble and deliver AI content in the near term. There is also significant interest leveraging collaborative efforts with Wertheim's AI and computer science faculty to expand AI programs.

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Job Outlook: Master of Science in Management, with Artificial Intelligence Concentration

Twenty six percent of AI-related job listings in the Jacksonville region in the last year asked for a master's degree. Listings also specify a background in computer science and finance.

AI Postings By Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

26% Master's

60% Bachelor's

Unique Postings in Jacksonville MSA	24,300
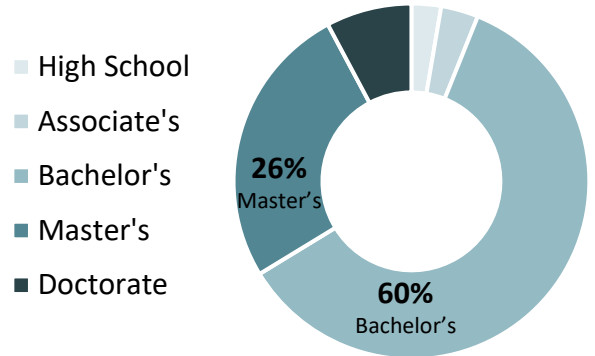
Top Growing Skills

- Computer Science **(+27%)**
- Finance **(+27%)**
- Data Analysis **(26%)**
- Accounting **(+24%)**
- Marketing **(+23%)**
- Auditing **(+22%)**

Top Growing Occupations

Software Developers	+20.5%
Information Security Analysts	+18.7%
Software Quality Assurance Analysts	+17.0%
Computer and Information Systems Managers	+15.0%
Market Research Analysts and Marketing Specialists	+14.2%

Job Growth 2022-2027

8.8% Jacksonville MSA	**9.8%** Nationwide

Sources: Lightcast   Results filtered by postings asking for a bachelor's degree or higher

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PROGRAM EXECUTIVE SUMMARY

The MBA continues to be a sought-after degree by students and employers. However, the market and several institutions are moving toward the MS in Management as a more flexible option that enables multiple areas of focus including AI, Finance, Healthcare, etc. In the current environment there may be room in the market for both the MBA and MSM.

- **Job Demand:** The standard MBA is the most mentioned degree / qualification in job postings in Jacksonville. And according to The Bureau of Labor Statistics, there will be 11.5 million data-related job openings by 2026, reinforcing the value of an MBA focused on expertise in AI.

- **Student Demand:** Institutions are beginning to recognize MBAs with an AI concentration as an emerging opportunity for students. The overarching field in which AI sits—Data Science—has seen a 968% jump in graduate degree conferrals in 2022.[1]

- **Market Share:** UF holds the greatest market share statewide, continuing to grow (+28% YOY in 2022).

- **Program Positioning:** AI is a new and emerging academic program – positioning this program in partnership with area company needs and plans related to AI can help the appropriately cater to the needs of the region.

1. Source: National Center for Education Statistics (NCES)
2. UNF likely lost Jacksonville market share due to a 59 % conferral increase at Jackson University.

AI MBA PROGRAM AND MARKET OUTLOOK

MBA demand remains strong from students and employers alike. Though MBA offerings are prevalent in Florida, Jacksonville has relatively lower levels of degree production in the space. An MBA focused on AI in Jacksonville addresses this market gap in alignment with the City's emerging workforce needs and economic development objectives.

+13% 10-year Projected Job Growth in Jacksonville

+51% MBA Degree Completions in Jacksonville over the last four years

-6% MBA Degree Completions in Florida over the last four years

Jacksonville is 5th in Florida for Job postings for qualified MBA graduates – preceded by Tampa, Miami, Tallahassee, and Orlando

Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		

Specialized Skills	Common Skills	Software Skills
Artificial Intelligence	Management	SQL
Machine Learning	Leadership	Dashboard
Computer Science	Operations	Power BI
Financial Services	Planning	R
Marketing	Decision Making	Microsoft PowerPoint
Agile Methodology		Tableau

Although recent conferrals for MBA's have declined nationally and in Florida, a review of job postings for data scientists shows that the MBA is the top credential employers are looking for behind only TS/SCI Clearance. Further, the MBA is the most mentioned credential employers seek among regional job postings

	2012 Completions	2022 Completions	% Change
Distance Offered Programs	3,400	4,599	+35.3%
Non-Distance Offered Programs	3,246	646	-80.1%
All Programs	6,646	5,245	-21.1%
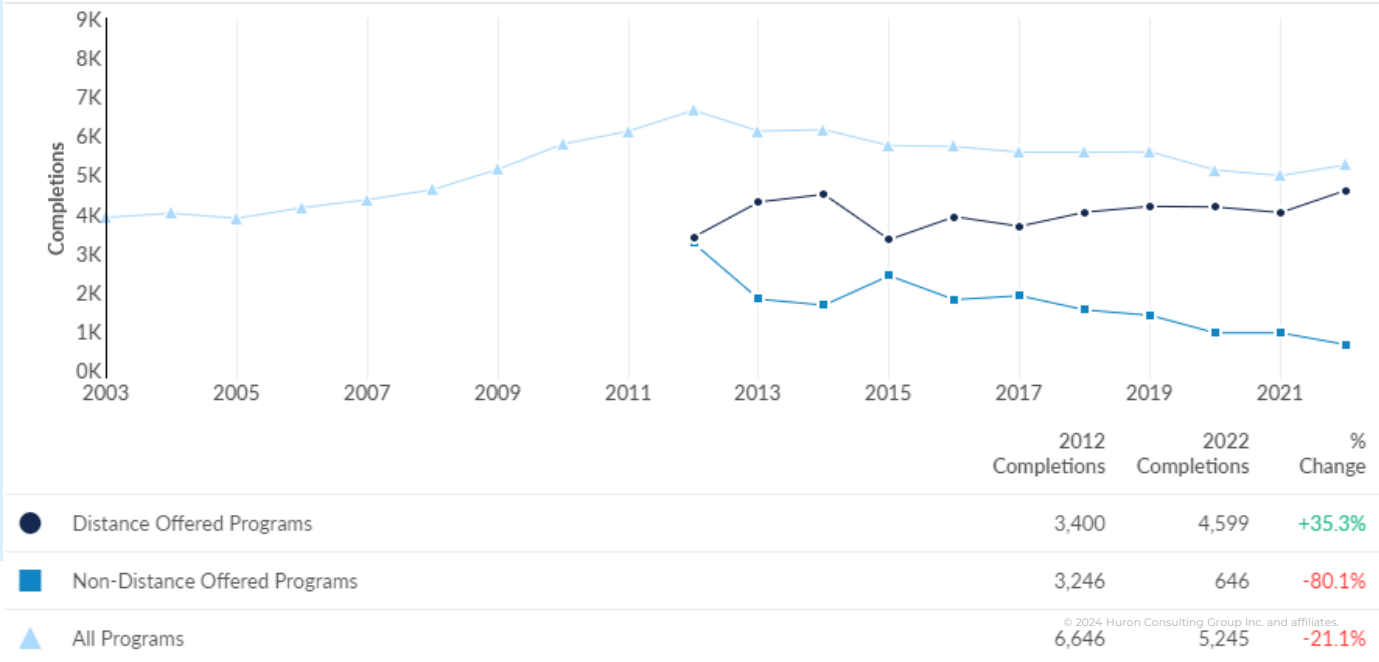
Summary: Master of Business Administration with Concentration in Artificial Intelligence and Analytics

❖ **Overview of Opportunity:** UF can offer a Master's in Business Administration (MBA) program in a variety of formats that may make sense in the Jacksonville market. Across modality and delivery formats (full-time, executive, etc.) these generalist business programs can include a variety of concentrations, combination degrees, or experiential learning in high-demand fields, such as AI and financial technology.

❖ **Labor Market Demand & Industry Partners:** There remains robust labor market demand for MBA graduates nationally. Within Jacksonville, the MBA is the most mentioned credential employers seek among regional job postings. As of 2022, roughly 2,700 unique posting sought business management credentials at the master's level from applicants.

❖ **Credential Demand:** There continues to be sufficient demand for MBA programs both nationally and regionally. Regional MBA completions have grown 27% since 2015, while national completions remained flat. This trend signals Jacksonville-specific demand that UF can meet without cannibalizing existing offerings in Gainesville.

❖ **Competitive Landscape:** The Warrington College of Business ranks 40th among national business schools. Other similarly ranked peers offer MBA programs, some of them completely online. Within Jacksonville, two institutions offer MBA programs in hybrid formats.

❖ **Internal Readiness and Other Considerations:** The Warrington College of Business already offers MBA programs ready for deployment in Jacksonville across formats: full-time, online, weekend professional, executive, combination degrees, and engineering partnerships. Content can be tailored for Jacksonville needs, especially to encompass new collaborative efforts with AI and engineering. Further, the MBA can serve as a flagship program, attracting attention to the variety of other programs UF's Jacksonville campus will offer.

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Job Outlook: MBA with Concentration in AI and Analytics

Of the nearly 14,000 job listings related to business management in Jacksonville last year, over 2,700 looked for candidates with a master's degree.

Postings by Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

15% Master's & Doctorate

70% Bachelor's

Unique Postings in Jacksonville MSA	**13,900**
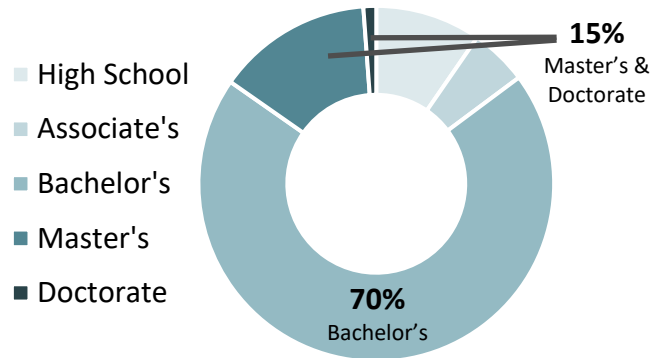
Top Growing Skills

- Finance **(+27%)**
- Accounting **(+24%)**
- Marketing **(+23%)**
- Auditing **(+22%)**
- Project Management **(+20%)**
- Financial Statements **(+20%)**

Top Growing Occupations

Occupation	Growth
Securities, Commodities, and Financial Services Sales Agents	**+17.9%**
Marketing Mangers	**+17.4%**
Computer and Information Systems Managers	**+15.0%**
Market Research Analysts and Marketing Specialists	**+14.2%**
Financial Managers	**+12.5%**

Job Growth 2022-2027

9.2% Jacksonville MSA	**10.3%** Nationwide

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PROGRAM EXECUTIVE SUMMARY

An Engineering Management program will address unmet student interest and employer need for data analytics and leadership skills in Jacksonville's growing technology sector.

- **Job Market Demand**: The job market is strong and expected to grow by 24% over the next ten years, slightly outpacing the national rate of 23%. The market is expected to grow due to the expansion of the technology workforce, national infrastructure needs, and overall population growth.

- **Student Market Demand:** There is demand for both onsite and online programs. However, those programs offerings online, in some capacity, saw the most significant YOY growth.

- **Market Share:** Florida Institute of Technology and UCF have the 2nd and 3rd largest market share. Their strong YOY growth, 45% and 10% respectively, indicates an opportunity for additional program offerings.

- **Program Positioning:** Company and industry partnerships are valuable to understand the skills needs of employers – it will be important to articulate a clear value proposition to employers and students to differentiate UF in the current JAX landscape.

ENGINEERING MANAGEMENT MARKET OUTLOOK

There are currently no MSEM programs offered in the greater-Jacksonville area. Program conferrals have grown by 10% across the state and the growth in demand for engineering management and data analytics – related occupations, in Jacksonville, is keeping pace with national projections.

+23% 10-year Projected Job Growth in Jacksonville

+9% Engineering Management Degree Completions in Florida over the last four years

+10% Increase in institutions offering Engineering Management Degree programs nationally over the last four years

Jacksonville is 5th Florida for Job postings for qualified Engineering Management graduates – preceded by Orlando, Miami, Tampa, and Tallahassee

Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		

Specialized Skills	Common Skills	Software Skills
Data Analysis	Operations	Microsoft Excel
Industrial Eng.	Mathematics	Warehouse Mgmt. Sys.
Business Metrics	Complex Problem Solving	Microsoft Office
Supply Chain	Planning	Power BI
Statistical Analysis		SQL
Comp Science		Mapping Software

Engineering Management is a growing graduate market in Florida, and UF is an established provider, with 12% of the total conferrals in 2022. The gap in the Jacksonville market provides and opportunity for UF to expand its EM program in alignment with Jacksonville's needs, where related job demand is consistently growing.

	2012 Completions	2022 Completions	% Change
Distance Offered Programs	212	461	+117.5%
Non-Distance Offered Programs	224	126	-43.8%
All Programs	436	587	+34.6%
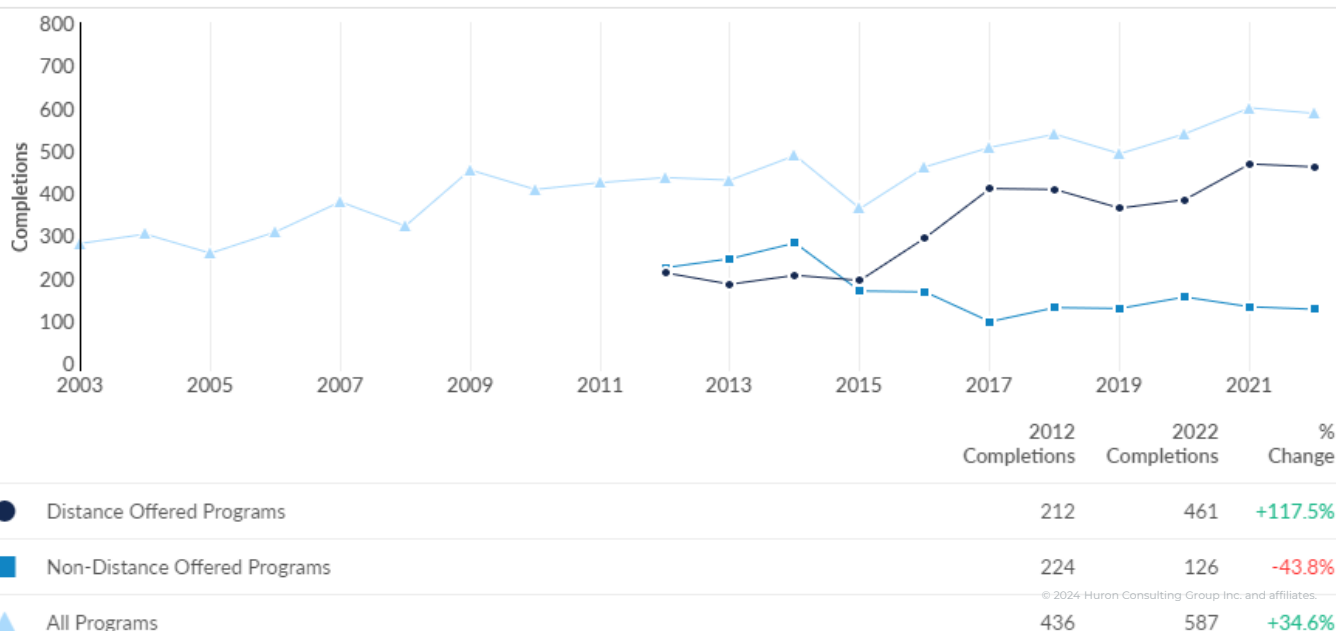
Summary: Master of Science in Engineering Management

❖ **Overview of Opportunity:** The MS in Engineering Management (EM) complements the portfolio of programs being deployed in Jacksonville, as it serves regional industry needs in engineering and provides a steppingstone for the Wertheim College of Engineering to distinctly expand its nationally-recognized brand. The MS in EM can begin with a singular 30-credit program with a concentration in Data Analytics and expand to include alternative concentrations such as Smart Manufacturing and Financial Engineering.

❖ **Labor Market Demand & Industry Partners:** Graduates of MS in EM programs are equipped to enter various industries from finance/banking to manufacturing, healthcare, and aerospace where their technical skillsets are invaluable as database architects, industrial engineers, or other engineering fields. The Jacksonville market for associated jobs is expected to grow 16% by 2027, compared to 15% nationwide. Within Jacksonville, there already exists a quorum of top employers seeking graduates with technical ISE backgrounds in addition to those Wertheim has traditionally maintained strong industry partnerships

❖ **Credential Demand:** There is evidence to suggest strong market demand for the MS in EM credential both nationally and regionally. Nationally, 71 institutions offering Master's-level systems engineering programs awarded 2,159 degrees in 2022, and demand for this credential has grown by 5% since 2018.

❖ **Competitive Landscape:** Numerous national comparators offer programs comparable to the MS in EM, but no institutions in Jacksonville awarded this degree in 2022. While most national comparators offer programs in-person, some have online offerings and many tailor their programs to working professionals or those with limited engineering experience.

❖ **Internal Readiness and Other Considerations:** There is a high level of readiness to deploy the MS in EM as soon as Fall 2025. Much of the course content has been developed, and faculty members have expressed readiness to participate in the initiative. Further, Wertheim plans to leverage a successful model derived from the MS EM program in Orlando to identify corporate partnerships as a means of attracting enrollments and bolstering program growth.

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Job Outlook: Master of Science in Engineering Management

The job market for graduates of an MS in Engineering Management in Jacksonville is strong and will grow 16% by 2027. 14% of these jobs ask for candidates with master's degrees.

Postings By Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

14% Master's

76% Bachelor's

Unique Postings in Jacksonville MSA	6,800
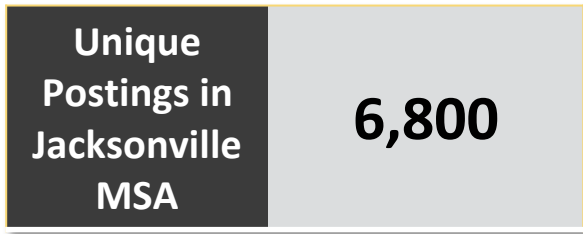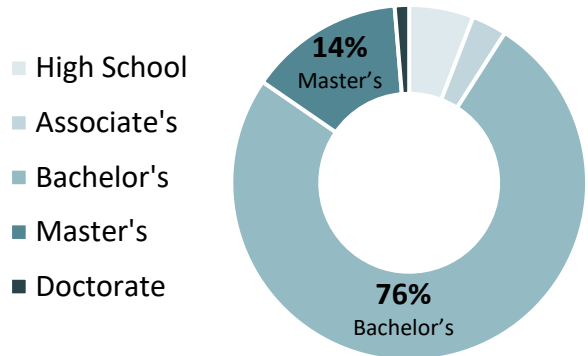
Top Growing Skills

- Computer Science **(+27%)**
- Business Requirements **(+24%)**
- Software Development **(+23%)**
- Software Engineering **(+23%)**
- Systems Development Life Cycle **(+21%)**
- Project Management **(+20%)**

Top Growing Occupations

Top Growing Occupations	
Software Developers	**+20.5%**
Computer and Information Systems Managers	**+15.0%**
Industrial Engineers	**+13.3%**
Architectural and Engineering Managers	**+9.7%**
Computer Systems Analysts	**+9.4%**

Job Growth 2022-2027

16.1% Jacksonville MSA	14.6% Nationwide

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PROGRAM EXECUTIVE SUMMARY

The Computer Science program continues to be a strong offering across the country. With broad, growing demand in the Jacksonville region, there is an opportunity to capitalize on general and more niche concentrations, i.e., AI and management.

- **Job Demand:** The demand for individuals with a degree in computer science is expected to increase over the next five years. While computer science as a skill is growing – management related skills, i.e., agile methodology, project management, are also growing in demand.

- **Student Demand:** Completions for Computer Science programs in Florida have experienced significant fluctuation over the last four to five years – in part due to the early impact the pandemic had on graduate education. Programs across the U.S. have experience YOY growth for both online and onsite offerings, +193% and 52% respectively. With the growth in the job market and the demand for more technical skills – continued growth is expected.

- **Market Share:** UF continues to control a large share of the market in the state of Florida, reporting the most computer science conferrals in the state seven of the last ten years.

- **Program Positioning:** The traditional Computer Science program is in demand an expected to grow but UF might consider ways it can capitalize on its management, AI, and cybersecurity offerings to bolster the relevance of the more traditional CS program.

COMPUTER SCIENCE PROGRAM AND MARKET OUTLOOK

Overall employment in computer and information technology occupations is projected to grow much faster than the average for all occupations from 2022 to 2032. About 377,500 openings are projected each year, on average, in these occupations due to employment growth and the need to replace workers who leave the occupations permanently.

+25% 10-year Projected Job Growth in Jacksonville

-11% Computer Science Degree Completions in Jacksonville over the last four years

+13% Increase in institutions offering Computer Science programs nationally over the last four years

Jacksonville is 6th Florida for Job postings for qualified MSCS graduates – preceded by Orlando, Miami, and Tampa

Legend: Skill Demand Growth Relative to Market
Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Computer Science	Information Technology	Microsoft Azure
Project Mgmt	Management	SQL
Agile Methodology	Leadership	Microsoft Excel
Microsoft Azure	Problem Solving	Java
Business Requirements	Planning	App Programming Interface
Finance		Microsoft Office

Many institutions, including the University of Florida, were affected by the downturn during the pandemic years – hence the fluctuation in program completions in 2022. The student demand, based on enrollments, have continued to experience high interest.

	2012 Completions	2022 Completions	% Change
Distance Offered Programs	198	178	-10.1%
Non-Distance Offered Programs	117	509	+335.0%
All Programs	315	687	+118.1%
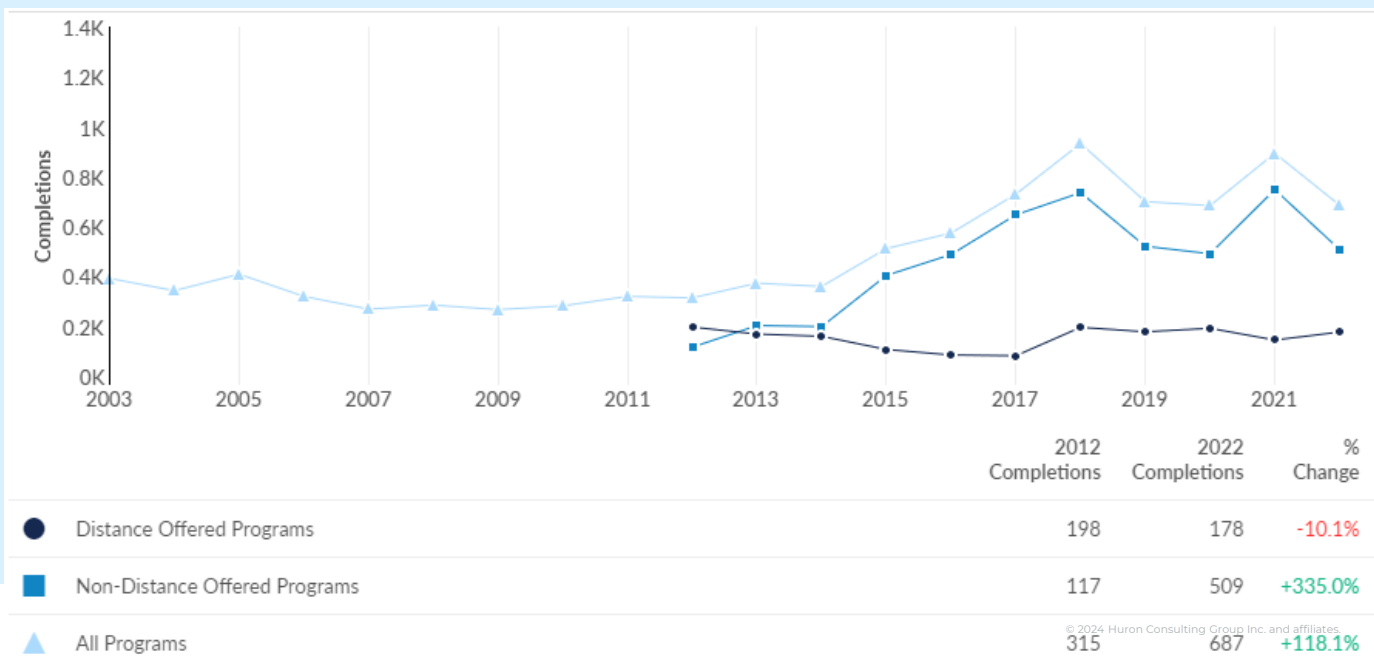
Summary: MS in AI in Biomedical and Health Sciences

- ❖ **Overview of Opportunity:** As physicians continue to explore AI's applications in the medical field, an MS in AI in Biomedical and Health Sciences (BHS) stands out as an attractive candidate for UF's Jacksonville academic portfolio. Student demand for graduate credentials in this field is high and growing, with most medical informatics and biomedical science master's programs seeing consistent completions growth in recent years. The MS AIBHS would consist of 30 credit-hours covering areas such as biostatistics, AI ethics, and medical data analytics.

- ❖ **Labor Market Demand & Industry Partners:** AI has potential to be integrated into the healthcare industry to improve diagnostics, healthcare management, therapeutics, and clinical decision-making. Jacksonville's extensive network of health systems assures a steady supply of jobs in which graduates of a Jacksonville-based MS in AIBHS can meet these needs. Relevant jobs are projected to grow 13% in Jacksonville and 14% statewide, both outpacing national growth.

- ❖ **Credential Demand:** Jobs in the medical field are increasingly likely to ask for skills in automation, computer science, and data analysis, with 18% of these postings in 2023 asking for candidates with a master's degree or higher. As a result, master's completions in medical informatics and biomedical science programs increased by 38% between 2018 and 2022. UF can expect enrollments for an MS in AIBHS program to follow these strong national growth trends.

- ❖ **Competitive Landscape:** Despite the region's robust healthcare industry, interdisciplinary AI and Health Sciences training is still unavailable in Jacksonville. While there exist some master's programs in health informatics and biomedical data science across the nation, programs focused on AI in medicine are uncommon, and present an opportunity for the UF Jacksonville campus to differentiate itself on the national stage.

- ❖ **Internal Readiness and Other Considerations:** The curriculum structure is set, and course content is already in the academic approval pipeline. Program leads have also begun the self-supporting approval process. The courses are exciting, unique, and innovative. The 30-credit masters will include 10-credit hours of experiential learning opportunities in AI design and clinical AI design focusing on hands-on development and validation of machine learning solutions to real-world medical problems.

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Job Outlook: MS in AI in Biomedical and Health Sciences

The number of jobs related to AI and health sciences in Jacksonville is expected to grow 13% by 2027; 18% of these roles currently ask for a master's degree.

Unique Postings in Jacksonville MSA	4,900

Postings by Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

18% Master's

66% Bachelor's
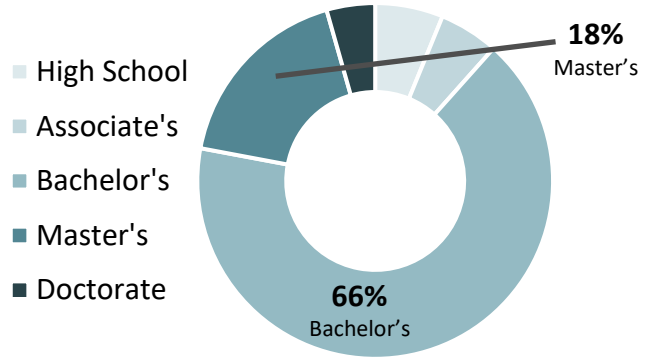
Top Growing Skills

- Automation **(+30%)**
- Computer Science **(+27%)**
- Finance **(+27%)**
- Process Improvement **(+27%)**
- Data Analysis **(+26%)**
- Python **(+24%)**

Top Growing Occupations

Top Growing Occupations	
Data Scientists	**+24.0%**
Computer and Information Research Scientists	**+21.9%**
Database Architects	**+19.5%**
Medical and Health Services Managers	**+19.2%**
Medical Scientists	**+16.9%**

Job Growth 2022-2027

13.0% Jacksonville MSA	12.6% Nationwide

Sources: Lightcast   Results filtered by postings asking for a bachelor's degree or higher

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PROGRAM EXECUTIVE SUMMARY

There is a clear supply-demand gap for Physician's Assistants in and near Jacksonville and is one that will be exacerbated with impending retirements. With no institution invested in this area there is an opportunity for UF to fill this gap.

- **Job Market Demand**: The demand for Physician Assistants is expected to grow much faster than the average for all occupations at 35 percent. Florida is fourth in the nation for the highest employment level in PAs.

- **Student Market Demand:** Demand by students interested in PA programs have seen a significant increase (+40%) in interest over the last five years. The pay for these positions and the fact that they can be trained more quickly than physicians has likely led to greater interest in the market.

- **Market Share:** Despite the expected growth and increased demand for Physician Assistants – there are currently no PA programs in the Jacksonville region. However, there has been an increase in PA offerings in Florida (+57%) over the last six years.

- **Program Positioning:** The University of Florida already has a medical presence in the Jacksonville region. With no competition with other PA programs, UF is in a prime position to lead the growth in healthcare providers in the area – aligning with the healthcare focus in Jacksonville.

PHYSICIAN ASSISTANT MARKET OUTLOOK

Physician Assistant opportunities have and are expected to continue increasing across the board with a strong outlook for job growth and graduate program enrollment.

+35% 10-year Projected Job Growth in Jacksonville

+37% Physician Assistant Degree Completions in Florida over the last four years

+30% Increase in institutions offering Physician Assistant Degree programs nationally over the last four years

4th Jax is 4th Florida for Job postings for qualified Physician Assistant graduates – preceded by Tampa, Miami, and Orlando.

Legend: Skill Demand Growth Relative to Market
Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Nursing	Management	Microsoft Office
Treatment Planning	Research	Microsoft PowerPoint
Patient Education & Counseling	Writing	Clinic Management Systems
Patient Treatment	Teaching	Patient Management Software
Pediatrics	Leadership	Electronic Health Record Applications

According to the Florida PA workforce survey, despite continued growth in conferrals, Florida's ratio of PAs to residents remains in the lower quartiles compared to other states, ranking 29th in 2020.

	2012 Completions	2022 Completions	% Change
Distance Offered Programs	0	242	+Insf. Data
Non-Distance Offered Programs	415	477	+14.9%
All Programs	415	719	+73.3%
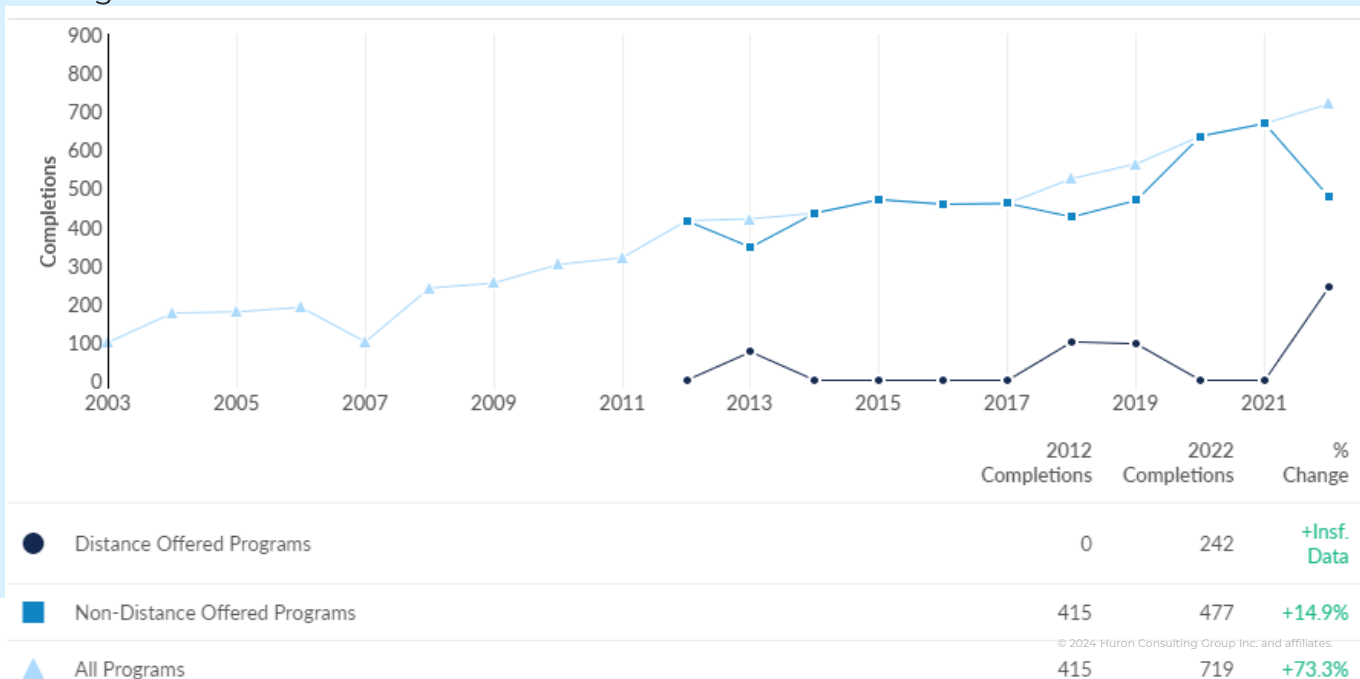
PROGRAM EXECUTIVE SUMMARY

Genetic counseling is a niche field that is expecting to continue seeing growth as technological innovations in genomics and precision medicine are providing more opportunities for varying types of analyses and treatment. The program will not be large, but it will fill an important gap in the healthcare industry.

- **Job Market Demand**: The job market for Genetic Counselor is expected to grow by more than 30% over the next ten years.

- **Student Market Demand:** There are not currently a large number of Genetic Counseling programs offering in the U.S., however, demand for the degree is expected as job availability grows. This is evident by a nearly 30% increase in offerings between 2018 and 2022.

- **Market Share:** There is only one program in Florida with a current Genetic Counselor program (USF) and none in Jacksonville.

- **Program Positioning:** As the only program in the Jacksonville (and Florida at-large) UF would be positioned as the first-mover in this emerging discipline.

GENETIC COUNSELING MARKET OUTLOOK

Genetic counselors are an important group of healthcare providers in the field of genetic and genomic medicine. With very few conferrals in Florida, and none in Jacksonville, UF is well positioned to meet an important healthcare need in a high demand geographic area.

+31% 10-year Projected Job Growth in Jacksonville

+27% Increase in institutions offering Genetic Counseling Degree programs nationally over the last four years

Jax is 4th Florida for Job postings for qualified Genetic Counseling graduates – preceded by Orlando, Miami, and Tampa

Legend: Skill Demand Growth Relative to Market

Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills
Genetic Counseling	Composure
Genetics Testing	Self-Motivation
Medical History Documentation	Adaptability
Treatment Planning	Management
Ambulatory Care	Investigation
Business Requirements	

The shortage of genetics professionals coupled with a rapidly growing need has been described as one of the biggest challenges facing the field. There is currently 1 genetics professional per 300,000 individuals in the United States. In Florida, there was only 1 genetic counselor per 500,000 people in Florida, the lowest ratio in the United States.

Top Public School Genetic Counseling Conferrals by Year (2018-2022)

37 Pitt · 18 Michigan · 14 VCU · 12 Boise State · 11 Cincinnati · 11 Ohio State

Legend: Univ of Pittsburgh, Univ of Michigan, Virginia Commonwealth, Boise State, Univ of Cincinnati, Ohio State
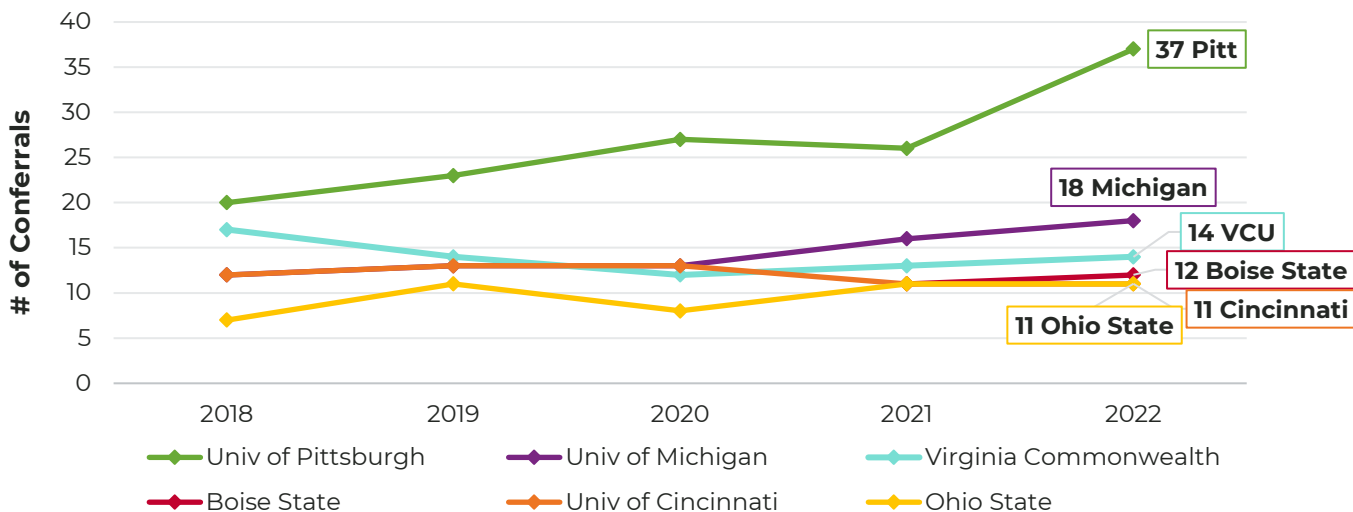
PROGRAM EXECUTIVE SUMMARY

The MHA addresses a well-articulated need in the Jacksonville market for healthcare management professionals.

- **Job Demand:** There is a market for individuals with management experience in healthcare in the Jacksonville area based on the pace of posting and hiring. However, the skills are beginning to lean more heavily into management as opposed to healthcare operations – prompting growth in healthcare management programs.

- **Student Demand:** Although there is significant competition in this space with health-related Management and MBA degrees, MHA conferrals have doubled nationally since 2012.

- **Market Share:** UF has the largest residential MHA program in the state of Florida.

- **Program Positioning:** Relationships with companies / healthcare providers is a selling point for competitors in the market – understanding needs and gaps in their needs compared to available graduates will be critical.

MHA PROGRAM AND MARKET OUTLOOK

The MHA remains the standard for healthcare management. There may also be opportunity to leverage some MHA courses to offer specialized MBA programs that have a concentration in healthcare management.

+15% 10-year Projected Job Growth in Jacksonville

+30% MHA Degree Completions in Jacksonville over the last four years

+80% MHA Degree Completions in Florida over the last four years

Jax is 4th Florida for Job postings for qualified MHA graduates – preceded by Orlando, Miami, and Tampa

Legend: Skill Demand Growth Relative to Market

Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Health Administration	Management	Microsoft Excel & Office
Nursing	Leadership	Microsoft PowerPoint
Finance	Operations	Spreadsheets
Process Improvement	Planning	Microsoft Outlook
Billing		Statistical Software

The MHA market in Florida is comprised of high-credit, low-flexibility offerings, presenting the opportunity to disrupt this market with accelerated, accessible offerings.

	2012 Completions	2022 Completions	% Change
● Distance Offered Programs	64	500	+681.3%
■ Non-Distance Offered Programs	155	90	-41.9%
▲ All Programs	219	590	+169.4%

Summary: Master of Health Administration
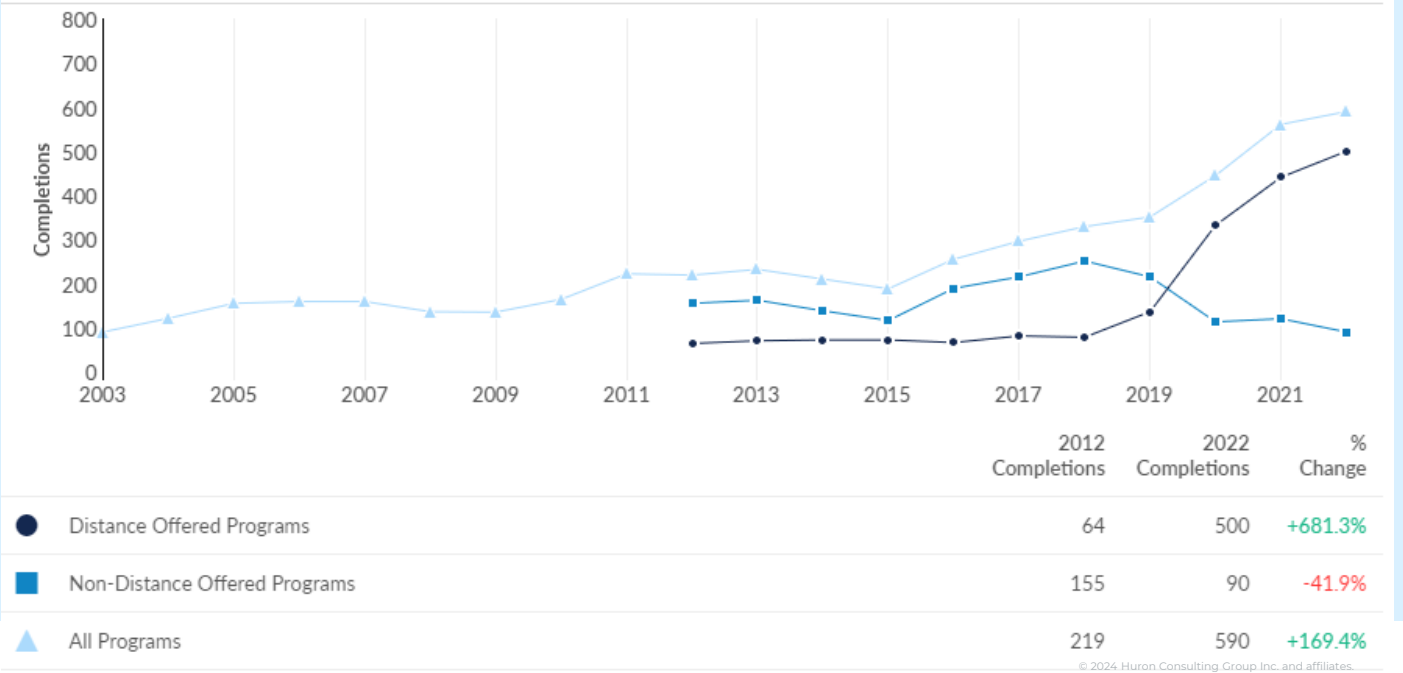
❖ **Overview of Opportunity:** UF's existing relationships with Jacksonville's growing healthcare industry make it well-positioned to launch the MHA for Executives program to provide highly sought-after management training to experienced healthcare professionals. The program would consist of 36-42 credits split up into 5-6 thematic areas, with classes being delivered in a hybrid format and students enrolling part-time or full-time depending on their needs.

❖ **Labor Market Demand & Industry Partners:** The number of healthcare administration jobs in Jacksonville stands at just under 44,000, 6% higher than the national average for areas of a similar size. These jobs are projected to grow 8% in Jacksonville by 2027, slightly outpacing national trends. With major healthcare players such as Baptist Health, HCA Healthcare, and Mayo Clinic in Jacksonville, the potential for comprehensive industry partnerships is high.

❖ **Credential Demand:** MHA completions have more than doubled in the last 10 years, increasing 68% since 2019 alone. This growth is largely driven by the proliferation of distance-offered MHA programs, signaling the importance of offering the MHA for Executives through a flexible format. The MHA for Executives would appeal both to healthcare practitioners seeking to sharpen their management skills and managers hoping to acquire industry knowledge.

❖ **Competitive Landscape:** Many of UF's nationally ranked comparator institutions offer flexible MHA programs geared for experienced professionals. Given Jacksonville's mature healthcare landscape and its relatively unsaturated market of MHA programs, expansion in this space would allow UF to make a splash and elevate its national profile.

❖ **Internal Readiness and Other Considerations:** Curriculum structure, course content have largely been developed and include innovative topics such as *AI in Managing Health Organizations.* By offering each thematic area as separate but stackable certificates, the MHA for Executives program would also appeal to professionals looking to sample the program or refresh their knowledge on specific topics.

Job Outlook: Master of Health Administration

The fastest growing occupation for job seekers with a health administration credential was Medical and Health Services Managers, at nearly 20% in 2023.

Unique Postings in Jacksonville MSA	8,700

Postings By Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

4% Master's

59% Bachelor's
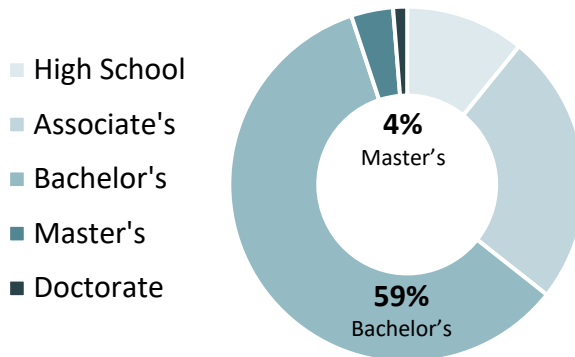
Top Growing Skills

- Marketing **(+23%)**
- Auditing **(+22%)**
- Nursing **(+20%)**
- Project Management **(+20%)**
- Care Coordination **(+16%)**
- Nurse Education **(+8%)**

Top Growing Occupations

Medical and Health Services Managers	+19.2%
Human Resources Specialists	+9.5%
Medical Secretaries and Administrative Assistant	+8.6%
Human Resources Managers	+8.6%
First-Line Supervisors of Office and Admin Support Workers	+3.3%

Job Growth 2022-2027

8.4% Jacksonville MSA	8.3% Nationwide

Sources: Lightcast   Results filtered by postings asking for a bachelor's degree or higher

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PROGRAM EXECUTIVE SUMMARY

The MSL program targets non-lawyers seeking to gain legal and compliance-related skills, which are in relatively high demand. The program can be customized to specific industries and aligns well with the vision for adaptable, employer-aligned offerings at UF-Jacksonville.

- **Job Demand:** Demand for certain types of legal-related jobs are increasing while others are saturated in the market, e.g., more people graduate with JDs than there are openings for lawyers each year.
  - + Compliance officer jobs are expected to experience growth over the next several years.
  - + Florida is among the top five states where Compliance Officers are in demand

- **Student Demand:** Program conferrals have increased over the last four years with nearly 1,300 completions.

- **Market Share:** With just two institutions offering a MSL program there is space in the market for compliance focused MSL's across multiple industries including finance and healthcare.

- **Program Positioning:** Due to the level of flexibility offered by an MSL the degree is often positioned as an "add-on" credential for professionals and/or new entrants into a field. Compliance offerings in several areas, i.e., finance, healthcare, corporate, etc. are options.

MSL PROGRAM AND MARKET OUTLOOK

There are approximately 50 institutions across the United States that offer a MA in Studies in Law (also known as Legal Studies) which represents a 50% increase from 2018-2022. Over that same period of time, conferrals have increased by 39% (1,279 completions) with an average of 26 completions per program.

+3% 10-year Projected Job Growth in Jacksonville

+39% MSL Degree Completions in Florida over the last four years

Jacksonville is 4th Florida for Job postings for qualified MSL graduates – preceded by Orlando, Miami, and Tampa.

Legend: Skill Demand Growth Relative to Market
Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Auditing	Management	Microsoft Excel
Finance	Operations	MS PowerPoint
Compliance Risk	Leadership	MS Office
Accounting	Research	MS Outlook
Project Management	Customer Service	PeopleSoft Applications

Master's degree conferrals in the MSL space remained stable for many years but there has been substantial growth since 2012 with the emergence of online and hybrid program options.

	2012 Completions	2022 Completions	% Change
● Distance Offered Programs	30	332	+1,006.7%
■ Non-Distance Offered Programs	252	252	0.0%
▲ All Programs	282	584	+107.1%
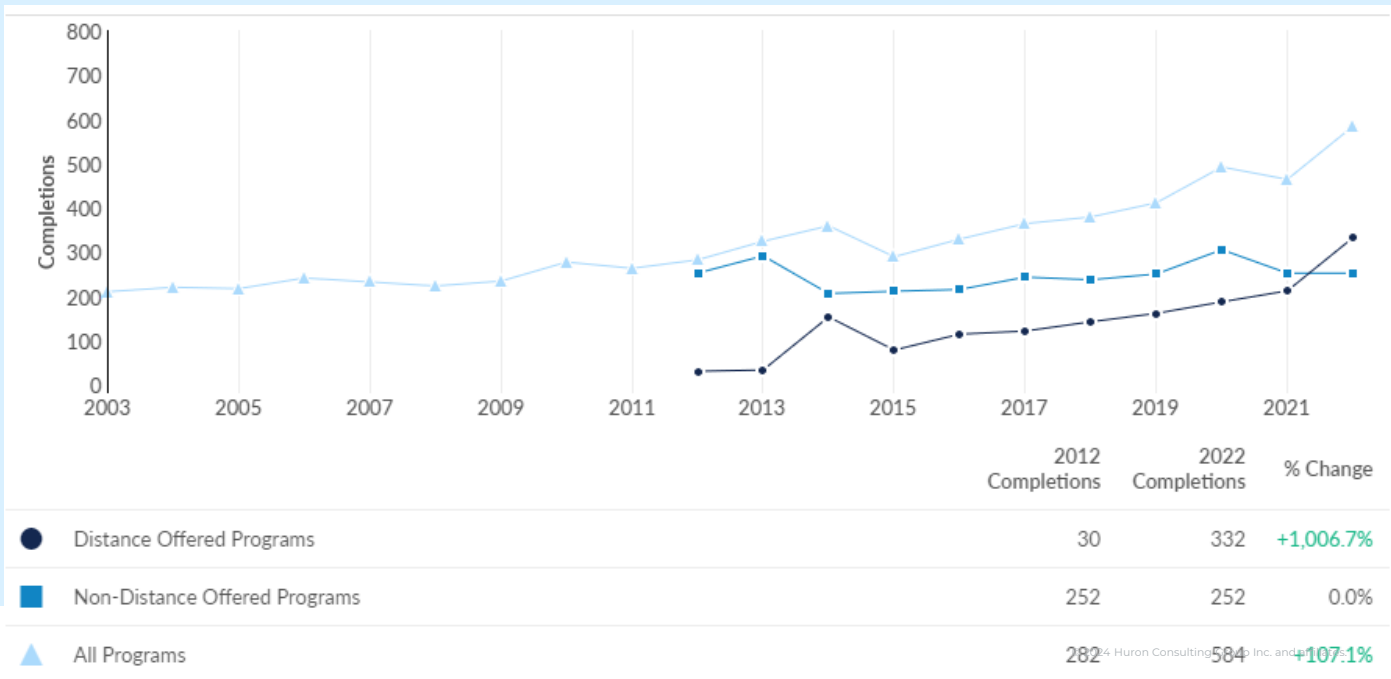
Summary: Master in Studies of Law

❖ **Overview of Opportunity:** The MSL provides a compelling opportunity for UF's nationally ranked law school to enter the Jacksonville market as there is both labor market demand for the degree and interest from industry partners to generate reliable enrollments. In the short-term, UF can rapidly enter the market by offering an MSL with a compliance specialty and a natural expansion of specializations including taxation, with elder law and certificate options to follow.

❖ **Labor Market Demand & Industry Partners:** Over the next 5 years, jobs in this field are expected to grow 7% in Jacksonville and 9% nationally. Industry partners have already expressed interest in exploring partnerships under the compliance specialization which can kick off the enrollment pipelines early in the program's establishment.

❖ **Credential Demand:** There is strong credential demand for MSL programs in the state of Florida – since 2020, the number of Florida MSL awarded has increased by 87%, totaling 194 in 2022. The overwhelming majority of these completions are in distance-offered programs, indicating that students interested in MLS programs value the flexibility afforded by hybrid and online course formats.

❖ **Competitive Landscape:** Other law schools in Florida as well as several law schools ranked similarly to UF Law offer the MSL, though none are based in Jacksonville. There is robust opportunity for UF to differentiate itself as the only player in the Jacksonville market and by offering distinctive concentrations and first-rate industry partnerships.

❖ **Internal Readiness and Other Considerations:** Based on preliminary conversations there is ample ability to initiate an MSL program with a concentration in compliance as well as long-term viability of establishing concentrations elder law to support Florida's current and prospective retirees and taxation to leverage Levin's status as the #2 ranked Tax Law program in the nation. With its existing hybrid program offerings in the taxation LLM space, Levin also has a strong base from which to grow out its online teaching capacity.

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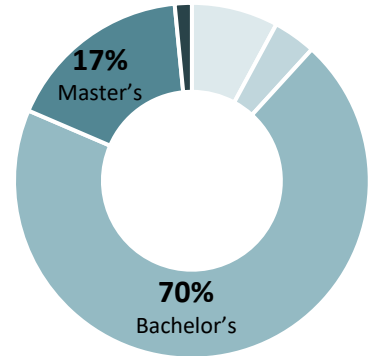
Job Outlook: MSL, Financial Compliance

The number of jobs in Jacksonville in compliance and financial examination is expected to grow over the next 5 years.

Unique Postings in Jacksonville MSA	**5,700**

Postings By Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate

17% Master's

70% Bachelor's

Top Growing Skills

- Financial Analysis **(+28%)**
- Finance **(+27%)**
- Accounting **(+24%)**
- Marketing **(+23%)**
- Auditing **(+22%)**
- Financial Statements **(+20%)**

Top Growing Occupations

Tax Preparers	**+16.1%**
Market Research Analysts and Marketing Specialists	**+14.2%**
Financial Managers	**+12.5%**
Real Estate Brokers	**+12.3%**
Financial Examiners	**+11.4%**

Job Growth 2022-2027

7.0% Jacksonville MSA	**9.2%** Nationwide

K&Co

Jacksonville Site Approval: Appendix D – Letters of Support

March 1, 2024

March 1, 2024

Ben Sasse, President
University of Florida
Office of the President
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse,

We're reaching out to add our endorsement for the planned UF graduate education and research center in Jacksonville.

Last year, we registered our strong support for a city ordinance appropriating funds for the University of Florida to establish a Jacksonville Urban Center. We applaud the city and the University of Florida leadership for initiating a plan that will create a multi-level higher education ecosystem that offers degrees and employment opportunities to meet the growing demand for talent in the region.

Jacksonville's prosperity depends on its ability to attract and retain skilled workers to the area. There is no doubt that our higher education ecosystem plays a pivotal role in preparing highly skilled workers to meet the demand of a growing business sector. Our business and population growth has resulted in an increased demand for highly skilled workforce/workers in a variety of areas. The region's universities have experienced increased enrollment and sought to meet the demand with the addition of new academic programs. Our region's workforce is one of the key reasons businesses relocate to Jacksonville and the same reason we lose some businesses to other cities.

Jacksonville is rapidly becoming a destination for companies in key sectors such as financial technology, biomedical manufacturing and healthcare delivery. As a result, the demand for highly-trained labor in those sectors is growing rapidly. Even with the addition of new academic programs, demand is outpacing supply for highly educated labor. Jacksonville's ability to continue to attract and retain businesses will suffer unless we meet the demand head on.

To meet these growing business demands, the City and all of our higher education institutions must work together and think creatively. We must look for opportunities to collaborate and partner with organizations and universities that offer opportunities that augment existing programs and or add new ones.

In this context, we have had a fruitful collaboration with you and your team over the past months. As discussed, every great city that has successfully created a high-tech research hub has done so with a complete "higher education ecosystem" that offers certification and degrees at every level. Thus, the University of Florida and Jacksonville will be its most successful when UF partners with and augments the robust higher education programs already offered at our regional universities. The University of Florida's urban center program offerings should be carefully selected in order to augment and complement Jacksonville's existing higher education ecosystem. UF should seek out opportunities to partner with UNF, JU, EWU and FSCJ to address workforce talent gaps in the region. We also noted that the University of Florida's urban center should be located in Jacksonville's urban core to further spur growth and density in our very large downtown.

In closing, we reiterate our strong support for your establishment of a UF Center and presence here in Jacksonville, and we look forward to collaborating with you in the time ahead to make it a success for both UF and the entire Jacksonville community.

Sincerely,

Eric K. Mann
Chairman

Dennis Whittle
CEO & President

February 29, 2024

Ben Sasse, President
University of Florida
Office of the President
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse,

The Jacksonville Chamber of Commerce is proud to support the planned UF graduate and education center in downtown Jacksonville.

JAXUSA Partnership is the JAX Chamber's private, nonprofit economic development division. Our mission is to be a catalyst for economic growth and maximize the region's unique resources to aggressively recruit jobs and capital investment to our seven-county focus area in Northeast Florida. The quality of our workforce determines our region's ability to attract new jobs and capital investment; therefore, JAXUSA Partnership is invested in education and workforce development. We actively engage our stakeholders in activities designed to align the emerging and existing workforce with employer demand. The need for a trained workforce that supports our targeted industries of Advanced Manufacturing, Logistic and Transportation, Life Sciences, Financial Services, Technology Services and Corporate Operations is of upmost concern to our businesses.

As we pursue our overarching mission to promote and develop this unique community, we know that nurturing talent including entrepreneurship and innovation are of the utmost importance. Part of this involves fueling our dynamic, future-focused, business climate with increasing educational resources and ever-more-skilled human capital. With its emphasis on research and education in high-growth and emerging fields, and its focus on AI, the UF center will contribute to these efforts.

As the center helps to spur entrepreneurship and innovation, it also promises broader sustained growth. The realities of today's career progression increasingly require professionals across the career landscape to seek professional development again and again throughout their careers. UF's programming will help to meet that increasing need -- while providing the academic credentials that are most relevant to the AI age.

The Urban Land Institute has called Jacksonville as a "Supernova City" for its sustained population growth, economic diversity, and employment. We are thrilled to stand with UF in making this community even more brilliant.

Sincerely,

Aundra Wallace, President
JAXUSA Partnership

February 20, 2024

Ben Sasse, Ph.D.
President
University of Florida
Gainesville, FL 32611

Dear Ben,

I am writing to express UNF's support for the education programming that the University of Florida plans to offer in downtown Jacksonville. The planned UF Jacksonville campus, with its focus on high-demand graduate degrees and programs that are additive and not duplicative of UNF programs, can help address the talent demands now emanating from one of the nation's top "Boomtowns" in terms of people, jobs, earnings, businesses, and economic growth.

UNF stands ready to form a strategic partnership with UF to identify and aggressively meet the burgeoning needs of business and industry, benefiting not only students and the communities along the Gainesville-Jacksonville corridor, but also our individual universities as well. We are excited, and committed to the development of an innovative, first-of-its-kind model of deep collaboration between two public research universities within the top-ranked state for education in the U.S.

We envision myriad ways our institutions can productively collaborate, including, for example, but not limited to:

- Jointly offered dual graduate degree programs, and development of articulations between our two universities' graduate programs in order to maximize the educational opportunities for students in the northeast Florida region and beyond. This would mean that for these dual degree programs, students from UNF and UF would have the ability to take agreed-upon courses from either university to fulfill the requirement of a degree delivered by their institution of record.
- Shared space for joint research centers where faculty from both institutions collaborate on jointly-funded grants – critically important as more and more funding agencies will not fund teams from a single university.
- Access to space in the new UF Jacksonville campus where UNF faculty can teach programs that do not compete with UF programs in Jacksonville.

I would like to suggest that we appoint a joint task force of leaders from each institution to work out a detailed plan for implementation of our collaboration.

There is no limit to the meaningful, student-centered, faculty and research focused joint ventures possible between our two great universities, especially in a geographic region currently experiencing rapid growth and hungry for professional excellence in the explosive fields of finance, information technologies, materials sciences, and health care writ large. We are convinced that by working together, UNF and UF can and will develop a collaborative model for higher education and a workforce pipeline that will set new standards, not only statewide but nationwide.

We at UNF truly support the University of Florida's efforts in Jacksonville and look forward to our partnership.

Sincerely yours,

Moez Limayem, Ph.D.
President
University of North Florida

February 28, 2024

Ben Sasse
Office of the President
University of Florida
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse,

On behalf of the District Board of Trustees and myself, I'm writing to express my support for the University of Florida to expand the educational programming by UF in the Jacksonville core downtown area.

With its focus on graduate and professional education, the UF campus will add complimentary programming and succession opportunities available for Florida State College at Jacksonville students and our sister institutions UNF and JU. We look forward to supporting the graduate programs, along with workforce-oriented and high-growth fields. Programs in the areas of engineering, artificial intelligence, FinTech, and MedTech will complement the offerings already available in Northeast Florida. I'm excited for the opportunity that graduates from FSCJ may have as they find their way to the UF graduate programs in the years to come.

As you well know, Jacksonville is a growing community with so much to offer in these professional fields and so many others. UFs presence along with FSCJ, UNF, JU, Flagler College, and other higher education institutions can only strengthen the educational eco system in our area.

Our city and state are poised for years of growth, and the downtown Jacksonville area is in the midst of urban renewal. With these exciting plans and the University of Florida's presence in the urban core we can make Northeast Florida a destination location for future companies, in addition to expansion of our current workforce opportunities and attracting new residents. We look forward to the partnership opportunities that UFs presence in Jacksonville will afford FSCJ students and our region.

Please feel free to contact me to strengthen our relationship at John.Avendano@fscj.edu or (904) 632-3222.

Sincerely,

John Avendano, Ph.D.
President

BROOKS
Rehabilitation

BrooksRehab.org   #WeAreBrooks

Douglas M. Baer
President & Chief Executive Officer

3599 UNIVERSITY BLVD S.
JACKSONVILLE, FL 32216
904.345.7474

February 28, 2024

Ben Sasse, President
University of Florida
Office of the President
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse,

Brooks Rehabilitation has enjoyed a terrific relationship with the University of Florida over many years. We have worked closely with UF Health to treat patients in need of rehabilitation services from your hospitals in Gainesville and Jacksonville. In addition, we have a thriving research partnership with the UF College of Public Health and Health Professions (PHHP). The planned UF Jacksonville Center will create the opportunity to take this partnership to the next level, benefiting our community, Brooks Rehabilitation, UF, and, crucially, the patients who need rehabilitative care and treatment.

Our mission at Brooks is to empower people to achieve their highest level of recovery and participation in life through excellence in rehabilitation. Part of achieving this mission involves being on the cutting edge of patient-centered rehabilitative science. Building the presence of UF in Jacksonville advances our collaborative opportunities, enhances the critical workforce of the future and strengthens the potential for interdisciplinary research to advance clinical practice and rehabilitative care.

There is no question the planned UF Jacksonville Center will benefit our community. At Brooks, we recognize the importance and impact of our partnership with UF. Patient care and research is critical to achieving our mission and ensuring that our patients receive the most advanced care. Partnership with UF, a major research university, is critical for Brooks to achieve its potential and build upon our reputation as a leading rehabilitation provider. We enthusiastically support the UF Jacksonville Center.

Sincerely,

Doug Baer
President & CEO

CSX

Joseph R. Hinrichs
President & CEO

500 Water Street
Jacksonville, FL 32202

March 4, 2024

Ben Sasse, President
University of Florida
Office of the President
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse:

We are reaching out to convey our enthusiastic endorsement of the UF graduate education and research center in downtown Jacksonville.

As one of the nation's leading transportation suppliers, we are proud to be headquartered in Jacksonville, and we feel strongly about promoting growth, economic opportunity, and jobs across this city. We see the UF center as a welcome addition to these efforts, bringing a new dimension to the already strong higher education options available here.

Moreover, we expect that the center's higher learning programs will be advantageous to our current and future staff, including those in AI, data analytics and other fields at the business-engineering nexus. And, given the highly competitive transportation landscape that we encounter every day, CSX welcomes the opportunity to explore research partnership opportunities with the center.

CSX stands firmly behind UF in this initiative. We cannot wait to see the doors open.

Joesph R. Hinrichs

Anthony Jabbour
Chief Executive Officer
Dun & Bradstreet
5335 Gate Parkway
Jacksonville, FL 32256

February 12, 2023

Ben Sasse, President
University of Florida
Office of the President
P.O. Box 113150
Gainesville, FL 32611-3150

Dear President Sasse,

I'm writing to convey Dun & Bradstreet's strong support for the new University of Florida educational site being planned for downtown Jacksonville.

We believe the center will fill a number of critical needs for Jacksonville's fast-growing business community. These include workforce-oriented graduate degrees and certificate programs tailored to industry needs, research partnerships with local companies, and upskilling opportunities for local professionals in engineering, business, law and other professional fields.

Dun & Bradstreet is a data company, and we are especially enthusiastic about offerings in the fields of data analytics and artificial intelligence. These fields are experiencing accelerated growth, and we anticipate that we and other employers will be expanding hiring in these areas in the near future. We have been strongly collaborating with Kurt Dudas and look forward to partnering with the University of Florida on coursework that meets the needs of the Jacksonville business community.

Jacksonville is a large and dynamic city, experiencing rapid economic and demographic growth. The opportunities to expand education and workforce training are tremendous, and I believe there is very strong support among existing local higher education institutions, civic and industry partners for the University of Florida center. This center will help shape our citizens, businesses, and entire community for a more prosperous future.

We wholeheartedly support the University of Florida's efforts in Jacksonville and look forward to its continued development.

Sincerely,

Anthony Jabbour

February 26, 2024

Dear President Sasse,

On behalf of VyStar Credit Union, please accept my warm regards and sincere appreciation for your leadership since assuming the role of President of the University of Florida.

At VyStar, we are committed to helping our members achieve their financial goals and building stronger communities for everyone. These efforts are at the heart of our purpose, which is to Do Good. We strongly believe the new UF educational center in Jacksonville will be instrumental in advancing these efforts.

VyStar was founded right here in Jacksonville in 1952, and we've grown and flourished with this city and region. With over 2,500 employees and more than 975,000 members, we're now the second-largest credit union headquartered in Florida and the 13th-largest credit union in the country. We continue to seek out more growth opportunities, more ways to support economic development and new tools to expand professional opportunities for our members and residents.

We believe the key to unlocking our community's full potential begins with education, and the UF center will help to bring about these and other positive impacts. Jacksonville is a fast-changing and fast-growing city, and it's clear that AI, data analytics and related developments will have a major impact on finance, health care, tech and other growth engines here and everywhere. We need to remain at the cutting-edge to stay competitive, and the center's planned workforce-oriented graduate degree programs will help ensure that outcome.

With more than 70 years of history here, we understand Jacksonville, and we have a feel for where this community is headed. Everything about the UF center synchs with what we know. We're happy to give you our full support.

Yours sincerely,

Brian E. Wolfburg
President & CEO
VyStar Credit Union

Jacksonville Site Approval: Appendix E – Term Sheet 225 N Pearl St

March 1, 2024

UF UNIVERSITY *of* FLORIDA

Office *of* Real Estate

720 SW 2nd Ave., Ste. 108
Gainesville, FL 32601
352-294-3660 Main
352-294-3662 Fax

February 28, 2024

Michael Corbitt
Director of Real Estate
JEA
225 N. Pearl Street
Jacksonville, FL 32202

RE: SUBLEASE OF OFFICE SPACE LOCATED AT 225 N. PEARL STREET, JACKSONVILLE, FLORIDA 32202 (JEA HEADQUARTERS BUILDING)

Dear Michael,

We are pleased to present the following "Term Sheet" which sets forth the terms and conditions under which the University would be willing to enter into a sublease of office space located at the JEA Headquarters Building. We are excited for the opportunity to locate within your building and look forward to working with you to achieve mutually beneficial terms.

Property: 225 N. Pearl Street, Jacksonville, FL 32202 [Parcel ID: 073794-0100], the JEA Headquarters Building.

Premises: Approximately 10,550 square feet on the 5th floor and further detailed in Exhibit "A" attached.

Subtenant: University of Florida Foundation, Inc., a direct support organization for the University of Florida ("UF").

Sublandlord: JEA

Sublease Term: Thirty-six (36) months beginning upon Sublease Commencement.

Sublease / Rent Commencement: July 1, 2024

Rent Structure: Base Rent is a full service / gross lease rate and includes all operating expenses for the Premises / Property, including but not limited to utilities, janitorial, security system, internet, landscaping, building maintenance, etc.

Term	Time Period		Per Square Foot	Square Feet	Per Month
Initial Term	July 1, 2024 -	June 30, 2025	$20.00	2,900	$4,833.33
	July 1, 2025 -	June 30, 2026	$20.60	6,170	$10,591.83
	July 1, 2026 -	June 30, 2027	$21.22	8,470	$14,976.37
Renewal Term 1	July 1, 2027 -	June 30, 2028	$21.85	10,550	$19,213.78
Renewal Term 2	July 1, 2028 -	June 30, 2029	$22.51	10,550	$19,790.20
Renewal Term 3	July 1, 2029 -	June 30, 2030	$23.19	10,550	$20,383.90

Subtenant shall initially commit to 2,900 SF beginning upon Lease Commencement. The square feet listed in the above rent schedule is estimated and subject to change.

Renewal Option: Subtenant shall have three (3), one (1) year options to renew its entire Premises upon ninety (90) days prior written notice to Landlord and Sublandlord. The Base Rent for the renewal options shall be a continuation of the existing rental rate structure.

Expansion: Subtenant shall have the ongoing right to expand into available vacant space on the 5th floor. A projected Take Down Schedule is detailed in Exhibit "B" attached. Subtenant shall provide sixty (60) days prior written notice to Sublandlord for the expansion into available vacant space. Base Rent will adjust commensurate with square footage occupied and Term year Base Rental rate.

Improvements: Prior to Sublease Commencement or during the Term, Subtenant may have the need, at its sole cost and expense, to physically separate the Premises from JEA used space on the 5th floor or build-out improvements to suit the needs of Subtenant. In the event Subtenant is not able to occupy the Premises as outlined in the Take Down Schedule, Sublandlord, at its discretion and upon ninety (90) days prior written notice to Subtenant, may occupy a portion of the 5th floor (not to exceed 50%) that is not part of the Premises. Sublandlord shall warrant that all building systems shall be in good working order and in full compliance with all applicable code and inspection requirements upon initial occupancy by Subtenant. All improvements by the Subtenant or representatives shall be performed in good workmanship in accordance with the standards of a Class-A office building, and in full compliance with applicable codes and laws.

Multi-Purpose Room: Subtenant shall have periodic access and use of the first-floor multi-purpose room commonly known as the "Boardroom". Subtenant's use of the Boardroom shall be subject to availability and prior notice / approval from Sublandlord. Use of the Boardroom shall be at no additional cost to Subtenant.

IT Needs: Subtenant shall schedule a meeting between Subtenant's and Sublandlord's IT departments to determine the most effective solution to accommodate UF's computer networking needs. Any costs associated with UF's IT needs shall be the responsibility of Subtenant.

FF&E: Sublandlord agrees to provide Subtenant use of the furniture, fixtures and equipment ("FF&E") located with the Premises. Subtenant shall coordinate with Sublandlord to further define the FF&E needs.

Signage: Subtenant shall be allowed to install signage, including trademark font and colors, on the building and monument (if any) subject to local ordinances, prior Sublandlord approval, and Master Landlord's sign criteria.

Use: General classroom and office uses, and such purposes as shall be permitted by applicable law, ordinances and regulations, provided other permitted uses do not conflict with the uses of any other occupants in the building.

Security Deposit: None.

Termination: Sublandlord and Subtenant shall have the ongoing right to terminate the lease with at least one-hundred eight (180) days prior written notice and/or as per the State of Florida lease standards.

Parking: Subtenant shall have use of up to one hundred fifty (150) non-reserved parking spaces within the Property's parking garage and at no additional cost to the Subtenant. Subtenant's parking shall be allocated to align with the Take Down Schedule and further defined below.

Term	Time Period			Square Feet	Parking Allocation	
					Monday – Friday (7am – 4pm)	**Nights and Weekends**
Initial Term	1-Jul-24	-	30-Jun-25	2,900	30 Spaces	60 Spaces
	1-Jul-25	-	30-Jun-26	6,170	50 Spaces	100 Spaces
	1-Jul-26	-	30-Jun-27	8,470	75 Spaces	150 Spaces
Renewal Term 1	1-Jul-27	-	30-Jun-28	10,550	75 Spaces	150 Spaces
Renewal Term 2	1-Jul-28	-	30-Jun-29	10,550	75 Spaces	150 Spaces
Renewal Term 3	1-Jul-29	-	30-Jun-30	10,550	75 Spaces	150 Spaces

Access/Security: Subtenant shall have 24/7/365 access to the parking and Premises. Subtenant shall assign a UF staff member as the single point of contact and work directly with Sublandlord regarding managing and maintaining access and parking badges.

Sublease Document: Subtenant requires the use of the University's standard sublease document and mutually agreeable revisions are permitted.

Representation: Subtenant acknowledges that no real estate broker or agent has represented them in this transaction.

Additional Provisions:

1. <u>Right to Assign & Sublease</u> - Subtenant may assign or sub-sublease or otherwise permit occupancy of all or any portion of Subtenant's Premises to any related entity or affiliate of Subtenant with Landlord and Sublandlord's prior written consent.

2. <u>Maintenance and Repair</u> – Landlord and Sublandlord, at its cost and expense, shall keep and maintain in good order and condition, the Property and Premises, including but not limited to HVAC and all mechanical systems, utility systems, lighting, and exterior parking areas in accordance with the Master Lease. Subtenant shall operate and maintain the FF&E and Premises in good working order and communicate maintenance issues to Landlord and Sublandlord in a timely manner.

Michael, we appreciate the opportunity to present this Term Sheet for occupancy at your property and we look forward to working with you. If you are in agreement with the aforementioned terms and conditions,

please sign below and email to tschneider@ufl.edu on or before March 1st, 2024. Once the sublease terms are agreed upon, we will draft the formal sublease document for your review.

This Term Sheet is intended to be merely an expression of interest by the persons or entities signing or accepting this Term Sheet and, notwithstanding anything herein to the contrary, shall in no event be deemed to constitute a binding contract or other legally enforceable obligation between said parties as to such matters.

Sincerely,

Trevor Schneider
Assistant Vice President, Office of Real Estate

AGREED AND ACCEPTED THIS ____ DAY OF _____ 2024.

JEA "Sublandlord"

Signature:_____

Print:____Jay C. Stowe_____

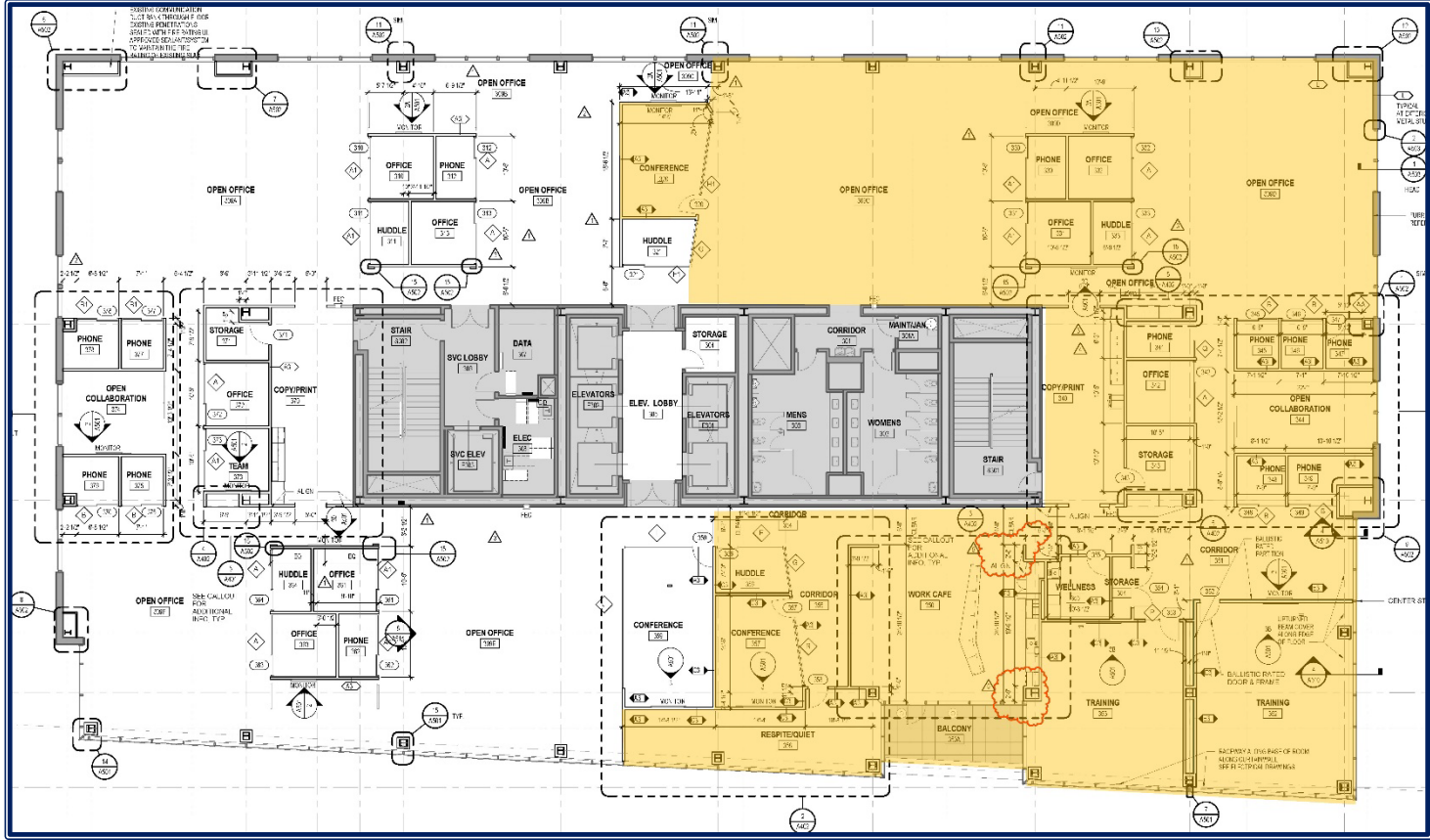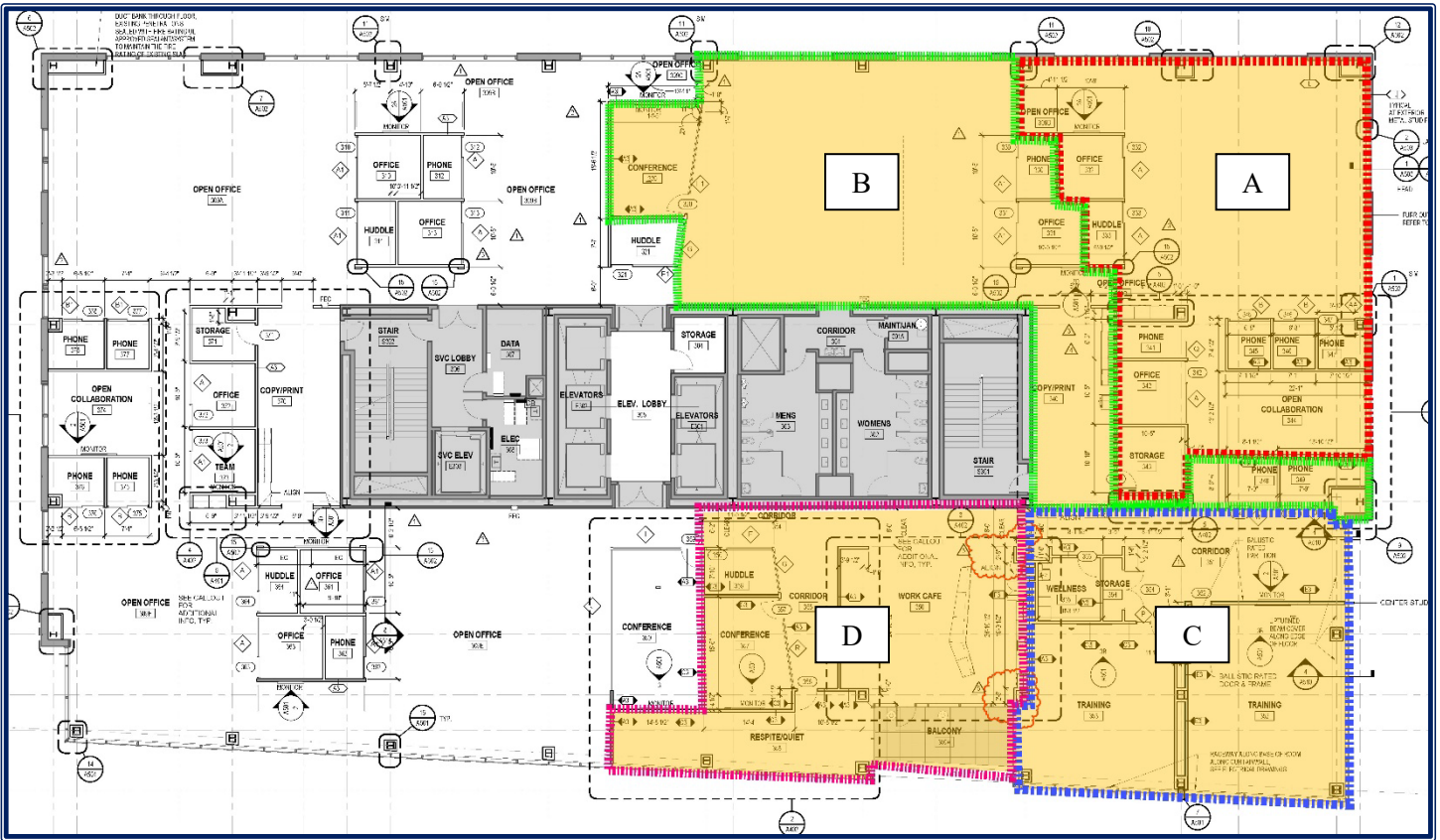Title:_Managing Director/CEO_____

EXHIBIT "B"
Takedown Schedule (subject to change based on Subtenant's needs)

- Space A – approximately 2,900 SF
- Space B – approximately 3,270 SF
- Space C – approximately 2,300 SF
- Space D – approximately 2,080 SF *(balcony not included in SF)*

Projected Takedown Schedule (subject to change based on Subtenant's needs)

Term	Time Period			Area	Square Feet
Initial Term	July 1, 2024	-	June 30, 2025	A	2,900
	July 1, 2025	-	June 30, 2026	A+B	6,170
	July 1, 2026	-	June 30, 2027	A+B+C	8,470
Renewal Term 1	July 1, 2027	-	June 30, 2028	A+B+C+D	10,550
Renewal Term 2	July 1, 2028	-	June 30, 2029	A+B+C+D	10,550
Renewal Term 3	July 1, 2029	-	June 30, 2030	A+B+C+D	10,550