

IHMC Board of Directors Teleconference Meeting Minutes
Monday, December 13, 2021
8:30 a.m. CST/9:30 a.m. EST
Call in Number 850-202-4498

Roll Call Chair Bill Dalton
Chair's Greetings Chair Bill Dalton

Action Items

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| 1. Approval of September 13, 2021 Minutes | Chair Bill Dalton |
| 2. Discussion and Approval of draft 2021 Financial Statements | Director Dick Baker |
| 3. Discussion of October Financials | Director Dick Baker |
| 4. Discussion and Approval of IHMC Financing Commitment as recommended by IHMC Executive Committee | Chair Bill Dalton |
| 5. Discussion and Approval of CEO Increase as recommended by IHMC Executive Committee | Chair Bill Dalton |

Chief Executive Officer's Report

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| 1. Research Update | Dr. Ken Ford |
| 2. State & Federal Legislative Update | Dr. Ken Ford |

Adjournment

IHMC Chair Bill Dalton called the meeting to order at 8:30 a.m. CST. Directors in attendance included: Dick Baker, Carol Carlan, Bill Dalton, Ron Ewers, Eugene Franklin, Hal Hudson, Jon Mills, Eric Nickelsen, Mort O'Sullivan, Jay Patel, Jim Reeves, Martha Saunders, Gordon Sprague, and Glenn Sturm. Also in attendance were Ken Ford, Morley Stone, Ryan Tilley, Ronnie Armstrong, Alan Ordway, and Julie Sheppard.

Chair Dalton welcomed everyone attending in person and those who dialed in. He explained that he would move directly into the meeting discussing the five agenda items and then moving into Dr. Ford's report.

Chair Dalton introduced Agenda Item 1 and asked for approval of the September 13, 2021 minutes. Director Sprague moved approval seconded by Director Carlan. With no further discussion the September 13, 2021 minutes were unanimously approved.

Chair Dalton then asked Director Baker, IHMC Chair of Finance and Audit, to discuss Agenda Item 2, the draft 2021 IHMC audited financials recently received from Saltmarsh Cleveland and Gund, our external auditors. Director Baker discussed the audit noting that once again IHMC had received a clean audit opinion noting no areas of concern and moved the audit for approval. Director O'Sullivan seconded and the motion the approved the IHMC external financial statements carried unanimously.

Chair Dalton then introduced Agenda Item 3 and asked Director Baker to discuss the current IHMC financials. Director Baker discussed the October 2021 financials noting net assets had improved and that for the four-month period following the recently approved audit that all was going well.

Chair Dalton echoed Director Baker's comments and thanked him for his report.

Chair Dalton then introduced Agenda Item 4, turning the discussion to a IHMC Financing Commitment dated September 28, 2021 from SmartBank. He began by stating that as everyone may recall from a previous meeting, IHMC has been working on a proposal to finance and build a new research building on the parcel at 223 E. Garden Street located across the street from 40 S. Alcaniz. He explained that an initial design scope was prepared by Caldwell and Associates with a design budget of approximately \$21M for a 4-story building of approximately 50,000 sq ft with human performance and clinical lab space plus offices. He informed the Board that IHMC staff requested financing proposals from SunTrust, BBVA/PNC and Smart bank as all of those banks have a current financial relationship with IHMC and understand the financials. He discussed that while SunTrust did not provide a proposal, the BBVA/PNC proposal extended only 7 years and did not contain the favorable interest rates offered by SmartBank. He explained that private financing models were also reviewed but that the financing commitment proposal from SmartBank was the most favorable and the Executive Committee of the IHMC Board of Directors was convened on November 4, 2021, to discuss the proposal. He commented that all members of the Executive Committee were present, and Julie Sheppard and Ronnie Armstrong staffed the meeting and presented the proposal.

He explained that the banking proposal from SmartBank consists of a \$30M financing package and term sheet to consolidate existing debt of approximately \$6.3M to pay off the existing balance owed on the Alcaniz/Levin property and another \$1.7M to pay off the balance owed on the Garden Street property. Along with providing approximately \$22M in funding for a new IHMC human performance research and office facility to be designed and constructed. He added that both Director Baker and Director Carlan had reviewed the financing proposal in detail and believed it was an excellent package in the current financial market. He added that Julie Sheppard disclosed that she was on the SmartBank advisory committee but that she had no financial involvement in the proposal and that the Executive Board commented that as she was staff and non-voting that this was not a concern. He explained that in a nutshell, the financing proposal would be in two parts. Initially Smart Bank would issue 15-year financing (with a 25-year amortization) at a not-for-profit rate of currently about 2.97% to payoff of the existing debt held by the county and the outstanding balance on the land for a total of approximately \$8 million. The remaining balance of \$22 M would be a construction loan of \$22M that would close in mid-spring after architect, engineering, and construction contracts had been negotiated. The loan would be interest only for 24 months and convert to term principal and interest payment for the remaining 13 years again based on a 25-year amortization. The proposal also provides an unsecured credit line of \$2M. There are of course other hurdles to overcome including appraisals, environmental assessments etc. however the package as proposed is ready to be accepted.

Chair Dalton commented that the Executive Committee unanimously approved the proposal and requested it be placed on the December full Board meeting for discussion and possible approval adding that this was the reason the agenda item was calendared for today's meeting.

Chair Dalton explained after a short Board discussion that he would be asking for the Board to accept the proposal as presented from SmartBank and authorize staff to begin the necessary steps to close on the refinance portion and do due diligence to begin the construction financing and

adding that in the event this Board is inclined to approve this financing commitment, I would request a resolution to authorize the CEO, Dr. Ken Ford, EVP, Julie Sheppard and CFO, Ronnie Armstrong to take all necessary actions to finalize this transaction.

Director Carlan moved to accept the SmartBank proposal and approved the resolution as requested by Chair Dalton. Director Baker seconded and the motion to approve the commitment letter and proceed to a financing resolution with SmartBank not to exceed \$30M and it was unanimously approved by the IHMC Board of Directors.

Chair Dalton thanked the Board and then turned to Agenda Item 5, explaining that he would like to discuss a recommendation for a salary increase for Dr. Ford. He then asked Dr. Ford to go enjoy a cup of coffee and that we would return to get him shortly. Dr. Ford then left the meeting.

Chair Dalton then informed the Board that on November 4, 2021, the Executive Committee also reviewed the compensation of Director Ken Ford and examined his salary from 2005 to present and reviewed the past compensation implemented by the full IHMC Board. He commented that the Executive Committee also reviewed the 2020 AIRI Compensation Report for Chief Executive Officers of independent research institutes and considered Dr. Ford's current salary of \$395,000 and the AIRI average salary of \$544,000. He also explained that part of this disparity is that Dr. Ford has not had a salary increase since 2018. He commented that IHMC staff recommended a two-part increase with a \$50,000 increase implemented in the December 13th pay cycle if approved by the full board at the December 13th meeting and a \$50,000 increase to be implemented on or about July 15th, 2022 explaining that this would put Dr. Ford at \$495,000. Continuing on, Chair Dalton stated that the Executive Committee discussed the role and responsibility of Dr. Ford, the desire to keep him at IHMC, the excellent results he has achieved for IHMC, his tenure with the Institute, his success in recruiting scientists and high-quality employees, and the accomplishments and success of IHMC over the past 17 years. He also commented that the committee discussed the wisdom of using the AIRI CEO salary info as an appropriate benchmark finding it superior to past struggles to find comparable data. He then stated that the Executive Committee recommends approval of the two-part increase proposed by staff to be implemented December 13th and mid-July 2022 and that if the full board approved this recommendation, then by mid-July 2022, Dr. Ford will be at \$495,000 in salary and in much closer proximity to his peers at other Research Institutes. He then asked others to weigh in on their thoughts and for any additional discussion about the Executive Committee's recommendation for a two-part increase as discussed above.

After a short discussion, Director Reeves moved the two-part approval of a salary increase for Dr. Ford as recommended by staff and as approved by the Executive Committee and Director Franklin seconded. The motion carried unanimously.

After staff returned with Dr. Ford, Chair Dalton, on behalf of the entire Board, thanked Dr. Ford for his excellent leadership at IHMC over the past few years, none of which has been easy with a worldwide pandemic, hiring issues and federal level contracting. He explained that he was happy to inform Dr. Ford of what the Board hopes will be a significant salary increase to take effect in December 2021 followed by a second increase in July 2022 and that he was asking Ronnie Armstrong, IHMC CFO to implement this increase approved by the full Board at his earliest convenience. Again, Chair Dalton congratulated Dr. Ford on a job well done.

Chair Dalton then asked Dr. Ford to provide his report.

Dr. Ford said good morning to the Board and thanked Chair Dalton and the Board of Directors for their confidence in him and support of him in his role as CEO and for the salary increase.

He then began his report by discussing the state legislature explaining that in even numbered years, the Legislature has adopted a practice of convening the regular session during the first two months of the year rather than the traditional spring timeframe. He stated that the next regular Legislative Session will begin January 11, 2022, and conclude March 11th explaining that all interim committee week meetings have concluded as of December 3rd and that very few bills have been heard during the committee meetings, indicating that leadership is not prioritizing many bills for passage. He commented that it should be a light session. He mentioned that the most significant matter to be dealt with will be redistricting for Congressional, State Senate, and State House districts, adding that preliminary maps have been released and will be debated throughout the session. He suggested that if recent history is any indication, the maps will likely lead to litigation by third parties after session but mentioning that the current Florida Supreme Court has indicated it will grant more deference to the Legislature than what was granted ten years ago, in which the Court revised the State Senate and Congressional maps.

Dr. Ford commented that the other three issues most likely to dominate the session are the Budget, Abortion, and Election laws adding that the budget outlook is optimistic, and the state has billions in federal pandemic funding yet to be allocated explaining that it should be another good year for appropriations. He stated that IHMC is in the Governor's budget, which was released last week, for recurring at \$4 million and that it is our goal to get to \$5 million this year.

Dr. Ford stated that our team in Tallahassee will continue to monitor for any legislation regarding foreign influence and quasi-public entities adding that so far, the difficult bills we dealt with last year have not been refiled. He also mentioned that in addition to advocating for our recurring line item in the State University budget, we are working on deferred maintenance items for both Pensacola and Ocala and examining possibilities for supplemental funding for new facilities at the Pensacola location.

Dr. Ford then turned to the Federal Legislative Update explaining that last week, Congress averted a federal shutdown with a new continuing resolution for FY 2022 through Feb. 18, 2022 on Thursday, Dec. 2, and that the House passed this by a 221-212 vote followed by Senate passage later in that evening by a 69-28 vote, and the President Biden signed the CR but Congress still faces a large year-end to-do list. He commented that Congress has less than three weeks to resolve differences that have plagued both parties for the entire year including the nation's borrowing authority and an annual defense authorization package, along with major political priorities for Democrats including the roughly \$2 trillion Build Back Better legislation, adding that this legislation, which includes major investments in the social safety net and programs to address climate change, passed the House last month.

Dr. Ford informed the Board that IHMC is optimistic that the defense authorization bill will pass allowing some of our existing approved projects to be funded explaining that traditionally, the

defense authorization bill draws wide bipartisan support, but proposed amendments this year revamping how the military handles felonies has met with steadfast objections from Pentagon leaders and key congressional members since it was introduced eight years ago. He commented that we have fingers crossed that these issues will be resolved to move this Act forward in a timely manner.

Dr. Ford also stated that currently we have several projects we have seeded with federal representatives, and we consistently propose research that meets a critical need; fits with IHMC core competencies; consists of research that is doable with the envisioned cost and schedule scope; and work that is of interest to IHMC scientists and strategic IHMC partners. He mentioned that for federal fiscal year '23, we are hoping to prioritize topics in robotics and human performance, in addition to closely examining innovative opportunities in Space Physiology.

Dr. Ford then turned the discussion to new teammates stating that he was excited to announce that Dr. Greg Sawicki will be joining IHMC in mid-January of 2022 on a part time basis commenting that Greg is a great fit for IHMC as he is a roboticist at Georgia Tech. He focuses his work on a biologically inspired approach to lower limb exoskeleton design. He mentioned that Greg is currently an Associate Professor at Georgia Tech with appointments in the School of Mechanical Engineering and the School of Biological Sciences adding that Dr. Sawicki completed his Ph.D. in Human Neuromechanics at the University of Michigan, Ann-Arbor in 2007 and was an NIH-funded Post-Doctoral Fellow in Integrative Biology at Brown University. He concluded by stating that he hoped Board members will get to meet Greg at an upcoming event.

Dr. Ford then stated that Shannon Nickinson will join IHMC in early January as the IHMC Writer and Communications Director and that initially Shannon will begin as an understudy to Randy Hammer who will be retiring in the not-too-distant future. He stated that many Directors know Shannon from her work with Studer Community Institute directing the early learning programs and that prior to that Shannon worked for 14 years as a columnist for the Pensacola News Journal for print with additional content generated online, on Facebook and on Twitter. He commented that Shannon has a Journalism degree from Northwestern University, and that IHMC is delighted to have Shannon join the team.

Dr. Ford announced that Owen Winship joins IHMC as a Research Associate working with Dr. Robert Griffin as an Exoskeleton Controls Developer adding that Owen attended the University of Michigan, College of Engineering, Ann-Arbor, earning an M.S.E. Electrical & Computer Engineering, with a focus in Control Theory, electives in robotics and machine learning. He added that Owen's prior professional experience includes work with Locomotor Control Systems Lab, NASA Jet Propulsion Laboratory, Texas Instruments, and the Wang Molecular Imaging Lab. He added that we currently are posting several openings in the robotics lab for mechanical engineers and software developers, and that he looks forward to announcing new hires at the upcoming meetings.

Dr. Ford then turned the discussion to Triumph Gulf Coast commenting that the Triumph funding continues to provide valuable resources to our growing Healthspan, Resilience and Performance research. He explained that since receiving final grant approval in late March of this year, IHMC has utilized \$1.38M to purchase state of the art equipment and hire new research team members.

He explained that while the equipment being purchased is made up of cutting-edge research technology, it also encompasses required lab fixtures such as high-end fume hoods, workstations, exam tables, and work benches. He stated that IHMC will continue to utilize these grant funds in the most efficient and effective manner possible to drive success across our research programs.

Dr. Ford then moved into the research update announcing that he was happy to present that we continue to be successful with new research funding and between our September meeting and today, we've been contracted for over \$1.4M in new research funding and have over \$5.2M of sponsored research projects pending or in the negotiation phase. He then mentioned several new projects.

Dr. Ford announced that Dr. Ian Perera, a promising young computer scientist at our Ocala facility, has been awarded \$1M by DARPA for project called Dialogue Assistant for Engaging in Social-Cybermediation explaining that the goal of this project is to integrate a dialogue agent equipped with state-of-the-art natural language processing techniques for analysis and generation of social media discussion towards improving community health with proactive, social cybersecurity measures.

He also stated that the robotics lab will be engaged with a well-known Electric Car Company in an interesting project called the Optimus Project adding that while the details of this project are subject to a great deal of confidentiality, initially this involves the development of simulation in CAD design files of a physically realistic rigid-body-dynamic robot, including joint locations, masses, center of mass locations, link inertias, actuator inertia, and actuator friction with modeling for robotic walking over various terrains. He explained that IHMC was hopeful that this initial design will result in future funded work as this would be an exciting collaboration for our robotics group.

He mentioned that the following projects have been awarded but are still in negotiations including a USSOCOM funded effort studying the efficacy of ketone esters as a prophylactic against mild Traumatic Brain Injuries. He stated that the study will be conducted at with the Army's Basic Airborne Course (BAC) at Ft. Benning, GA where IHMC researchers will be collecting a wide range of data to determine if an mTBI has occurred and if the exogenous ketone was protective. He explained that an additional aim of the program is to develop a multidimensional predictive model of mTBI risk among the BAC participants adding that this will be the largest ketone ester supplement study ever conducted in either a civilian or military cohort.

Dr. Ford stated that Dr. Tim Broderick has a new DARPA project in the approximate \$350,000 range in which IHMC has teamed with Triple Ring Technologies to determine if strong electromagnetic fields (EMF) from military systems such as fire control radars and electronic warfare systems could impact aircrew. He explained that IHMC's contribution will be to conduct human subject trials to determine the cognitive and physiological effects of cockpit EMF on military aviation personnel in a controlled laboratory setting adding that the IHMC team will also work with Triple Ring to gain access and measure EMF in military aircraft cockpits mentioning that the trial will take place in IHMC's Pensacola facilities with an expected start date of February 1, 2022.

Dr. Ford also commented that Dr. Robert Griffin has been busy and in addition to his wife and him having their first child the day following Thanksgiving, he has also received a new NSF award in the amount of \$500,000 dealing with Occupational Exoskeletons explaining that in this project, IHMC will participate as a subcontractor to Clemson University, focusing on the development of an exoskeleton emulator which will allow the rapid evaluation and exploration of different assistive profiles for upper-body exoskeletons, particularly focusing on the shoulder, elbow, and back.

Dr. Ford then informed the Board that Dr. Anil Raj has received notice of a substantial DARPA award of approximately \$4.4M named PROtype Testing Environment for User Situation Awareness, another acronym PROTEUS. He added that the goal is to develop the tools necessary to create, measure, and test Human Machine Interfaces that provide enough situational awareness of a system's processes and status and of the operational environment so the operator can adapt the system in unexpected situations.

Dr. Ford also updated the Board on the ongoing PEERLESS effort mentioning that in September, the PEERLESS team made its 4th and final data collection trip to San Antonio, TX to work with the Airforce's Tactical Air Control Party (TACP) selection process. He commented that during its most recent data collection trip, the IHMC team continued its biospecimen (blood, urine, saliva) data collection as well as other data points throughout the week and that IHMC also continued its practice of conducting "PEERLESS Day" where the candidates are put through a series of phenotypic, biospecimen, and cognitive behavioral assessments. He stated that the IHMC team is preparing for a PI Meeting in late January to present the initial results of the last 12-months of data collection and sample sequencing explaining that going forward, the IHMC team will continue to receive additional data from Naval Special Warfare, from both their initial selection at Basic Underwater Demolition school in Coronado, CA and an additional selection process open only for experienced Special Operators.

Dr. Ford also updated the Board on the ongoing HVMN efforts explain that IHMC has been funded for the last two years by SOCOM to study the effects of ketone esters under different conditions. He stated that IHMC has been leading six different trials within the overall program to provide a comprehensive answer to SOCOM and that recently, IHMC identified the Special Operations Advanced Mountaineering School as an additional cohort. He explained that to complete this part of the effort, two IHMC researchers will join the class for 30 days in Colorado ascending and descending between moderate and high altitudes to determine three specific study aims: 1) Evaluate the acute effects of exogenous ketone administration on sleep, cardiac, autonomic, respiratory, and thermoregulatory function at moderate and high altitudes in operators. 2) Evaluate the acute effects of exogenous ketone administration on cognitive performance and acute mountain sickness at moderate and high altitudes in operators. 3) Evaluate the acute effects of exogenous ketone administration on physiological demand and physical performance readiness at moderate and high altitudes in operators.

Dr. Ford also mentioned that IHMC is currently partnering with local residents around Bayou Texar in the Citizen Science Water Quality and Habitat Monitoring Network adding that the initiative is a nation leading project that connects humans and nature together using machines (sensors on the docks, phones, cameras, robotic vehicles) to measure the health (e.g., chemistry,

biodiversity, water flow and water quality) of the waterway. He explained that the data gathered is directly published into the public realm on an easy to access website plus augmented reality outdoors so that anyone can view it and learn about the watershed. He concluded by stating that this community enabled outdoor “laboratory” is a step toward the automation of environmental measurements for greater data and knowledge of changes of the natural resource.

And in Ocala, Dr. Ford informed the Board that IHMC has partnered with Ocala Electric Utility on a public art partnership to commission a series of 6 STEAM themed public art installation pieces over next few years. He explained that the first commission is a steam-punk sculpture created by Mark Hershberger, the famous Ocala Steam-Punk artist and was unveiled Wednesday, December 8th. He commented that this unveiling was attended by a large crowd including local legislative delegation and many of the IHMC sponsors to our outreach efforts and that the art piece, called MENTOR, utilizes recycled materials from Ocala and Pensacola including exoskeleton and robotics parts. The artist, Mark Hershberger, traveled to IHMC Pensacola to collect pieces for the sculpture.

Dr. Ford also announced that the U.S. Department of Labor announced on November 10th that IHMC received the 2021 Medallion Award for the research center’s commitment to employing veterans. He explained that the Medallion Award is the only national-level award that recognizes a company or organization's commitment to recruiting, hiring, and retaining veterans. He stated that IHMC joins 848 other companies and organizations across the country who also were recognized for hiring veterans and providing them with career opportunities that take advantage of the diverse skills they acquired during military service. To be eligible, an entity must meet a 7% veterans hiring requirement and that nearly 13% of IHMC’s new hires last year were veterans.

Dr. Ford then turned the discussion to Education & Outreach explaining that IHMC is looking forward to starting our 2022 lecture series and are currently reconnecting with our lecture and media sponsors. He explained that at this point Ocala will feature on January 27th, John Dunn speaking on “Why is Florida, America’s Wettest State, Running Out of Water” followed on February 10th by Amanda Smith discussing “Advances in the Diagnosis and Treatment of Alzheimer’s Disease” and on March 10th, IHMC’s Mark Williams will be the speaker followed by Stuart Hoffman from the VA on May 19th. He stated that in Pensacola, we have confirmed Dan Pardi on January 13th, 2022, discussing “Actual Health” which examines creating major structural changes to better address lifestyle health in society and Dr. Duane Mitchell on April 25th discussing his work in comprehensive neuro-oncology focused on translational brain tumor research followed by Dr. Vyvyane Loh on May 26th. Vyvyane is a board-certified in Obesity Medicine and Internal Medicine, graduated from Boston University School of Medicine and trained at Newton-Wellesley Hospital where she also served as Chief Resident and as the medical obesity specialist at Newton-Wellesley Hospital’s Center for Weight Loss Surgery before starting her own practice.

Dr Ford mentioned that the Fall 2021 season of Science Saturdays has successfully concluded in both Ocala and Pensacola and events in Ocala included Florida’s Springs, Electric Circuits, Candy Chromatography, and Jello Lenses & Optics. He stated that highlights included Florida’s Springs, which featured examination and identification of living macro-invertebrates from a swamp near Silver Springs and Optics included the opportunity to make lenses out of jello, see how they worked, and then dissect real pigs' eyes and inspect the lenses after extracting them from the eyes.

He added that in Pensacola, the 4 sessions were Roller Coasters, Binary Brains, Game Design, and Robot Hands.

Dr. Ford stated that attendance at both locations was limited due to COVID concerns but that participation increased as time progressed and concerns about COVID subsided. He explained that we finished the season with close to 40 students in each session at both locations adding that for spring, the new line-up is almost set with Ocala to offer Engineering for Extreme Winds, Paper Helicopters, Sphero Robots, and one TBD event and Pensacola to feature Balloon Cars, Electric Circuits, Computer Game Sprites, and Monarch Butterflies.

Dr. Ford also stated that on December 16th, IHMC-Ocala will be celebrating the holidays with our community at a “Southern Holiday Gathering” adding that everyone is invited, and it was nice to see many of you last week at Pensacola’s Christmas party on December 9th.

Dr. Ford then turned to space and renovations explaining that we have an active facilities renovation schedule and hope to make a great deal of progress at 40 S. Alcaniz over the holidays. He stated that in the lower North wing of Building 40, you may recall that this space is being transformed into research lab space for human performance research and that currently all permits and contracts have been received and executed with construction that started in full on November 30, 2021. He stated that we were hopeful that this project will be completed by the end of January. He added that in the former Executive Suite offices, design is complete for 10 additional offices and that IHMC was currently soliciting final prices and scheduling for the carpet and painting work, but it is scheduled to be completed over the holidays. Interestingly, Dr. Ford mentioned, the space in lower North and the former executive space has not been renovated since IHMC moved into the facilities in 1999 so it is clearly time for a refresh.

Dr. Ford also informed the Board that we have also rented space at Reus Street just north of UPH and that at this unimproved warehouse, we will be conducting research that involves use of an Endless pool and cold-water pool. He explained that the plumber has installed the restroom toilet and vanity and if all goes well, the grab bar and restroom doors will be installed this next week. He commented that both the endless pool and the cold pool are scheduled to be completely functional by the end of December if not sooner. Dr. Ford also explained that the use of the additional space in the Reus Street location is being discussed and will require permitting and design professionals to provide additional lighting, additional HVAC, exhaust fans for chlorine fumes, and possibly opening of structural walls to provide adequate spans for environmental chamber and equipment located at the Andrews Institute. He explained that the feasibility of relocating this equipment will be a topic of discussion when more information has been provided and costs analyzed.

Dr. Ford then turned the discussion to the UWF/IHMC Joint PhD Program commenting that this past Saturday evening, Dr. Brent Venable and I had the honor of hooding the first PhD to graduate from the Intelligent Systems & Robotics program. He explained that this is also the first PhD granted by UWF adding that it was a red-letter day for both UWF and IHMC.

In concluding, Dr. Ford thanked the Board for the opportunity to provide his report and wished all the Directors the best of holidays with family and friends. He then thanked Chair Dalton and

concluded his report.

Chair Dalton thanked Dr. Ford for another excellent report and asked Board members for any questions comments or additional information. Hearing no new business, Chair Dalton reminded the Board that Thursday December 16th is the Ocala Christmas Party from 5:30 to 8:30 to which everyone was invited. He also reminded the Directors that Monday March 7th, 2022, is the next Board teleconference, however with the legislative session this year running from January 11, 2022 through March 11, 2022, it is possible we may need to reach out for some assistance throughout session.

Chair Dalton then wished everyone a fabulous holiday season with family and friends and adjourned the meeting.

Respectfully submitted,
Julie Sheppard, Corporate Secretary