UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY
AND
UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
AGENDA

Joint Meeting/Telephone Conference Call Joint Meeting
November 3, 2014
Beginning at 1:00 P.M. EST

Campus Location: 123 Tigert Hall, University of Florida, Gainesville, FL

The Committee on Educational Policy and Strategy of the University of Florida Board of Trustees and the full University of Florida Board of Trustees will have a joint meeting/telephone conference call joint meeting at the above-listed campus location on November 3, 2014 beginning at 1:00 p.m. EST, and continuing until concluded.

University of Florida Board of Trustees and Committee on Educational Policy and Strategy
Steven M. Scott (Board Chair), David M. Thomas (Committee Chair), David L. Brandon, C. David Brown, II, Susan M. Cameron, Christopher T. Corr, Charles B. Edwards, James W. Heavener, Pradeep Kumar, Carolyn K. Roberts, Jason J. Rosenberg, Juliet M. Roulhac, Corry M. Yeffet

1.0 Verification of Quorum.......................................................................................................................Board Liaison

2.0 Call to Order and Welcome .............................................. Steven M. Scott, Board Chair and David M. Thomas, Committee Chair

3.0 Vote to Hold a Joint Meeting (Committee) .............David M. Thomas, Committee Chair Vote to Hold a Joint Meeting (Board) ..............................................Steven M. Scott, Board Chair

4.0 Review and Approval of Minutes Committee on Educational Policy and Strategy ............David M. Thomas, Committee Chair September 5, 2014
5.0 Action Items (Consent) .................................................. Steven M. Scott, Board Chair
   EP1. Market Tuition Rate Proposals
        (regarding five on-line, graduate degree programs)
   EP2. Tenure Upon Hire

6.0 Discussion/Informational Items..................................... Steven M. Scott, Board Chair

7.0 New Business .................................................................. Steven M. Scott, Board Chair

8.0 Adjourn........................................................................... Steven M. Scott, Board Chair, and
        David M. Thomas, Committee Chair
SUBJECT: Market Tuition Rate Proposals

BACKGROUND INFORMATION

BOG Regulation 7.001 (15) provides --“A university board of trustees may submit a proposal for market tuition rates for graduate-level-courses offered online........” (15.(b)). “...... During the pilot period, the Board shall approve no more than five new graduate-level degree programs or college credit certificate programs per academic year.” The Board of Trustees and Board of Governors have approved University of Florida’s market rate graduate online courses for the last three years. While the pilot period for this program was originally intended to end December 2013, the BOG extended the pilot period for additional two years, to be followed by an assessment of the market rate program.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategy is asked to approve the request to establish five (5) graduate online market tuition programs as follows: 1.) Master of Science in Microbiology and Cell Science, Concentration in Medical Microbiology and Chemistry, CIP Code 26.0503, for implementation in January, 2015; 2.) Master of Arts in Arts in Medicine, CIP Code 50.0799, for implementation in January, 2015; 3.) M.S. Pharmacy with Concentration in Clinical Toxicology, CIP Code 51.2099, for implementation in January, 2015; 4.) Doctor of Pharmacy (PharmD), CIP Code 51.2099, for implementation in January, 2015; and 5.) College of Medicine Medical Doctor (M.D.) Program, CIP Code 51.1201, for implementation in January 2015, for recommendation to the Board of Trustees for approval on the Consent Agenda.

SIGNIFICANT POLICY ISSUES FOR COMMITTEE TO CONSIDER

Board of Governors approval is required.

Supporting Documentation Included: See Attached.
<table>
<thead>
<tr>
<th>University: University of Florida</th>
<th>Proposal 1</th>
<th>Proposal 2</th>
<th>Proposal 3</th>
<th>Proposal 4</th>
<th>Proposal 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Program</td>
<td>Master of Science (Concentration in Medical Microbiology and Biochemistry)</td>
<td>Master of Arts in Arts in Medicine</td>
<td>Master of Science in Pharmacy Clinical Toxicology concentration</td>
<td>Doctor of Pharmacy</td>
<td>Doctor of Medicine</td>
</tr>
<tr>
<td>CIP Code</td>
<td>28.0503</td>
<td>50.0799</td>
<td>51.2009</td>
<td>51.2099</td>
<td>51.1201</td>
</tr>
<tr>
<td>Has the program been approved pursuant to Regulation 8.011?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the program lead to initial licensing or certification?</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes - as a licensed pharmacist</td>
<td>Yes - as a licensed medical doctor</td>
</tr>
<tr>
<td>Is the program identified as a state critical workforce need?</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Are the program's admission &amp; graduation requirements the same as other programs?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Current Tuition Rate (enter the per credit hr rate)</td>
<td>New program; scheduled to launch August, 2015.</td>
<td>New program; scheduled to launch January, 2015.</td>
<td>$46,000/yr for out-of-state students*</td>
<td>$45,000/yr for out-of-state students*</td>
<td></td>
</tr>
<tr>
<td>Proposed Market Tuition Rate (enter the per credit hour rate)</td>
<td>$525/hr</td>
<td>$660/hr</td>
<td>$525/hr</td>
<td>$36,000/yr for out-of-state students*</td>
<td>$45,000/yr for out-of-state students*</td>
</tr>
<tr>
<td>Different Market Tuition Rate for Resident vs. Non-Resident Student? If yes, list the per credit hour rate.</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Other Public/Private Rates for Similar Program (per credit hour):</td>
<td>Johns Hopkins University $1220/hr</td>
<td>U of Oregon - IS $25,622 ($732.06/hr) OS $39,595 ($1131.29/hr)</td>
<td>Thomas Jefferson University PN ($1059/hr)</td>
<td>Auburn (OS) - $36,948/yr</td>
<td>Vanderbilt - $44,030/yr</td>
</tr>
<tr>
<td>University name and rate:</td>
<td>University of Maryland $659/hr</td>
<td>Florida State U - IS $27,800 ($794.29/hr) OS $64,421 ($1840.60/hr)</td>
<td>University of Kentucky (OS) - $46,641/yr</td>
<td>Emory - $49,500/yr</td>
<td></td>
</tr>
<tr>
<td>University name and rate:</td>
<td>New York U - $72,471 ($2166.31/hr)</td>
<td>Ohio State University (OS) - $39,073/yr</td>
<td>Virginia (IS) - $47,118/yr (OS) - $57,726/yr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University name and rate:</td>
<td>Wayne State U - IS $27,456 ($784.46/hr) OS $59,472 ($1699.20/hr)</td>
<td>Nova Southeastern University - $32,595/yr</td>
<td>Duke - $57,870/yr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University name and rate:</td>
<td>Leslie U - $55,500 ($1571.42/hr)</td>
<td>University of Southern California - $49,342/yr</td>
<td>Miami (non-resident) - $41,168/yr</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Length of Program (Student Credit Hours)</td>
<td>30</td>
<td>35</td>
<td>32</td>
<td>146</td>
<td>194</td>
</tr>
<tr>
<td>Current E&amp;G Student Enrollment (Headcount):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1158</td>
<td>519</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1170</td>
<td>538</td>
</tr>
<tr>
<td>Similar Program at other SUS Institutions (if yes, provide university and program name)</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>University and program name:</td>
<td>University of South Florida - MS in Medical Sciences with Health Sciences Concentration</td>
<td>Florida State University</td>
<td>Florida A&amp;M University - Doctor of Pharmacy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University and program name:</td>
<td></td>
<td></td>
<td>University of South Florida - Doctor of Pharmacy</td>
<td></td>
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</tr>
</tbody>
</table>

* Doctorate degrees are billed/paid on an annual basis.
**University**: University of Florida

**Proposed Market Tuition Program**: Master of Science in Microbiology and Cell Science, Concentration in Medical Microbiology and Biochemistry

<table>
<thead>
<tr>
<th>Date</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>University Board of Trustees approval date:</td>
<td>Prior to November 5, 2014</td>
</tr>
<tr>
<td>Proposed Implementation Date (month/year):</td>
<td>August, 2015</td>
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<tr>
<td>Graduate online or Graduate Continuing Ed. Course:</td>
<td>Graduate Online</td>
</tr>
<tr>
<td>CIP Code:</td>
<td>26.0503</td>
</tr>
</tbody>
</table>

**Description of the Program and the Market Tuition Rate Process**

This is a new concentration within the current M.S. degree program in Microbiology and Cell Science. The 30 credit-hour, non-thesis concentration is in Medical Microbiology and Biochemistry and will be available only as a self-funded program. This concentration will be offered online. In addition to being a Florida Board of Governors STEM program of strategic emphasis, it will also serve students who seek to bolster their academic credentials for application to professional school. This concentration will be offered as a self-funded, online degree taught jointly by three departments: the IFAS Microbiology and Cell Science Department as well as two departments in the College of Medicine, the Molecular Genetics and Microbiology Department and the Biochemistry and Molecular Biology Department. The concentration will be administered by the Microbiology and Cell Science Department. All three departments approve of its contents.

The faculty of the Microbiology and Cell Science Department approve of this program as it addresses an important educational need. The students will obtain a strong foundation in microbiology, biochemistry, genomics, pathogenesis, and other areas. The addition of the departments from the College of Medicine adds great value to the program because of their stronger expertise in biochemistry and virology.

Extensive research was conducted to ascertain the national marketplace competition for the degree. The results of this research found only three comparable programs (University of South Florida, Johns Hopkins University, and the University of Maryland at University College). The market tuition rate being sought is in part, based on the tuition rate being charged by these three competing institutions.

**Mission Alignment**

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:
The College of Agricultural and Life Sciences (CALS) mission is to provide “lifelong learning in the areas of food, agriculture, natural resources and life sciences as they relate to human resources, the environment, individual communities and a global society.” This program supports the CALS mission to deliver integrated graduate programs with an aim at achieving social, economic and environmental sustainability by educating professionals, scientists, leaders, and citizens. Offering the MS degree has expanded the number of students educated by CALS, broadened the diversity of students served, generated income to support development and teaching of online courses, and responded to needs expressed by working professionals in Florida and nationally.

**Declaratory Statement**

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Master of Science in Microbiology and Cell Science market rate policy will not result in an increase in the state’s fiscal liability or obligation. Students enrolling in this self-funded program are otherwise unable to attend graduate school due to career constraints, family obligations, or other place-bound requirements and thus this program does not compete with existing E&G funded on-campus programs.

**Restrictions / Limitations**

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirement, will not be increased by more than 15% per year.

**Accountability Measures**

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The Microbiology and Cell Science Department will use a number of different measures to ensure program quality and accountability for our students and the University. These measures will provide feedback regarding the appropriateness of the proposed tuition rates for each program. Individual program accountability will be measured in the following ways:

- Admissions criteria: Applicants to the online MS program are held to the same standards as other graduate students in the Microbiology and Cell Science Department, including acceptable GRE scores, minimum GPA requirements, letters of reference, and a vouching faculty member to serve as major advisor for each student.

- Enrollment numbers: Program growth is a metric that will be used to determine the success of our tuition rate. The number of professionals in the fields of microbiology and
biochemistry fields is increasing, and market research has suggested that enrollment in these nearly-unique programs will rise for the foreseeable future. The minimum enrollment number for this program to be viable will be 15.

- Student evaluations of programs and instructors: Students will be polled and surveyed at regular intervals during the course of their studies in each program, as well as after completion, to ensure that they are satisfied with their experiences within the programs.

### Course Availability

**Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?**

Courses for the MS program are established offerings taught primarily by full-time faculty in the Microbiology and Cell Science department, as well as the Molecular Genetics and Microbiology, and the Biochemistry and Molecular Biology departments within the College of Medicine. We have courses taught by prominent professionals, as well, who are able to provide unique perspectives to students seeking real-world knowledge, and these individuals are paid by the revenues generated in the programs. As enrollment grows, we will continue to utilize professionals, graduate students, and adjuncts as needed for our offerings, without incurring resource costs to the University. In fact, our ability to offer additional E&G funded courses has and will continue to increase as a result of the revenue generated by self-funded programs.

### Economic Impact

**Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.**

The ability to charge market rate allows the university the ability to be competitive in the market place and generate much needed additional revenue. The impact on the potential student will be positive.

1. Provides a new high quality degree source from an AAU, Research 1 University.
2. Offered at a price that is less than comparable options in the market.

The projected revenue for the first year of market rate status (third year of self-funded status) in this program is approximately $236,250. The revenue will be utilized to support the program staff, marketing, and operating costs, and any residual revenue will be utilized to support departmental activities (such as faculty, staff, and other indirect cost). The program operates under the auxiliary budget entity through Distance and Continuing Education per BOG Rule 8.002.
State University System  
Florida Board of Governors  
Request to Establish Market Tuition Rates – Regulation 7.001(15)

Other Information
Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

It is anticipated that at least 15 additional degrees will be created by moving to Market Rate Tuition. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF’s Career Resource Center.

The occupational outlook for completers of this degree program is strong. According to the U.S. Bureau of Labor Statistics, microbiologists will be needed to contribute to basic research, solve problems encountered in industrial production processes, and monitor environmental conditions to help ensure the public’s health and safety. Medical laboratory technologists and technicians will be in demand, to use and maintain the equipment needed for diagnosis and treatment. Larger and aging population and a greater understanding of biological processes are all factors that are expected to increase demand for medical scientists. In addition, new discoveries should open frontiers in research that will require the services of medical scientists. Such expertise will also be needed to develop new tests used to detect diseases and other illnesses. Biochemists and biophysicists will be needed to conduct genetic research and to develop new medicines and treatments that are used to fight genetic disorders and diseases such as cancer.

<table>
<thead>
<tr>
<th>Position</th>
<th>2012</th>
<th>2022</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microbiologists</td>
<td>20,100</td>
<td>21,600</td>
<td>7%</td>
</tr>
<tr>
<td>Medical and clinical laboratory technologists</td>
<td>164,300</td>
<td>187,100</td>
<td>14%</td>
</tr>
<tr>
<td>Medical and clinical laboratory technicians</td>
<td>161,500</td>
<td>209,400</td>
<td>30%</td>
</tr>
<tr>
<td>Medical scientists</td>
<td>103,100</td>
<td>116,800</td>
<td>13%</td>
</tr>
<tr>
<td>Environmental scientists and specialists, including health</td>
<td>90,000</td>
<td>103,200</td>
<td>15%</td>
</tr>
<tr>
<td>Biochemists and biophysicists</td>
<td>29,200</td>
<td>34,600</td>
<td>18%</td>
</tr>
<tr>
<td>Physicians and surgeons</td>
<td>691,400</td>
<td>814,700</td>
<td>18%</td>
</tr>
</tbody>
</table>

Source: U.S. Department of Labor
**State University System**  
**Florida Board of Governors**  
**Request to Establish Market Tuition Rates – Regulation 7.001(15)**

**University:** University of Florida  
**Proposed Market Tuition Program:** Master of Arts in Arts in Medicine

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<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>University Board of Trustees approval date:</td>
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<td>Proposed Implementation Date (month/year):</td>
<td>January, 2015</td>
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<td>Graduate online or Graduate Continuing Ed. Course:</td>
<td>Graduate Online</td>
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<tr>
<td>CIP Code:</td>
<td>50.0799</td>
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</table>

### Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

The online Master of Arts with a major in Arts in Medicine is designed to prepare pre-professionals and professionals in the fields of the arts and health for careers that use the arts to enhance individual and community health, and to effectively develop and manage arts programs in healthcare or community settings.

Pricing will be determined by market forces that may result in increases or decreases in price, but pursuant to BOG requirement, will not be increased by more than 15% per year. Prices will be based on competition, reputation, and brand identity and delivery format.

### Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The MA in Arts in Medicine program provides pre-professional and professional students with high-level education from the University of Florida. The program enhances the university’s research and service goals, as both students and faculty conduct research and undertake service-learning and service work in our local, national, and global communities. The program is offered in an asynchronous online format to students who are typically employed full-time and thus could not attend a full-time, weekday program. These cohorts do not generate fundable credit hours and therefore receive no state subsidy. The fully online program creates greater access for students in all locations and working professionals seeking to complete their graduate level education in the field of arts in medicine.

The MA program is a classified instructional program established in accordance with BOG Regulation 8.011. The program does not lead to initial certification; however it prepares students for Artist in Healthcare (AIH-C) Certification, which will be in place in early 2015.

Program admission and graduation requirements for this MA program are consistent with UF...
Graduate School guidelines. All applicants must provide official transcripts from an acceptable four-year accredited college or university, GRE test scores, three letters of recommendation, a written essay, an academic writing sample, and additional portfolio materials. To obtain the degree, all admitted students must successfully complete the 35-credit hour curriculum while maintaining a minimum grade point average of 3.0 on a 4.0 scale.

**Declaratory Statement**

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The Master of Arts in Arts in Medicine market-rate policy will not result in an increase in the state’s fiscal liability or obligation.

**Restrictions / Limitations**

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

Pricing will be determined by market forces that may result in increases or decreases in price but, pursuant to BOG requirement, will not be increased by more than 15% per year.

**Accountability Measures**

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The success of the UF MA in Arts in Medicine program hinges on our ability to deliver an outstanding MA experience to all students. The following accountability measures have been established for assessing the success of the policy within the program

**Student Enrollment.** Program pricing will reflect market rates and economic conditions within the state. Pricing will enable the program to recruit top MA-seeking students in sufficient numbers. Average cohort enrollment that exceeds 10 top quality students is an indicator of a successful pricing strategy. Student quality is defined below.

**Student Quality.** Student quality is a significant component of overall program quality. Program pricing will be set to ensure that students recruited into the program will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida and the UF MA in Arts in Medicine Program. Each cohort will have a minimum mean professional work experience of 4 years, satisfactory portfolios, essays, and GPAs.

**Faculty Excellence.** Establishing market-rate pricing enables us to utilize highly qualified professors from the Center for Arts in Medicine, College of the Arts, and from around the
country who are leaders in the field. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the program.

Course Availability
Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The Center for Arts in Medicine has been offering an online Graduate Certificate in Arts in Medicine for two years. The program has already achieved national prominence and, as a result, the MA in Arts in Medicine has reached its initial enrollment expectation. The MS in Arts in Medicine degree has just recently begun to be offered. Because of our history teaching in the successful certificate program, our faculty is already accustomed to teaching the MA core curriculum. Each class in the core curriculum is taught three semesters per year so that students can move through the program in a timely manner.

Economic Impact
Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

The ability to charge market rate allows the university the ability to be competitive in the market place and generate much needed additional revenue. There are no anticipated adverse implications for students as a student enrolled in this type of program would be paying a similar rate of tuition at comparable institutions. Thus, no student will be negatively impacted in a market tuition rate scenario in a choice between programs. The projected revenue for the first year of this program will be $152,250. The revenue will be fully utilized to support the program. We have contracted with All Campus at a 68/32% revenue share for program marketing, recruitment, and student retention services. The program will operate through Distance and Continuing Education per BOG Rule 8.002.

Other Information
Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

This master’s degree program will be offered for the first time as a self-funded program in January, 2015. The MA in Arts in Medicine requires students to undertake two Practicum courses. These courses take students into their communities to do hands-on work in the field.
This experience, along with several course assignments, connect students to professionals and potential employers in the field, and allow them to gain experience that can be represented in a resume or professional portfolio. In addition to the support provided by the program, students enrolled in this program will also have full access to the services of the UF’s Career Resource Center.
State University System  
Florida Board of Governors  
Request to Establish Market Tuition Rates – Regulation 7.001(15)

**University:** University of Florida  
**Proposed Market Tuition Program:** MS Pharmacy with a concentration in Clinical Toxicology

| Date |  
|----------------------------------------|-----------------------------|
| University Board of Trustees approval date: | Prior to November 5, 2014  
| Proposed Implementation Date (month/year): | August, 2015  
| Graduate online or Graduate Continuing Ed. Course: | Graduate online  
| CIP Code: | 51.2099  

**Description of the Program and the Market Tuition Rate Process**

Describe the program and explain the process used to determine market tuition.

The UF College of Pharmacy has previously been granted market-rate status for various Pharmaceutical Science MS programs with concentrations in forensic sciences, pharmaceutical chemistry and pharmacy regulation delivered via distance learning to working professionals who otherwise could not attend the University of Florida. These students do not generate fundable credit hours and therefore receive no state subsidy. This request for market-rate status is for an additional concentration of this MS degree, in Clinical Toxicology.

The MS in Pharmaceutical Sciences with concentration in Clinical Toxicology program consists of a 32-credit master’s degree focusing on toxicants, drugs of abuse, drug analysis and biotransformation, as well as the treatment of poisoned or overdosed patients. The target audience of this program is working professionals in a variety of emergency response professions including: Physicians, Physician’s Assistants, Nurses, First Responders, and Poison Control Center Professionals.

Program admission and graduation requirements for working professional MS offerings are the same as for any other residential MS degree at the University of Florida as specified by the graduate school. All applicants must provide official transcripts from an acceptable four-year accredited college or university, official test scores within the last five years from the Graduate Record Examination (GRE), and official test scores on the Test of English as a Foreign Language (TOEFL) exam, if applicable. To obtain a degree, all admitted students must successfully complete at least 32-credit hours (depending on concentration) graduate curriculum while maintaining a minimum grade point average of 3.0 on a 4.0 scale.

Market factors including competition, reputation, brand identity and delivery format will determine tuition rates for the Clinical Toxicology program, but will be limited to increases of no more than 15% per year.

**Mission Alignment**

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The UF Pharmaceutical Sciences MS Program strategy is well aligned with both the mission of the University of Florida and the Board of Governors. The UF Pharmaceutical Sciences MS program clinical toxicology concentration for working professionals supports the university’s overarching goals of teaching, research and
service as defined in its mission statement. This alignment is outlined below.

University of Florida Mission Statement:

The university welcomes the full exploration of its intellectual boundaries and supports its faculty and students in the creation of new knowledge and the pursuit of new ideas.

- **Teaching.** This program enables the university to fulfill one of its fundamental purposes, teaching, on a far greater scale. The online format provides an opportunity to obtain a University of Florida MS degree to students who wouldn’t otherwise be able to attend due to work and family constraints. All courses and instructors are reviewed by usual department, college and university procedures to ensure program quality, assurance of learning, and overall reputation all remain at optimal levels.

- **Research and Scholarship.** Enrollment in the UF Pharmaceutical Sciences MS working professional programs provides resources for faculty, research, graduate student support and future growth plans. It serves to increase the College’s ability to support and strengthen research advancements and scholarly activity now and in the future.

- **Service.** The UF Pharmaceutical Sciences MS working professional programs fulfill the university’s obligation to share the benefits of its research and knowledge for the public good. MS students and graduates are better equipped to serve the state and national needs and increase the country's capabilities and economic potential.

Board of Governors system goals, established for 2012-13:

- **Goal 1: Access to and production of degrees.** The MS Clinical Toxicology program is the latest of several distinct MS options from The UF College of Pharmacy. These offerings have seen significant enrollment growth over the past ten years. Most of this growth has occurred among working professionals who elect to work full-time while completing their MS degree. The internet based formats provide both flexibility and access to all state residents.

- **Goal 2: Meeting statewide professional and workforce needs.** Graduates can apply concepts and skills learned through the program to improve scientific and business operations and outcomes within their organizations. This in turn strengthens the state economy, thereby increasing access to jobs and opportunities for others throughout the state. The MS degree is a sought after credential for a number of key strategic positions within many organizations. Employers have the opportunity to fill these positions with state residents that have completed the UF MS degree, as opposed to looking outside of the state for graduates.

- **Goal 3: Building world-class academic programs and research capacity.** The University of Florida College of Pharmacy is recognized as one of the top pharmacy schools in the United States. Our online programs are some of the largest and most successful in the world. The enrollment success of these programs financially supports the College of Pharmacy’s efforts to expand and strengthen research and educational capacity.

- **Goal 4: Meeting community needs and fulfilling unique institutional responsibilities.** The UF MS working professional programs provide access to University of Florida degrees to every community within the state of Florida. As a globally recognized leader in online program delivery, the University of Florida successfully fulfills an important institutional responsibility as it relates to enabling access to
quality graduate education throughout the state. This access serves to meet statewide professional and workforce needs, as outlined above.

<table>
<thead>
<tr>
<th>Declaratory Statement</th>
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<tbody>
<tr>
<td>Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&amp;G funded degree program in the same discipline:</td>
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</table>

The UF MS in Pharmacy, Pharmaceutical Sciences with concentration in Clinical Toxicology will not result in an increase in the state’s fiscal liability or obligation, nor will the Market Rate program supplant an existing E&G-funded degree program.

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Tuition increases will depend on market conditions but will be limited to no more than 15% per year.

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<th>Accountability Measures</th>
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<tr>
<td>Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.</td>
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</table>

The success of the UF MS Programs hinges on our ability to deliver an outstanding graduate experience to all students. In assessing success within the working professional program, the following accountability measures have been established.

- **Student Enrollment.** Program pricing for these offerings will reflect market rates and economic conditions. Pricing will enable the programs to continue to grow in recruiting quality graduate students. Student quality is defined below.

- **Student Quality.** Student quality is an uncompromising component of overall program quality. Program pricing will be set to ensure that students recruited into these cohorts will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida. Working professional MS students must have a relevant undergraduate degree as well as a satisfactory GRE score and GPA.

- **Faculty Excellence.** Establishing market-rate pricing enables us to continue to utilize highly qualified faculty and adjuncts from across the University and where appropriate from industry. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the program.

- **Student Satisfaction.** A large part of recruiting efforts for this program involves word of mouth advertising. Students and graduates of UF MS working professional programs are very satisfied with the experience, and in turn, recommend the program to their colleagues and friends. For this reason, it is vital that we produce a graduate experience of the highest quality in all areas. The UF MS Programs will continue to monitor students and alumni to track student satisfaction. Proactive measures will be taken to improve and innovate when warranted to continue to produce a highly valuable and successful
Provide E&G course immedi
tly.

As anticipated, provide a
tudent under Conti
The College has been offering online graduate education to working professionals for over 10 years under Continuing Education Rule 6C-8.002(2)(b)4. We have always been able to provide sufficient courses to meet student demand by using academically and/or professionally qualified faculty. All courses in the UF MS working professional programs are taught by full or part-time UF faculty with approximately 85% of courses taught by full-time UF faculty. The course schedule and instructors are determined before students are admitted.

Economic Impact
Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As state revenues continue to fluctuate, it becomes more and more important for the university to find alternative sources of funding. The ability to charge market rates for the UF College of Pharmacy online MS programs offers one such avenue while simultaneously providing a service that is clearly in demand. To date, the College has graduated approximately 2000 students in our online MS programs and currently has approximately 40 students/year in the Clinical Toxicology MS concentration.

Assuming a class size of 40 and market rate tuition of $16,800 per student the MS program is expected to have an immediate and ongoing positive cash flow, $672,000 in the first year of Market Rate. Therefore, no E&G or Contracts and Grants funding will be needed. Start-up funding will be provided from the College’s Continuing Education auxiliary funds. Any revenues exceeding expenses will be used to support college activities including faculty and staff support.

UF College of Pharmacy has a contract with an external vendor (Apollidon Learning) to provide marketing services to our online MS programs. Funds will be budgeted through the University’s Division of Continuing Education auxiliary.

Other Information
Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

It is not anticipated that any additional degrees will be created by moving to market rate tuition.

The most important benefits of this program include the following:

- Increased graduate enrollment.
State University System  
Florida Board of Governors  
Request to Establish Market Tuition Rates – Regulation 7.001(15)

- Establish the University and the College as leaders in Clinical Toxicology by adding to our already successful presence in graduate level health related programs.
- Provide important financial support to the College, faculty infrastructure.
- Address the shortage of graduate level health care providers in both the state and the country.
- Additional graduate concentrations in various aspects of pharmaceutical sciences and related healthcare will be created using revenue from this program to seed their development.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to our Website. When contacted by employers with specific personnel needs, we serve as a liaison between the employer and an alum/student meeting their needs. In addition to the support provided directly by the program in making employment connections and supporting career advancement, students enrolled in this program will also have full access to the services of the UF’s Career Resource Center.
University: University of Florida
Proposed Market Tuition Program: Doctor of Pharmacy (PharmD)

Date
University Board of Trustees approval date: Prior to November 5, 2014
Proposed Implementation Date (month/year): August, 2015
Graduate online or Graduate Continuing Ed. Course: Graduate Continuing Ed
CIP Code: 51.2001

Description of the Program and the Market Tuition Rate Process
Describe the program and explain the process used to determine market tuition.

The Entry-level Pharm.D. program is available on the three campuses of the UF College of Pharmacy: Gainesville, Jacksonville, and Orlando. The proposed market rate tuition degree will be available at all four campuses. The program consists of 146 credits taught over four years and is designed to help students reach a high level of professionalism through a curriculum that includes supervised clinical and practical experiences. Students learn and work in community and/or hospital pharmacy settings and are required to participate in an externship where they receive practical training in delivering pharmaceutical care services. In clerkships, students acquire in-depth clinical experiences to sharpen their communication and drug therapy skills as patient consultants.

Faculty from five college departments (Pharmaceutics, Pharmacodynamics, Medicinal Chemistry, Pharmaceutical Outcomes and Policy, and Pharmacotherapy and Translational Research) impart a quality pharmacy education so that graduates may provide pharmaceutical services to patients in a variety of practice environments. Eleven months of advanced pharmacy practice experiences are required of students, under faculty supervision, at many locations throughout Florida and other states, and may include international opportunities. Faculty at the distance education campuses facilitate discussion groups, administer examinations, answer questions, and provide instruction as needed to meet course requirements.

UF pharmacy graduates have achieved high levels of leadership in national associations, and have received numerous recognitions for their commitment to the pharmacy profession. Doctor of Pharmacy graduates are enjoying successful careers in the community pharmacy, hospitals, pharmaceutical industry, academia and other areas.

In a typical academic year, 99% or more of the enrolled students in the Pharm.D. program are Florida residents, in large measure due to the fact out-of-state tuition rates are not competitive in the marketplace. Given the large number of non-Florida residents who apply each year, the COP proposes to enroll 15-25 non-Florida residents annually who meet rigorous academic and non-academic requirements. This could be achieved with a more competitive non-resident tuition and fee structure achievable by applying market rate status to out-of-state PharmD students.

Market factors including competition, reputation, brand identity, and delivery format will determine tuition rates for the out-of-state PharmD program, but will be limited to increases of no more than 15% per year.

Mission Alignment
Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The UF College of Pharmacy PharmD program strategy is well aligned with both the mission of the University of Florida and the Board of Governors. The PharmD supports the university’s overarching goals of teaching, research and service as defined in its mission statement. This alignment is outlined below.

University of Florida Mission Statement:

*The university welcomes the full exploration of its intellectual boundaries and supports its faculty and students in the creation of new knowledge and the pursuit of new ideas.*

- **Teaching.** This program enables the university to fulfill one of its fundamental purposes, teaching, on a far greater scale. Market rate tuition makes it financially viable for the best out-of-state students to attend the UF. This in turn will raise the overall quality of the UF student body and reputation of the university as it moves toward top ten status.

- **Research and Scholarship.** The market rate tuition generated through enrollment in the UF PharmD program provides resources for faculty, research, graduate student support and future growth plans. It serves to increase the College’s ability to support and strengthen research advancements and scholarly activity now and in the future.

- **Service.** The UF PharmD program fulfills the university’s obligation *to share the benefits of its research and knowledge for the public good.* PharmD students and graduates are better equipped to serve the state and national needs and increase the country’s capabilities and economic potential.

In line with the Board of Governors system goals, established for 2012-13:

- **Building world-class academic programs and research capacity.** Allowing the UF College of Pharmacy to charge market rate tuition to out-of-state students will allow us to strengthen our academic pool by attracting the best and brightest from out-of-state thereby adding to our reputation as one of the top pharmacy schools in the United States. The enrollment success of these programs financially supports the College of Pharmacy’s efforts to expand and strengthen research and educational capacity.

### Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:

The UF Doctor of Pharmacy for out-of-state students will not result in an increase in the state’s fiscal liability or obligation nor will the program supplant an existing E&G funded degree program.

### Restrictions/Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:
State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)

Tuition increases will depend on market conditions but will be limited to no more than 15% per year.

### Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

The success of the UF PharmD program hinges on our ability to deliver an outstanding professional experience to all students. In assessing success within the program, the following accountability measures have been established.

- **Student Enrollment.** Program pricing for this offering will reflect market rates and economic conditions. Pricing will enable the programs to continue to grow in recruiting quality graduate students. Student quality is defined below.

- **Student Quality.** Student quality is an uncompromising component of overall program quality. Program pricing will be set to ensure that students recruited into these cohorts will excel inside and outside of the classroom, and will serve to strengthen the brand of the University of Florida. The recruitment goal for non-Florida residents will be 15-25 each year. The non-Florida residents will be selected using established admission criteria involving a competitive science GPA at 3.0 and above and Pharmacy College Admission Test (PCAT) Composite scores of 70th percentile and above. These academic credentials are higher than those of the lowest tier of in-state Florida residents admitted to the program.

- **Faculty Excellence.** Establishing market rate pricing enables us to continue to utilize highly qualified faculty and adjuncts from across the University and where appropriate from industry. This ensures a top quality experience for our students and strengthens our value proposition and mission alignment. Teaching evaluations are utilized to ensure that faculty quality is maintained throughout the program.

- **Student Satisfaction.** A large part of recruiting efforts for this program involves word of mouth advertising. Students and graduates of UF’s PharmD are very satisfied with the experience, and in turn, recommend the program to their colleagues and friends. For this reason, it is vital that we produce a professional experience of the highest quality in all areas. The PharmD program will continue to monitor students and alumni to track student satisfaction. Proactive measures will be taken to improve and innovate when warranted to continue to produce a highly valuable and successful program.

### Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&G courses be eliminated or scaled back if this program is implemented?

The College of Pharmacy has been offering a PharmD program since 1985. Since its inception, the College of Pharmacy has always been able to provide sufficient courses to meet student demand by using academically and/or professionally qualified faculty. All courses in the UF PharmD program are taught by full or part-time UF faculty with approximately 85% of courses taught by full-time UF faculty. The course schedule and instructors are determined before students are admitted. As a professional degree granting program this expansion will have no effect on any existing E & G courses.
**Economic Impact**

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

As state revenues continue to fluctuate, it becomes more and more important for the university to find alternative sources of funding. The ability to charge market rates for the UF College of Pharmacy PharmD program for out-of-state students offers one such avenue while simultaneously providing a service that is clearly in demand.

Assuming a class size of 20 and market rate tuition of $36,000 per student/year (includes fees) the out-of-state PharmD program is expected to have a positive cash flow beginning with the first year. Therefore, no E&G or Contracts and Grants funding will be needed. Start-up funding will be provided from the College’s Continuing Education auxiliary funds. Any revenues exceeding expenses will be used to support college activities including faculty and Ph.D. support.

No external vendors will be associated with this program.

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**Additional Degrees**

Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

This is the anticipated Tuition and Fees Revenue for the program if moved to a Market Tuition Rate:

<table>
<thead>
<tr>
<th>Tuition and Fees Revenue</th>
<th>FY16</th>
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<th>FY18</th>
<th>FY19</th>
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<tbody>
<tr>
<td>Students</td>
<td></td>
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<tr>
<td>New</td>
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<td>20</td>
<td>20</td>
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<tr>
<td>Returning</td>
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<td>20</td>
<td>40</td>
<td>60</td>
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<td></td>
<td>$744,000</td>
<td>$1,488,000</td>
<td>$2,232,000</td>
<td>$2,976,000</td>
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The anticipated additional revenue derived from Market Tuition Rate will be spent on program infrastructure activities associated with the program including high quality course production, instructional delivery, and related student services.

In moving to Market Tuition Rate, the production of up to 20 additional out-of-state degrees annually are anticipated. The most important benefits of this program include the following:

- Increased overall GPA of entering class.
- Enhance the reputation of the college as a leader in pharmacy education by expanding our presence nationally.
• Provide important financial support to the College, faculty and infrastructure.
• Additional graduate concentrations in various aspects of pharmaceutical sciences and related healthcare will be created using revenue from this program to seed their development.

Assistance with career development is accomplished by providing references for students; facilitate networking with potential employers through social media, and posting selected job opportunities to our Website. When contacted by employers with specific personnel needs, we serve as a liaison between the employer and an alum/student meeting their needs.
Proposed Market Tuition Program: College of Medicine Medical Doctor (M.D.) program

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<tr>
<td>University Board of Trustees approval date:</td>
<td>Prior to November 5, 2014</td>
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<tr>
<td>Proposed Implementation Date (month/year):</td>
<td>January, 2015</td>
</tr>
<tr>
<td>Graduate online or Graduate Continuing Ed. Program:</td>
<td>Graduate Continuing Education</td>
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<tr>
<td>CIP Code:</td>
<td>51.1201</td>
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Description of the Program and the Market Tuition Rate Process

Describe the program and explain the process used to determine market tuition.

For at least the last five years the state funding to the College of Medicine (COM) was based on enrollment of 513 Florida Residents in the Medical Doctor (M.D.) granting programs. The M.D. curriculum is a 4-year program that encompasses both classroom and clinical patient care experiences under the direct supervision of faculty. Over 95% of physician graduates progress into clinical residency training. The COM proposes to register any out-of-state additional students above the 513 number as self-funded students at a Market Tuition Rate. The market tuition rate was determined based on a comparison of tuition of Medical Schools located in the Southeastern United States including Vanderbilt, Emory, Miami (non-resident), Virginia (non-resident) and Duke.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

This will allow the UF College of Medicine to recover the cost of future expansion of our medical school class and increase the number of physicians available to enter residency training and potentially clinical practice in the State of Florida. Further it will allow us to become more competitive in recruiting high quality non-Florida resident students to the University and increase our national visibility and reputation as we aspire to be a “top 10” public university.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state’s fiscal liability or obligation and that the Market Tuition Rate program cohorts will not supplant an existing E&G funded degree program in the same discipline:
This program is an addition to the 513 medical students currently receiving state funding in support of their education. The additional students’ tuition is at a higher rate as the program will be self-supporting with no fiscal liability to the state. Market tuition and fee rates will be reviewed annually to ensure they cover all incremental expenses associated with the additional students.

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<th>Restrictions / Limitations</th>
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<td>Identify any proposed restrictions, limitations, or conditions to be placed on the policy:</td>
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There are no proposed limitations on the policy. Based on our resources and facilities we anticipate a maximum enrollment of approximately 600 total medical students distributed across 4 year with 87 enrolled in the market rate tuition program.

Any increase in market based tuition will be less than 15% annually.

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<th>Accountability Measures</th>
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<td>Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.</td>
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**Student Enrollment.** We will monitor both resident and non-resident enrollment to ensure diversity within the student body.

**Student Quality.** We will monitor entering student undergraduate GPAs and MCAT entrance examination scores as well as extracurricular activities (e.g. research, community service).

**Faculty Excellence.** The number of teaching faculty will be expanded to accommodate the increased class size. Current faculty development programs are in place and student evaluations of faculty are completed for all educational activities and will be closely monitored.

**Student Satisfaction.** All courses, clinical clerkship and end-of-year surveys have items that directly address student satisfaction with their educational experience.

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<tr>
<td>Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration. Will any similar E&amp;G courses be eliminated or scaled back if this program is implemented?</td>
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The courses and clinical clerkships already exist and will be expanded to meet the increased student numbers. The faculty in the COM has expanded significantly over the past 10 years and the opening of new education sites provides us the opportunity to expand our small
group teaching, clinical instruction, simulation training and collaborative learning activities. As a professional degree granting program this expansion will have no effect on any existing E & G courses.

### Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

The majority of the revenue generated from this program will be used to support teaching faculty and assist in moderating the infrastructure expenses associated with educating the current 513 state supported medical students. This means, in addition to funding high quality instruction, revenue will be raised for the necessary overhead costs associated with operating a Doctor of Medicine program of this quality and on this scale. No outside private vendors will be used in the delivery of the educational program.

### Other Information

Provide any additional information if necessary, and complete the attached supplemental form. Indicate additional degrees that may be produced by going to market tuition and how the university will assist the students with employment or career advancement.

As a result of moving to a competitive Market Rate Tuition for out-of-state students, an increase in Medical Doctor degrees is anticipated, approximately 22 annually. Assistance with career development is accomplished by providing references for students. Additionally, when contacted by employers with specific personnel needs, the College of Medicine serves as a liaison between the employer and an alum/student to meet their needs.
UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY & STRATEGY  
COMMITTEE ACTION ITEM EP2  
November 3, 2014

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Board of Trustees has the authority to award tenure upon hire. University of Florida intends to hire Dr. W. Kent Fuchs, a Professor and the Provost of Cornell University, as a Professor in the Department of Electrical and Computer Engineering, College of Engineering and as the 12th President of University of Florida.

President Machen has recommended the award of tenure in the Department of Electrical and Computer Engineering, College of Engineering, to Dr. Fuchs, who meets the requirements of the University's tenure policy. A summary of highlights on Dr. Fuchs' qualifications is attached. In order for the selection and employment of Dr. W. Kent Fuchs by the University of Florida Trustees as University of Florida's President to be final and effective, the Board of Governors will need to confirm Dr. Fuchs’ selection, which is anticipated at the Board of Governors’ November 6, 2014 meeting.

PROPOSED BOARD ACTION

The Committee on Educational Policy and Strategy is asked to approve for recommendation to the Board of Trustees for its approval on the Consent Agenda, the granting of tenure upon hire to Dr. W. Kent Fuchs as a full Professor in the College of Engineering, Department of Electrical and Computer Engineering, provided that the University’s employment of Dr. Fuchs and the Board of Trustees’ granting of tenure to Dr. Fuchs shall be conditioned upon and become effective only if the Board of Governors confirms Dr. Fuchs as University of Florida's 12th President, which confirmation has been requested and is expected to be acted upon at the Board of Governors’ November 6, 2014 meeting. Upon confirmation of Dr. Fuchs as University of Florida's 12th President, the Board of Trustees’ granting of tenure to Dr. Fuchs in his capacity as a Professor in the Department of Electrical and Computer Engineering, College of Engineering, shall automatically (without the need for further Board action) be effective on his date of hire, January 1, 2015.
SIGNIFICANT POLICY ISSUES FOR BOARD TO CONSIDER

Tenure applies only to the faculty appointment of Professor, and not to the administrative appointment of President. The condition to the effectiveness of this action is summarized in the proposed action.

Supporting Documentation Included: See attached and Trustee Board materials.

Submitted by: J. Bernard Machen, President and Joseph Glover, Provost and Senior Vice President for Academic Affairs
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<tr>
<th>Name</th>
<th>College</th>
<th>Department</th>
<th>Rank</th>
<th>Previous Institution</th>
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<tr>
<td>W. Kent Fuchs</td>
<td>Engineering</td>
<td>Electrical and Computer Engineering</td>
<td>Professor</td>
<td>Cornell University</td>
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Dr. W. Kent Fuchs-College of Engineering
Professor, Department of Electrical and Computer Engineering

Dr. W. Kent Fuchs received his dual B.S. degrees in Electrical Engineering and Computer Science from Duke University in 1977, his M.S. in Electrical Engineering from the University of Illinois in 1982, his M.Div. from the Trinity Evangelical Divinity School in 1984, and his Ph.D. in Electrical Engineering from the University of Illinois in 1985. Dr. Fuchs is currently a professor and the provost at Cornell University. Dr. Fuchs is an international expert in the area of reliable computing. He and his students introduced compile-time code analysis, experimental profiling, hazard removal, and run-time memory management for checkpoint implementation. His research demonstrated a break-through in the performance of checkpointing, the space required for checkpoints, and the time required for recovery. Dr. Fuchs provided the first experimental evaluation on commercial multiprocessor systems of the infamous domino effect in rollback propagation. His teaching record is equally impressive having taught no less than seven different topics at both the undergraduate and graduate levels. He has 52 peer-reviewed journal articles, 119 peer-reviewed conference papers, three book chapters, nine edited book chapters, four magazine articles, three patents, and has given 78 invited talks at both national and international conferences and workshops. Dr. Fuchs’s contributions to teaching, research, professional service, and administrative service during his distinguished career have been outstanding, earning him both national and international acclaim. The University of Florida is proud to have such a stellar professor, in this department, college, and university.
APPENDIX

Note: For direct access to individual documents in the Appendix (without scrolling) go to the Agenda and click on the blue links, or go to the bookmarks (upper left hand corner on the iPad or upper right hand corner on the computer).
1.0 Welcome

Committee Chair Thomas welcomed everyone and called the meeting to order at 9:36 a.m.

2.0 Verification of Quorum

After a roll call, a quorum was confirmed with all members present except Trustees Brown and Cameron.

Members Present:
David M. Thomas (Chair), David L. Brandon, Christopher T. Corr, Charles B. Edwards, James W. Heavener, Pradeep Kumar, Carolyn K. Roberts, Jason J. Rosenberg, Juliet M. Roulhac, Steven M. Scott, Corry M. Yeffet. Trustees Brown and Cameron were unable to attend.

3.0 Review and Approval of Minutes

Chair Thomas asked for a motion to approve the minutes of the June 5, 2014 Committee meeting, which was made by Trustee Roulhac and Seconded by Trustee Rosenberg. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.
4.0 Action Items

EP1. Tenure upon Hire

Provost Glover presented nine tenure upon hire cases which have been recommended to the Trustees by the President. They all have tenure at their former institutions and strong affirmative support.

- Mary McLean, from University of Wisconsin-Milwaukee--as Professor, Department of Special Education, Psychology, and Early Childhood Studies, in the College of Education;
- Cherie Stabler, from the University of Miami, as Associate Professor, Department of Biomedical Engineering, in the College of Engineering;
- Janice Krieger, from The Ohio State University, as Associate Professor of Advertising, in the College of Journalism and Communications;
- Ange Mlinko, from the University of Houston, as Associate Professor, in the Department of English, in the College of Liberal Arts and Sciences;
- William Hogan, from the University of Arkansas, as Professor, in the Department of Health Outcomes and Policy, in the College of Medicine;
- Steven Munger, from University of Maryland, as Professor, in the Department of Pharmacology and Therapeutics, in the College of Medicine;
- Herbert Schweizer, from Colorado State University, as Professor, in the Department of Molecular Genetics and Microbiology, in the College of Medicine;
- Gail Keenan, from the University of Illinois-Chicago, as Professor, in the Department of Health Care Environments and Systems, in the College of Nursing;
- Gordon Mitchell, from the University of Wisconsin, as Professor, in the Department of Physical Therapy, in the College of Public Health and Health Professions.

Trustee Scott asked how many total new faculty have been hired in the preeminence initiative. Provost Glover stated that there have been 52 confirmed faculty hired to date of the 120-130 in the preeminence initiative. Deans are hiring replacement faculty in the normal course as well. Trustee Scott asked whether any of the 52 have academic distinction in the form awards and elected top academic society membership. Provost Glover responded that there are faculty hired who do and provided as an example, Ange Mlinko, who is recognized from the University of Houston, as Associate Professor, in the Department of English, in the College of Liberal Arts and Sciences, and as a National Poetry Series winner in 2004.

Senior Vice President Guzick indicated that many have elected membership in their discipline’s scholarly societies. Provost Glover stated that he will compile a list for the Board. Trustee Scott requested that the list include total numbers who have particular distinguish awards and recognitions, along with names and their corresponding awards or elected societies.

The Committee Chair asked for a motion to approve Action Item EP1 which was made by Trustee Roulhac and Seconded by Trustee Heavener for recommendation to the Board for its
approval on the Consent Agenda. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP2. New Degree Limited Access Programs

Provost Glover presented the proposed New Degree Limited Access Programs: a B.S. Degree in Dietetics and a B.S. Degree in Nutritional Sciences.

Chair Thomas asked for a motion to approve Action Item EP2, which was made by Trustee Roberts and seconded by Trustee Heavener for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.


Provost Glover explained the proposed Annual Report of the University Press of Florida, which is submitted annually to the Board of Governors upon the UF Board’s approval. It was noted that UF manages the Press for all of Florida and the Press is an “ASO” (affiliated support organization) of the Board of Governors. There is also a legislative budget request to the Board of Governors.

The Committee Chair asked for a motion to approve Action Item EP3, which was made by Trustee Heavener and seconded by Trustee Scott for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP4. Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information

Vice President, General Counsel and University Secretary Keith explained that the Department of Defense requires the Board to appoint a management committee to have access to classified material, which UF must access in certain research, and to adopt a resolution that Trustees will not require such access, listing all Trustees— if the Trustees do not want to be individually security-cleared. The Board has taken this action each time a new Trustee is appointed.

Trustee Scott asked if the Board should have a Trustee cleared to fulfill its fiduciary duty and inquired as to what other universities do? Vice President Keith explained that there are other universities that do a lot of classified research and have their boards security-cleared, but that UF does a limited amount of classified research according to Vice President for Research Norton. Vice President Keith also stated that, without a large classified lab or similar endeavor, the UF Board’s fiduciary duty should be well served if it inquires of the Vice President for Research that good classified controls are in place.
The Committee Chair asked for a motion to approve Action Item EP4 which was made by Trustee Scott and Seconded by Trustee Rosenberg for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

5.0 Information/Discussion Items

Vice President for Enrollment Management Zina Evans provided an admissions’ update to the Committee. Trustee Scott noted that most public universities enroll about 30 percent of their students from out of state. He also stated that the reason is not only for the revenues of out of state tuition but, importantly, for diversity that benefits all students. Vice President Evans stated that about 8 percent of UF’s admissions are to out of state students, which is the highest in Florida State University System. Trustee Thomas agreed with Chair Scott that this is an inhibitor of our top-10 goal. It is important that UF serve Florida well and we intend to do so. But overly limiting the composition of the student body affects reputation, quality and diversity, which affects the value and quality of the experience for all students. Trustee Roulhac asked if out of state candidates are as highly qualified as in-state? Vice President Evans stated that students applying from out of state are statistically (not in individual cases) not as highly qualified as in-state applicants—but this is because UF doesn’t market as much to out of state students and isn’t as well known by them. As UF’s national reputation increases and we become better known to students outside Florida, we’ll get high caliber of out of state applicant because we have an excellent and broad-scope program and provide high value even at out of state tuition rates.

Dr. Glover stated that Institutional Research has identified for the past two years a drop in undergraduate credit load, which will need to be examined because of the consequences to revenue, graduation rate, etc. Institutional Research will survey the students for these factors.

Trustee Scott asked Dr. Glover to bring an analysis to the Committee in December of the following:

- Percentage of out of state students attending UF
- Percentage of out of state students applying to UF
- Percentage of out of state applicants who are UF legacies
- Caliber of students in state and out of state at UF
- Percentage of alumni children who attend UF

Chair Thomas requested Dr. Evans to share this information with the Committee at the next meeting.

6.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Thomas asked for a motion to adjourn, which was made by Trustee Roulhac, and a second, which was made by Trustee Heavener, and, with no further discussion desired, the motion was passed unanimously.
and the University of Florida Committee on Educational Policy and Strategy was adjourned at 10:10 a.m. EDT.
1.0 Welcome

Chair Scott welcomed everyone to the Board meeting. He welcomed new Trustee David Brandon to his first in-person Board meeting and thanked the continuing and new Committee Chairs as well as all Trustees for their Committee service.

2.0 Verification of Quorum and Call to Order

After a roll call, a quorum was confirmed, with all members present except Trustees Brown and Cameron, and Chair Scott called the meeting to order.

3.0 Committee Report and Confirmation of Action Items

Chair Scott noted that the only Committee report needed is the one for the Governance Committee, because all Trustees were present for the other Committee meetings.

Governance Committee Chair Heavener provided his report, noting all Committee members were present except Trustee Cameron.

After reviewing and approving the Committee minutes of the June 5, 2014 and July 8, 2014 meetings, the Committee discussed and unanimously approved the following Action Items and recommended these actions for the Board’s approval on the Consent Agenda (with the details of his report reflected in the Committee’s September 4, 2014 minutes):

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After reviewing and approving the Committee minutes of the June 5, 2014 and July 8, 2014 meetings, the Committee discussed and unanimously approved the following Action Items and recommended these actions for the Board’s approval on the Consent Agenda (with the details of his report reflected in the Committee’s September 4, 2014 minutes):
GV1. Collective Bargaining Agreement between the University of Florida Board of Trustees (BOT) and the Graduate Assistants United (GAU);
GV2. Collective Bargaining Agreement between the University of Florida Board of Trustees (BOT) and the United Faculty of Florida (UFF);
GV3. Collective Bargaining Agreement between the University of Florida Board of Trustees (BOT) and the American Federation of State, County & Municipal Employees, AFL-CIO (AFSCME);
GV4. Collective Bargaining Agreement between the University of Florida Board of Trustees (BOT) and the Police Benevolent Association (PBA); and
GV5. Conforming Amendments to University of Florida Board of Trustees Bylaws.

Chair Scott then asked for the other relevant Committee Chairs to confirm their Committees’ recommendations on Action Items:

Committee Chair Rosenberg stated that the Committee on Finance and Facilities recommends approval of Action Item FF1. Stephen C. O’Connell Center Energy Efficiency Contract – UF Building #0094.

Committee Chair Thomas stated that the Committee on Educational Policy and Strategy recommends approval of the following Action Items:

EP1. Tenure upon Hire;
EP2. New Degree Limited Access Programs;
EP3. Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information; and

4.0 Action Items (Consent Agenda)

Chair Scott asked for a motion to approve the Consent Agenda, which was made by Trustee Edwards and seconded by Trustee Heavener. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Information/Discussion Items

Chair Scott asked if there was any further business for the Committee. He noted that after adjourning the meeting, there will be a 10 minute break and then the Board’s retreat will resume.

6.0 Adjournment

Chair Scott asked for a motion to adjourn the meeting, which was made by Trustee Roulhac and seconded by Trustee Thomas, and the motion was passed unanimously. The University of Florida Board of Trustees meeting was adjourned at 10:15 a.m. EDT.
1.0 Verification of Quorum

Chair Steven M. Scott asked Vice President, General Counsel and University Secretary Keith to confirm a quorum. Vice President, General Counsel and University Secretary Jamie Lewis Keith confirmed a quorum with all Trustees present.

Board of Trustees Members present was:

2.0 Welcome and Call to Order

Chair Steven M. Scott called the meeting to order at 8:40 a.m. and welcomed all Trustees and everyone attending in person and by closed circuit TV.

Chair Scott summarized the on-campus interview process that was conducted, including the candidates’ participation in forums with deans and administrators; and faculty and students.

Chair Scott acknowledged the Presidential Search Committee, the Search Consultant Jan Greenwood, the Trustees who reached out to leaders of academic research institutions across the nation and the world for the most highly qualified leader to advance the University of Florida. Chair Scott further stated that under the Board approved search criteria, the Board sought to recruit individuals who are experienced and accomplished leaders in university management, operations, resource development, strategic planning, and fundraising and who also have had distinguished academic careers.
Chair Scott stated that on Tuesday, the Search Committee interviewed three candidates, the Provost of Cornell University, Dr. Kent Fuchs; the Provost of New York University, Dr. David McLaughlin; and the President of Groningen University, Sibrandes Poppema. The Search Committee narrowed the field of candidates from three to two and forwarded the recommendations to the Board of Trustees for consideration as the University of Florida's 12th President. The Search Committee forwarded the names of the Provost of Cornell University Dr. Kent Fuchs and the Provost of New York University Dr. David McLaughlin.

Chair Scott acknowledged the President of Groningen University Dr. Sibrandes Poppema as a prominent and accomplished president with a distinguished academic career. Because he has not held a senior administrative position in a U.S. university, he was not advanced, but his international perspectives were insightful, thought provoking and greatly appreciated.

3.0 Discussion of Interview Process

Chair Scott noted that after the interviews there will be a brief break to discuss the strengths of the candidates and adopt a resolution to select the 12th President of University of Florida. Chair Scott asked Vice President Keith to discuss the Resolution and the updated Term Sheet. Chair Scott said that the financial terms are within the market range determined by Mercer. Vice President Keith further noted Raymond Cotton of Mintz Levin, outside counsel to the Board Lewis Keith told the Trustees that the Resolution and Term Sheet is posted on Board Advantage.

4.0 Interviews of Finalists for President of the University of Florida

The first candidate was Dr. David McLaughlin. Chair Scott welcomed Dr. McLaughlin and his wife, and asked that Dr. McLaughlin provide a 3-5 minute introductory of himself to the Trustees. Dr. McLaughlin thanked the Committee for the opportunity and introduced his wife, Ruth. Dr. McLaughlin proceeded and provided an introductory of his overall academic history background. The Board of Trustees Committee members asked Dr. McLaughlin a series of questions after which Chair Scott asked Dr. McLaughlin for closing comments and if there were any questions for the Committee. Chair Scott thanked Dr. McLaughlin and he was escorted out of the meeting room. After Dr. McLaughlin exited, the Committee discussed his strengths and weaknesses in great detail.

Chair Scott welcomed Dr. Kent Fuchs and asked that he provide a 3-5 minute introductory of himself to the Trustees. Dr. Fuchs thanked the Committee for the opportunity and introduced his wife, Linda who holds a doctorate in art history. Dr. Fuchs further stated that they have three sons, one daughter, and a grandson. Dr. Fuchs acknowledged Trustee Juliet Roulhac because they both went to high school together in Florida. Dr. Fuchs then provided an introductory of his overall academic history background. After, the introduction statement, the Board of Trustees Committee members asked Dr. Fuchs a series of questions. Chair Scott then asked Dr. Fuchs for closing comments and if there were any questions that he had for the
Committee. After closing comments and questions, Chair Scott thanked Dr. Fuchs and he was escorted out of the meeting room.

Vice President Keith reviewed the Resolution and authorized the Board Chair to prepare a report to the Board of Governors and request confirmation. The Board approved the Term Sheet and authorized the Board Chair to negotiate, approve and execute an Employment Agreement on the terms of the Term Sheet and the terms not inconsistent with it.

Chair Scott called for a candid in-depth discussion of the candidates among the Trustees. All Trustees participated in the discussion by individually commenting on the superior quality of the candidates and expressing their views on the relative qualifications and strengths of the two finalists.

Chair Scott asked Trustee Pradeep Kumar and Cory Yeffet to report on the Faculty and Campus Assemblies.

After a lengthy discussion of each of the two finalists, the Board determined it was ready to make a decision about the next leader of the University of Florida. Chair Scott then asked for a motion to select Dr. Kent Fuchs as the 12th President of University of Florida and to adopt Resolution R14-140. Trustee Heavener moved to select Dr. Kent Fuchs as the University of Florida’s 12th President. Trustee Thomas offered a second to the motion. The motion was adopted unanimously and enthusiastically.

Chair Scott noted that a report would be prepared and presented to the Board of Governors demonstrating the University’s best interests would be served by selecting Dr. Kent Fuchs as its next President.

Chair Scott made positive comments about the selection and again thanked Jan Greenwood of Greenwood/Asher & Associates, the members of the Search Committee, Jamie Lewis Keith, the staff of the General Counsel’s Office, the Board and all who participated in the process.

6.0 Discussion/Informational Items

No Discussion or Informational Items.

6.1 Congratulations to the UF President-elect
President-elect Dr. Kent Fuchs accepted the appointment. Dr. Fuchs stated that he was in and would accept. He stated that it is a great honor to be part of the family, community and Gator Nation and that he understands the responsibility.

7.0 Adjournment
With no further business to conduct, Chair Scott asked for a motion to adjourn, after which he asked for all in favor and any opposed. The motion was approved unanimously and the University of Florida Board of Trustees meeting was adjourned at 11:56 a.m. EDT.