



The Foundation for The Gator Nation

**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON STRATEGIC INITIATIVES
COMMITTEE MINUTES
MARCH 27, 2014**

**President's Room 215B, Emerson Alumni Hall
Time Convened: 2:10 p.m. EDT
Time Adjourned: 3:12 p.m. EDT**

1.0 Call to Order and Welcome

Committee Chair, Chris Corr called the meeting to order at 2:10 p.m. EDT.

Members present were:

Christopher T. Corr Chair, C. David Brown, II, Susan M. Cameron, Marc W. Heft, Juliet M. Roulhac, Steven M. Scott, David M. Thomas

Others present were:

President J. Bernard Machen, Provost and Senior Vice President for Academic Affairs Joseph Glover, Senior Vice President and Chief Operating Officer Winfred Phillips, Vice President for Research David Norton, Vice President and General Counsel Jamie Lewis Keith, Vice President for Human Resources Paula Fussell, Vice President and Chief Financial Officer Matthew Fajack, Vice President and Chief Information Officer Elias Eldayrie, Special Assistant to the President Jamal Sowell, members of the University of Florida Community, and other members of the public and the media.

2.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the December 5, 2013 and January 7, 2014 committee meetings, which was made by Trustee Cameron and Seconded by Trustee Roulhac. The Chair asked for further discussion and hearing none, he asked for all in favor of the motion and any opposed and the motion was approved unanimously.



The Foundation for The Gator Nation

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES

COMMITTEE ON STRATEGIC INITIATIVES

REVISED EXECUTIVE SUMMARY

March 27, 2014

- The Committee will consider and act on one Action Item: SI1: Mission Statement.

The Committee will consider a version of the mission statement developed by the Committee Chair, after recently receiving and reviewing faculty comments on the version recommended by the Committee on its last call. The Chair's version preserves the core content. The Faculty Senate Chair facilitated collection of these final comments.

The Committee will be asked to determine a final version and to approve the final, as SI1-Mission Statement, for recommendation to the Board of Trustees for approval on the Consent Agenda.

- The Committee has no Discussion/Informational Items.



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON STRATEGIC INITIATIVES
COMMITTEE AGENDA
March 27, 2014
2:00 p.m. EDT
President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida

Committee Members:

Christopher T. Corr (Chair), C. David Brown, II, Susan M. Cameron, Marc W. Heft, Juliet M. Roulhac, Steven M. Scott, David M. Thomas

- 1.0 Call to Order and Welcome Christopher T. Corr, Chair
- 2.0 Verification of Quorum Jamal Sowell
- 3.0 Review and Approval of Minutes..... Christopher T. Corr, Chair
[December 5, 2013](#)
[January 7, 2014](#)
- 4.0 Action Items Christopher T. Corr, Chair
[SI1. Mission Statement](#)
- 5.0 Discussion/Informational Items..... Christopher T. Corr, Chair
None
- 6.0 New Business Christopher T. Corr, Chair
- 7.0 Adjourn Christopher T. Corr, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON STRATEGIC INITIATIVES
REVISED COMMITTEE ACTION ITEM SI1
March 27, 2014**

SUBJECT: Mission Statement

BACKGROUND INFORMATION

The University of Florida’s mission statement, which has not been updated in many years and appears in multiple documents such as the Undergraduate Catalog and the University’s report to its accrediting agency, is intended to succinctly reflect the purpose and scope of the University. An iterative and collaborative process to develop a new mission statement began with the work of a Faculty Senate and student task force led by former Trustee and Faculty Senate Chair, Scott Nygren, which produced the first statement. The process continued with the work of the Committee on Strategic Initiatives to review the first statement and develop a second statement, incorporating many concepts in the first statement, adding a few, and presenting a statement in a more succinct format. The process included an opportunity for Trustees, Vice Presidents, Deans, Faculty Councils, and the Faculty Senators and students involved in the task force, to review and comment on the two drafts. Comments were received from College Faculty Assemblies (or equivalent), and individuals. This Committee reviewed the two statements at its December 2013 meeting. After considering the comments, and making some adjustments to the second statement, on a conference call held in January 2014, the Strategic Initiatives Committee reviewed the second mission statement, approved a minor change, and reached a consensus that the statement attached to this Committee Action Item should be recommended to the Board of Trustees for adoption.

The Faculty Senate Chair has facilitated final comments from faculty on the statement recommended by the Committee on its last call. After considering those comments, which have been distributed to the Trustees, the Chair of the Committee has developed a revised final version that incorporates some comments while preserving the core content of the Committee’s last recommendation. The Committee will be asked to consider the revised final version, along with the Committee’s last recommendation, and arrive at a recommended final version for approval by the Board of Trustees on the Consent Agenda.

PROPOSED COMMITTEE ACTION

The Committee on Strategic Initiatives is asked to approve the mission statement for recommendation to the Board of Trustees for approval on the Consent Agenda.

SIGNIFICANT POLICY ISSUES FOR COMMITTEE TO CONSIDER

None

Supporting Documentation Included: [See attached mission statement.](#)

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

MISSION STATEMENT DRAFT v3-22-14

The University of Florida is a comprehensive learning institution built on a land grant foundation. We are Gator Nation, a diverse community dedicated to excellence in education and research and shaping a better future for Florida, the nation and the world.

Our mission is to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.

DRAFT MISSION STATEMENT

The University of Florida is a comprehensive learning institution built on a land grant foundation.

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Our mission is enabling students to become the next generation of leaders through excellence in education and research; and through creating, preserving, and sharing knowledge and expertise for economic, cultural and societal benefit.

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).



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON STRATEGIC INITIATIVES
COMMITTEE MINUTES
December 5, 2013
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida
Time Convened: 2:05 p.m. EST
Time Adjourned: 3:36 p.m. EST**

1.0 Call to Order and Welcome

Committee Co-Chair, Christopher T. Corr called the meeting to order at 2:05 p.m. EST.

Members present were:

Christopher T. Corr and David M. Thomas (Co-Chairs), C. David Brown, II, Marc W. Heft, Juliet M. Roulhac, and Steven M. Scott. Trustee Susan M. Cameron was unable to attend.

Others present were:

Provost and Senior Vice President for Academic Affairs, Joseph Glover, Senior Vice President and Chief Operating Officer, Winfred Phillips, Elias Eldayrie, Vice President and Chief Information Officer, Matthew Fajack, Vice President and Chief Financial Officer, Paula Fussell, Vice President for Human Resource Services, Jamie Lewis Keith, Vice President and General Counsel, David Kratzer, Vice President for Student Affairs, Curtis Reynolds, Vice President for Business Affairs, Special Assistant to the President, Jamal Sowell, Angel Kwolek-Folland, Associate Provost, Mike Ford, Senior University Counsel, Cheryl May, Executive Assistant, members of the University of Florida community, other members of the public and the media.

2.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except for Trustee Cameron.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the June 7, 2013 committee meeting, which was made by Trustee Roulhac and Seconded by Trustee Scott. 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.

The Committee considered the following Action Items:

4.0 Action Items

SI1. Mission Statement

Co-Chair Corr turned the meeting over to Provost Glover who provided a PowerPoint presentation regarding the Mission Statement, which included recent history beginning with the June 2013 Strategic Initiatives Committee meeting where the current mission statement was reviewed and also discussed a mission statement drafted by a task force of the Faculty Senate, led by former Faculty Senate Chair, Scott Nygren. Discussions also included the Board's philosophical approach to UF's mission and its alignment with strategy and operations, as well as considering four core principles: (1) UF's land-grant mission, (2) UF's research emphasis, (3) UF's rise to preeminence and, (4) UF's responsibility to assist the state and nation to improve economic and social conditions. The Committee Chair worked with staff on a second version of a mission statement and both drafts of the mission statement were circulated to Trustees, Vice Presidents, Deans, Faculty Councils and the Faculty Senators and students involved with the drafting of the task force's version. The majority of comments received favored the second version of the mission statement but many also suggested additional adjustments, incorporating concepts from the task force's version. The proposed next step is for the Chair to work with President's Staff to synthesize a final draft, keeping in mind: (1) the core principles, (2) input received and, (3) succinct is better, and then seek Faculty Senate comment prior to then presenting the final mission statement for approval at the next Board meeting.

Due to the follow-up needed, no motion to approve was requested and the original Action Item was removed from the agenda.

5.0 Discussion/Informational Items

The Committee did not have any discussion or informational items on the agenda.

6.0 New Business

There was no new business to discuss.

The Committee on External Relations then joined the Committee on Strategic Initiatives meeting where 160over90 marketing agency presented the UF Branding Campaign.

7.0 Joint Committee Meeting – Strategic Initiatives and External Relations

7.1 Action Items

The Joint Committee did not have any action items on the agenda.

The following Discussion/Informational Item was presented to the Joint Committee:

7.2 Discussion/Informational Item

7.2.1 Presentation of UF Marketing Initiative

Vice President Jane Adams introduced the 160over90 agency. The committees heard a presentation by the marketing agency 160over90, which is preparing a branding campaign for the University of Florida. Principal Darryl Chilli provided background information on the agency and discussed research the firm conducted with University faculty, students, staff, alumni and other stakeholders to develop the unique selling proposition for UF. A presentation of creative concepts to be used in communications with a variety of University audiences followed. The Committees discussed next steps for the project, including a roll-out of the campaign to campus in January, 2014, followed by the creation of marketing campaigns for admissions and other University offices. The agency is also working with the UF Foundation and the University Athletic Association to produce coordinated branding campaigns across the University and its support organizations.

8.0 Adjourn

After asking for any further discussions and hearing none, the two Committees' Chairs asked for a motion to adjourn the meetings, after which they asked for all in favor of the motion and any opposed and the motion was approved unanimously and the meetings of the Committees on Strategic Initiatives and External Relations were adjourned at 3:36 p.m. EST.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON STRATEGIC INITIATIVES
COMMITTEE MINUTES**

January 7, 2014

239 Tigert Hall, University of Florida, Gainesville, Florida

Time Convened: 3:04 p.m. EST

Time Adjourned: 3:20 p.m. EST

1.0 Call to Order and Welcome

Committee Co-Chair, Christopher T. Corr called the meeting to order at 3:04 p.m. EST

Members present were:

Christopher T. Corr and David M. Thomas, Co-Chairs, C. David Brown, II, Susan M. Cameron, Marc W. Heft, and Steven M. Scott. Juliet M. Roulhac was not able to attend.

Others present were:

Provost Joseph Glover, Senior Vice President Winfred Phillips, Vice Presidents Zina Evans and Jamie Lewis Keith, Special Assistant to the President Jamal Sowell, Scott Nygren, Cheri Brodeur, Aaron Hoover, Melissa Orth, Janine Sikes and Cheryl May

2.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except for Trustee Roulhac.

3.0 Review and Approval of Minutes

None

The Committee considered the following Action Items:

4.0 Action Items

SI1. Mission Statement

Co-Chair Corr read the mission statement and opened the meeting for discussion. Trustee Scott proposed that the word “developing” in the third sentence be changed to “enabling,” which would read as follows: “Our mission is enabling students to become the next generation of leaders...”

The Committee Co-Chair asked for a motion to approve Action Item SI1 which was made by

Trustee Cameron and Seconded by Trustee Scott. The Co-Chair asked for further discussion to which Trustee Heft indicated that he would present this to the Senate Steering Committee at their meeting on January 9, 2014 as an information item. Trustee Edwards complimented the Committee on doing a great job with this project. The Co-Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

The following Discussion/Informational Items were the addressed by the Committee:

5.0 Discussion/Informational Items

The Committee did not have any discussion or informational items on the agenda.

6.0 Adjourn

After asking for any further discussion and hearing none, Co-Chair Corr asked for a motion to adjourn, which was made by Trustee Scott and a second which was made by Trustee Cameron, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Strategic Initiatives meeting was adjourned at 3:20 p.m. EST.

4.0 Action Items

The Committee considered the following Action Item:

SI1. Mission Statement

The University of Florida's mission statement, which has not been updated in many years and appears in multiple documents such as the Undergraduate Catalog and the University's report to its accrediting agency, is intended to succinctly reflect the purpose and scope of the University. An iterative and collaborative process to develop a new mission statement began with the work of a Faculty Senate and student task force led by former Trustee and Faculty Senate Chair, Scott Nygren, which produced the first statement. The process continued with the work of the Committee on Strategic Initiatives to review the first statement and develop a second statement, incorporating many concepts in the first statement, adding a few, and presenting a statement in a more succinct format. The process included an opportunity for Trustees, Vice Presidents, Deans, Faculty Councils, and the Faculty Senators and students involved in the task force, to review and comment on the two drafts. Comments were received from College Faculty Assemblies (or equivalent), and individuals. This Committee reviewed the two statements at its December 2013 meeting. After considering the comments and making some adjustments to the second statement, on a conference call held in January 2014, the Strategic Initiatives Committee reviewed the second mission statement, approved a minor change, and reached a consensus that the statement should be recommended to the Board of Trustees for adoption.

The Faculty Senate Chair has facilitated final comments from faculty on the statement recommended by the Committee on its last call. After considering those comments, which have been distributed to the Trustees, the Chair of the Committee has developed a revised final version that incorporates some comments while preserving the core content of the Committee's last recommendation. The Committee considered the revised final version, along with the Committee's last recommendation and Trustee Marc Heft's explanation of the faculty's input.

Committee Chair Corr thanked all who worked in preparing the Mission Statement. He then read the revised statement and said that he felt this version captures the principles and purpose and is focused and succinct.

Committee Chair Corr then asked for a motion to approve Action Item SI1 which was made by Trustee Roulhac and Seconded by Trustee Thomas for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion and hearing none, he then asked for all in favor of the motion and any opposed and the motion was approved unanimously. A copy of the approved mission statement is attached to these minutes.

The following Discussion/Informational Items were the addressed by the Committee:

5.0 Discussion/Informational Items

The Committee requested that the following Discussion and Informational Items be added to the next agenda for additional follow-up and asked Provost Glover to briefly address each topic:

1. Online Education – Provost Glover provided a brief overview and stated that the program was up and running on January 1st with no interruptions in operations. A search for a new Executive Director will be started this semester.
2. Preeminence Program – Provost Glover provided an overview and the progress made so far.
3. Sources of Revenue – Vice President Matt Fajack stated that Morgan Stanley has been hired to provide a feasibility study and explore other opportunities.

6.0 Adjourn

After asking for any further discussion and hearing none, Chair Corr asked for a motion to adjourn, which was made by Trustee Scott and a second which was made by Trustee Thomas, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Strategic Initiatives' meeting was adjourned at 3:12 p.m. EDT.

MISSION STATEMENT DRAFT v3-22-14

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