



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY
MINUTES**

**September 5, 2014
Austin Cary Forest Learning Center
10625 NW Waldo Road, Gainesville, Florida 32609
Time Convened: 9:36 a.m. EDT
Time Adjourned: 10:10 a.m. EDT**

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.

EP3. University of Press of Florida Annual Report 2014-2015

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.

- [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 \(PBA\)](#)
- [GV5. Conforming Amendments to University of Florida Board of Trustees Bylaws](#)

- 6.0 New Business James W. Heavener, Chair
- 7.0 Adjourn James W. Heavener, Chair



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON FINANCE AND FACILITIES
AND
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY
AND
THE UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
AGENDAS

September 5, 2014
Beginning at 9:00 A.M. EDT

Austin Cary Forest Learning Center
10625 NW Waldo Road, Gainesville, Florida 32609

The Committee on Finance and Facilities and the Committee on Educational Policy and Strategy of the University of Florida Board of Trustees and the full Board of Trustees will meet at the above-listed location on September 5, 2014 in the following sequence beginning at 9:00 a.m. EDT, with one meeting beginning immediately after the prior meeting ends, and continuing until all meetings have concluded:

COMMITTEE ON FINANCE AND FACILITIES

Committee Members: Jason J. Rosenberg (Chair), C. David Brown, II, Susan M. Cameron, James W. Heavener, Carolyn K. Roberts, Steven M. Scott, David M. Thomas

- 1.0 Call to Order and WelcomeJason J. Rosenberg, Chair
- 2.0 Verification of QuorumAssistant Secretary
- 3.0 Approval of MinutesJason J. Rosenberg, Chair
[June 5, 2014](#)
- 4.0 Action Items.....Jason J. Rosenberg, Chair
[FF1. Stephen C. O’Connell Center Energy Efficiency Contract-UF Building #0094](#)

- 5.0 Information/Discussion Items Jason J. Rosenberg, Chair
 - 5.1 Update on Parking Privatization Analysis Curtis Reynolds, VP/Business Affairs
 - 5.2 ENT/Ophthalmology Building Curtis Reynolds, VP/Business Affairs
 - 5.3 Dasburg President’s House Update Curtis Reynolds, VP/Business Affairs
- 6.0 Adjourn Jason J. Rosenberg, Chair

COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY

Committee of the whole Board

- 1.0 Call to Order and Welcome David M. Thomas, Chair
- 2.0 Verification of Quorum Assistant Secretary
- 3.0 Approval of Minutes David M. Thomas, Chair
[June 5, 2014](#)
- 4.0 Action Items..... David M. Thomas, Chair
 - [EP1. Tenure Upon Hire](#)
 - [EP2. New Degree Limited Access Programs](#)
 - [EP3. University of Press of Florida Annual Report 2014-2015](#)
 - [EP4. Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information](#)
- 5.0 Information/Discussion Items..... David M. Thomas, Chair
 - Admissions Update Zina Evans, VP/Enrollment Management
- 6.0 Adjourn David M. Thomas, Chair

BOARD OF TRUSTEES

- 1.0 Call to Order and Welcome Steven M. Scott, Chair
- 2.0 Verification of Quorum Assistant Secretary
- 3.0 Committee Report and Confirmation of Action Items Steven M. Scott, Chair
 - Committee Report:
 - Committee on Governance..... James W. Heavener
 - Confirmation of Recommendation on Action Items:
 - Committee on Finance and Facilities Jason J. Rosenberg, Chair
 - Committee on Educational Policy and Strategy David M. Thomas, Chair
- 4.0 Action Items (Consent Agenda) Steven M. Scott, Chair
 - [BT1. Minutes – June 6, 2014](#)
 - [BT2. Minutes – July 8, 2014](#)

- [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 \(PBA\)](#)
- [GV5. Conforming Amendments to University of Florida Board of Trustees Bylaws](#)
- [FF1. Stephen C. O’Connell Center Energy Efficiency Contract-UF Building #0094](#)
- [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](#)
- [EP4. University Press of Florida Annual Report 2014-2015](#)

- 5.0 Information/Discussion Items (if any).....Steven M. Scott, Chair
- 6.0 AdjournSteven M. Scott, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY & STRATEGY
COMMITTEE ACTION ITEM EP1
September 5, 2014**

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

The Chairs and Deans have recommended to the President that nine newly appointed faculty members be granted tenure commencing with their appointment. These individuals meet the criteria set forth in the University’s tenure policy and are recommended by the President to receive tenure. Attached is a Summary of these Tenure Upon Hire cases.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategy is asked to approve the Tenure Upon Hire cases listed on the attached Summary and the Board materials for recommendation to the Board of Trustees for approval on the Consent Agenda. While any administrative appointment is noted, tenure is granted only for the faculty appointments.

SIGNIFICANT POLICY ISSUES FOR COMMITTEE TO CONSIDER

Board of Governors approval is not required.

Supporting Documentation Included: See attached [Summary](#). Full tenure packets are available to Trustees in BoardVantage.

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

Mary E. McLean-College of Education**Professor, Department of Special Education, Psychology, and Early Childhood Studies**

Dr. Mary Mclean received her B.A. in Special Education from the University of Iowa in 1972, her M.A. in Special Education from George Peabody College in 1973, and her Ph.D. in Early Childhood Special Education from the University of Wisconsin in 1979. She is currently a professor in the Department of Exceptional Education at the University of Wisconsin-Milwaukee. Dr. Mclean is a leading scholar whose research addresses assessments for making informed decisions about infants and preschoolers with special needs in early intervention and early childhood special education. She has authored or co-authored 52 publications, and her influence is supported through notable publications in a variety of scholarly outlets including 31 refereed articles published in leading journals. She has also co-authored or edited seven books, including three editions of the most widely used text in early childhood/special education assessment, as well as ten book chapters and numerous technical reports and professional papers. Dr. Mclean has secured more than \$4 million in external funding to support her scholarship. She has a national and international reputation related to her work in the educational assessment of young children with disabilities. UF is most fortunate to have Dr. Mclean join the university and the faculty of the College of Education.

Cherie Stabler-College of Engineering**Associate Professor, Department of Biomedical Engineering**

Dr. Cherie Stabler received her B.S. in Chemical Engineering-Bioengineering from Florida State University and Florida A&M University in 1998 and her Ph.D. in Biomedical Engineering from Georgia Institute of Technology and Emory University in 2004. She is currently an associate professor in the Department of Biomedical Engineering at the University of Miami. Dr. Stabler's expertise centers on the engineering of cell-based tissues for the treatment of Type 1 diabetes to include the development of novel biomaterials for nano-scale cell encapsulation, three-dimensional tissue scaffolding, in-situ oxygen drug release, and bioactive nanoparticle therapies. The overarching goal of these activities is to modulate the graft environment to favor the survival and function of implanted cells for disease cure. The scope of the activities ranges from biomaterial development to preclinical modeling to clinical translation. Dr. Stabler has published 22 articles in peer-reviewed publications, four book chapters, and 35 conference proceedings. She has given five invited symposium keynote addresses since 2010 and 67 conference presentations since 2000. Her funding record is exceptional having raised more than \$15 million since 2006. Dr. Stabler's contributions to her field have been outstanding and UF is fortunate to have her and her knowledge at our university.

Janice L. Krieger-College of Journalism and Communications**Associate Professor, Department of Advertising**

Dr. Janice Krieger received her B.A. in Spanish as well as Speech Communication from Indiana Wesleyan University in 1999, her M.A. in Speech Communication from The Pennsylvania State University in 2001, and her Ph.D. in Communication Arts and Sciences from The Pennsylvania State University in 2007. Dr. Krieger is currently an associate professor in the School of Communication at The Ohio State University. She has written seven chapters in edited volumes, authored or co-authored 29 refereed articles that appear

in prestigious academic journals, with eight more in press. Dr. Krieger is on the editorial board of *Health Communication*, *Journal of Health Communication*, and *Journal of Language and Social Psychology*. She has received over \$11 million in funding for her research since 2008, both as principal investigator and as co-investigator. Dr. Krieger is active in graduate education having served on and directed a number of doctoral and master's committees with award-winning outcomes. She has also established a record of distinction by winning top-paper and community-engagement awards as well as a thesis of the year advisor award. Having Dr. Krieger in this position significantly enhances the reputations of UF's master's and doctoral programs and provides new opportunities for moving forward with compelling initiatives in translational communication.

**Ange Mlinko-College of liberal Arts and Sciences
Associate Professor, Department of English**

Ms. Mlinko received her B.A. in Philosophy and Mathematics from St. John's College in 1991 and her M.F.A. in Creative Writing and Poetry from Brown University in 1998. Ms. Mlinko is currently an assistant professor in the Creative Writing Program in the Department of English at the University of Houston. She has established an outstanding career as both a poet and a poetry critic. In addition to her four published volumes of poetry, Ms. Mlinko has placed poems in important venues such as *The New Yorker*, *Poetry*, *The Paris Review*, and *The Nation*. She is also poetry editor for *The Nation*. Ms. Mlinko has recently been awarded a Guggenheim Foundation Fellowship for her exceptional work in poetry. She has valuable experience as a member of a prestigious MFA program both in teaching and in guiding graduate students in a supervisory capacity. Ms. Mlinko has served on committees dedicated to the library, planning, and a reading series shared with Rice University. Ms. Mlinko's presence will boost the reputation of UF's Creative Writing Program and will be invaluable to the education of its current and future students.

**William R. Hogan-College of Medicine
Professor and Director, Department of Health Outcomes and Policy**

Dr. William Hogan received his B.S. in Science from Pennsylvania State University in 1991, his M.D. in Medicine from Jefferson Medical College in 1993, and his M.S. in Intelligent Systems from the University of Pittsburgh in 1999. Dr. Hogan is currently a professor at the University of Arkansas for Medical Sciences and Chief of the Division of Biomedical Informatics. He is a nationally recognized biomedical informatician and highly regarded scientist. Dr. Hogan is the principal investigator for the *Health and Human Services-funded National Children's Study Information Management Systems Hubs*, as well as the PI for *Apollo: Increasing access and use of epidemic models through the development and adoption of standards*. Dr. Hogan's research focuses on the development of ontologies related to drugs, bio-banking, and clinical care. He has over 55 peer-reviewed journals and conference proceeding papers. He is actively involved with the American Medical Informatics Association and organizes and leads national and international meetings related to ontology development. These national and international linkages are crucial for UF to be competitive in a wide array of grant opportunities including biomedical informatics funding, pragmatic clinical trials, and big data funding opportunities. Dr. Hogan is integral to major UF initiatives and is an outstanding recruit for the university.

Steven D. Munger-College of Medicine**Professor and Vice Chair, Department of Pharmacology and Therapeutics**

Dr. Steven Munger received his B.A. in Biology from the University of Virginia in 1989 and his Ph.D. in Neuroscience from the University of Florida Whitney Laboratory in 1997. He is currently a professor in the Department of Anatomy and Neurobiology as well as a professor in the Department of Endocrinology, Diabetes, and Nutrition at the University of Maryland. Dr. Munger has established a very productive laboratory at the University of Maryland. He currently has more than \$3.5 million in grant funding which includes two active R01s and one active R21. He has a patent pending within the U.S. Patent Office called *Peptide Additives to Enhance the Acceptance and Ingestion of Edibles by Rodents and Uses Thereof*. Dr. Munger has been an invited speaker at nearly 50 national and more than 20 international conferences or symposiums. He has mentored numerous students-both postdoctoral trainees and laboratory students. Dr. Munger has written over 40 peer reviewed published articles, ten book chapters, and three books. The knowledge and focus of Dr. Munger will enrich the College of Medicine and the university as a whole.

Herbert Paul Schweizer-College of Medicine**Professor, Department of Molecular Genetics and Microbiology**

Dr. Herbert Paul Schweizer received his B.S. in Biology from the University of Konstanz in 1979, his M.S. in Microbiology from the University of Konstanz in 1981, and his Ph.D. in Microbiology from the University of Konstanz in 1983. He is currently a professor in the Department of Microbiology as well as a co-director of the Rocky Mountain Regional Center of Excellence for Biodefense and Emerging Infectious Diseases Research at Colorado State University. Dr. Schweizer is widely regarded as one of the foremost authorities on the molecular biology, physiology, genetics, and antibiotic resistance of select agent bacteria, especially *Burkholderia pseudomallei*. He has more than 150 peer-reviewed publications, nine book chapters, and 155 abstracts/conference proceedings and is constantly sought out to speak at national and international meetings. In 2006 Dr. Schweizer was elected a Fellow of the American Academy of Microbiology. He has supervised many graduate students, postdoctoral fellows, research associates, and undergraduate students. Having Dr. Schweizer on our faculty will certainly enhance the stature of the University of Florida Emerging Pathogens Institute.

Gail M. Keenan-College of Nursing**Professor, Department of Health Care Environments and Systems**

Dr. Gail Keenan received her B.S.N. in Nursing from Rutgers University in 1977, her M.S. in Nursing Service Administration from the University of Illinois at Chicago in 1983, and her Ph.D. in Health Resources Management from the University of Illinois at Chicago in 1994. She is currently an associate professor in the Department of Health Systems Science at the University of Illinois at Chicago. Dr. Keenan is also the director of the Nursing Administration Programs and the director of the Nursing Informatics Initiative. She is an outstanding nurse informatics specialist with national prominence in her research areas, broad professional support from leading nursing associations, and strong leadership skills that enable her to work across disciplines. Dr. Keenan designed the Hands-on Automated Nursing Data System (HANDS) in response to a critical need for collecting and retrieving consistent high-quality nursing care information through the electronic health record. She

has achieved a stature in the nursing profession and has amassed 48 peer-reviewed publications and over \$7.5 million in grant funding. These qualities make Dr. Keenan an outstanding asset to the College of Nursing as well as to the university.

**Gordon S. Mitchell-College of Public Health and Health Professions
Professor, Department of Physical Therapy**

Dr. Gordon Mitchell received his B.S. in Biological Sciences from the University of California, Irvine in 1975 and his Ph.D. in Developmental and Cell Biology from the University of California, Irvine in 1978. Dr. Mitchell is currently a professor in the Department of Comparative Biosciences at the University of Wisconsin. Dr. Mitchell is currently conducting research surrounding spinal respiratory plasticity induced by intermittent periods of low oxygen. He and his group have demonstrated the possibility to harness moderate intermittent hypoxia in order to restore the loss of respiratory function after a cervical spinal injury. This research is unique in the aspect that it represents one of the very few effective treatments for patients with respiratory insufficiency from chronic spinal injuries. Dr. Mitchell has received continuous NIH funding since 1983 with four major NIH grants over the past six years. He has presented and delivered talks throughout the world for various meetings, seminars, and conferences. Dr. Mitchell's teaching evaluations indicate that his students thoroughly enjoy working with him and find his teaching techniques to be extremely engaging and educating. Dr. Mitchell will be a huge asset to the university and his contributions to the physical therapy program will no doubt be impressive.

**TENURE UPON HIRE CASES
SEPTEMBER 2014**

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



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY
COMMITTEE ACTION ITEM EP2
September 5, 2014**

SUBJECT: New Degree Limited Access Programs

BACKGROUND INFORMATION

The proposed New Degree Limited Access Programs for the B.S. Degree in Dietetics and B.S. Degree in Nutritional Sciences will aid the achievement of the strategic planning goals of the State University System and University of Florida. These new degree programs were approved by the Curriculum Committee and then by the Faculty Senate at its March 20, 2014 meeting.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategy is asked to approve the New B.S. Degree in Dietetics Limited Access Program (CIP Code 51.3101) and the New B.S. Degree in Nutritional Sciences Limited Access Program (CIP Code 30.1901) 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 Appendix: [B.S. Degree in Dietetics Limited Access Program](#) and [B.S. Degree in Nutritional Sciences Limited Access Program](#).

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



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY & STRATEGY
COMMITTEE ACTION ITEM EP3
September 5, 2014**

SUBJECT: University Press of Florida Annual Report 2014-2015

BACKGROUND INFORMATION

University Press of Florida, as an Academic Infrastructure Support Organization (AISO), must file an annual report that is approved by the Board of Trustees prior to October 31st of each year.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategy is asked to approve the University Press of Florida Annual Report 2014-2015 for recommendation to the Board of Trustees for approval on the Consent Agenda.

SIGNIFICANT POLICY ISSUES FOR COMMITTEE TO CONSIDER

The University Board-approved report is sent to the State University System Council of Academic Vice Presidents (CAVP) for review. After the CAVP review, submission to the Chancellor of the Board of Governors of a copy of the report is required, but approval is not required.

Supporting Documentation Included: See [Appendix](#).

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



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY & STRATEGY
COMMITTEE ACTION ITEM EP4
September 5, 2014**

SUBJECT: Facility Security Clearance; Exclusion of Certain Directors and Officers;
Designation of Senior Managerial Group for Classified Information

BACKGROUND INFORMATION

Certain contracts between the University and federal governmental agencies and certain research at the University require a facility security clearance for classified information. Department of Defense policy and procedure permit the University to designate a senior management committee to obtain security clearance rather than obtaining the clearances for individual Trustees and other officers. All Trustees must be listed in the designation, requiring Board action each time a new Trustee joins the Board. With Trustee David Brandon's appointment to the Board, a new Board resolution satisfying Department of Defense policies is required.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategy is asked to approve a Resolution, R14-138, confirming that members of the Board of Trustees will not require access to classified information, designating a senior management committee comprising the President and Vice President for Research for that purpose, and listing all Trustees, 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 not required. Upon the appointment of any new Trustees, the Board will need to approve a similar resolution to include them.

Supporting Documentation Included: [See attached Resolution R14-138.](#)

Submitted by: David P. Norton, Vice President for Research



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R14-138

Subject: Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Managerial Group for Classified Information

Date: September 5, 2014

WHEREAS, the University of Florida, a university in the State University System of Florida desires to enter into contractual obligations with agencies of the United States Government, including contractual obligations requiring security clearance, and

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Chair of the Board and all principal officers meet the personnel clearance requirements established for a security clearance, and

WHEREAS, current Department of Defense Regulations do authorize exclusion from the security clearance requirements of certain members of the Board of Directors and other officers, provided that this Board adopts a resolution stating that the Board members and such officers will not require access to classified material and designate the President and Vice President for Research for such purposes.

NOW THEREFORE, BE IT RESOLVED, that a Senior Managerial Group for Classified Information is hereby designated for the purpose of providing oversight of all classified information and programs at the University.

NOW THEREFORE, BE IT RESOLVED, that the membership of the Senior Managerial Group shall be composed of those persons occupying the following positions at the University: (a) the President; and (b) the Vice President for Research. The Chair of the Senior Managerial group shall be the Vice President for Research. At the present time, the individuals in these positions do possess, or will be processed for, the required security clearance; and

NOW THEREFORE, BE IT RESOLVED, that the following Board of Trustees members are excluded from access to classified information and are excluded from the requirement for a Personnel Security Clearance in accordance with Department of Defense 5220.00-M National Industrial Security Program Operating Manual, Section 1.2-106:

David L. Brandon	Trustee
C. David Brown, II	Trustee
Susan M. Cameron	Trustee
Christopher T. Corr	Trustee
Charles B. Edwards	Trustee
James W. Heavener	Trustee
Pradeep Kumar	Faculty Trustee
Carolyn K. Roberts	Trustee
Jason J. Rosenberg	Trustee
Juliet M. Roulhac	Trustee
Steven M. Scott	Chair
David M. Thomas	Vice Chair
Corey M. Yeffet	Student Trustee

This action is in the form of a resolution to take effect immediately upon its adoption.

Adopted this 5th day of September, 2014, by the Board of Trustees of the University of Florida.

Steven M. Scott, Chair

J. Bernard Machen, President
and Corporate Secretary

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 GOVERNANCE
COMMITTEE MINUTES**

June 5, 2014

**Warrington Conference Room, Emerson Alumni Hall,
University of Florida, Gainesville, Florida**

Time Convened: 10:30 A.M. EDT

Time Adjourned: 11:45 A.M. EDT

1.0 Call to Order and Welcome

Committee Chair David M. Thomas called the meeting to order at 10:30 a.m. EDT. Chair Thomas welcomed the Committee members and the Committee’s guests—Jeremy Foley for the University of Florida Athletic Association and Gator Boosters, and Thomas Mitchell for the University of Florida Foundation, Inc.

Committee Members Present:

David M. Thomas (Chair), C. David Brown, II, Susan M. Cameron, James W. Heavener, Carolyn K. Roberts, Juliet M. Roulhac, Steven M. Scott

Others Present:

Trustee Jason Rosenberg, President J. Bernard Machen, Provost Joseph Glover, Senior Vice President and Chief Operating Officer Charles Lane, Vice President and General Counsel Jamie Lewis Keith, Vice President for Development and Alumni Affairs Thomas Mitchell, other members of the President’s Cabinet, Athletic Director Jeremy Foley, Executive Associate Athletic Director Lynda Tealer, Associate Vice President and Deputy General Counsel Amy Hass, Executive Assistant Rebecca Holt, 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 March 27, 2014 committee meeting, which was made by Trustee Cameron 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

GV1. Creation of Shands Recovery LLC

Chair Thomas asked Senior Vice President for Health Affairs and President of UF Health, David Guzick, and General Counsel Jamie Lewis Keith to present Action Item GV1-Authorization of the Creation of Shands Recovery LLC.

Dr. Guzick noted that The Florida Recovery Center is a substance abuse center within UF Health Shands Hospital that treats patients on an out-patient basis. Patients who need hospital care are admitted to the hospital. The Florida Recovery Center is legally part of Shands Teaching Hospital and Clinics, Inc., which makes the Florida Recovery Center subject to the regulations and other obligations that apply under hospital-level licenses and regulations. Hospital compliance and other requirements are more extensive and expensive than the requirements that apply to free-standing substance abuse centers. So, it is more expensive for the Florida Recovery Center to compete in the market. UF Health Shands Hospital would like to create a Limited Liability Company as a Shands subsidiary to operate the Florida Recovery Center as a free-standing substance abuse center.

General Counsel Keith noted that under the statute governing Shands, 1004.41, Florida Statutes, the approval of the University of Florida Board of Trustees is required in order for Shands to create a subsidiary. The Shands Teaching Hospital and Clinics, Inc. board is expected to approve the creation of this subsidiary at its meeting later this month. Chair Thomas indicated the proposal would create a simpler and more suitable vehicle through which the Florida Recovery Center can operate and compete.

General Counsel Keith also noted that Action Item GV1 authorizes the creation of the LLC and authorizes the University of Florida President, or the President of the Hospital (currently Dr. Guzick) as the University of Florida President's designee, to approve the organizational documents.

Chair Thomas asked for a motion to approve Action Item GV1-Creation of Shands Recovery LLC, which was made by Trustee Heavener and Seconded by Trustee Scott. The Chair asked for any further discussion, of which there was none, and then he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV2 and R14-131. Election

Chair Thomas turned the Committee's attention to Action Item GV2 and Resolution R14-131. The two-year term of service of David Brown as the University's Board Chair is coming to an end at the end of June. During his second term on the Board, David Brown served the Board and led the Board through a time of budget cuts to recovery and growth. He led the Board through a time of transition from the University's long-serving and highly successful founding Trustees to our very strong current Board. Through the leadership of David Brown and President Machen, as well as the efforts of the Board and its Chairs over the years, and the support of the Legislature, Board of Governors and Governor, the University has been recognized as the state's foremost preeminent research university, and the University is strong financially and has the resources to further grow its ranks of preeminent faculty. The present Board is a collegial group of highly accomplished leaders and professionals from many fields who are deeply committed to the University of Florida and its preeminence goals, including the goal to become a top-10 AAU research university in national ranking, after many years as an AAU member. Chair Thomas thanked David Brown on behalf of the Committee for his leadership and service. Committee Chair Thomas said it was time to elect a successor Board Chair, and asked Board Chair Brown if he wanted an opportunity to speak.

Board Chair Brown expressed his gratitude for the opportunity to serve the Board and University and recognized the extraordinary dedication and talent of his fellow Trustees, predecessors as Board Chair, and senior administration. Then, Board Chair Brown made a motion to recommend to the Board that it elect Trustee and Vice Chair of the Board, Steven Scott, as Chair of the Board on the Consent Agenda, which was seconded by Trustee Cameron.

Board Chair Brown noted a few things about Trustee Scott. Trustee Scott is an accomplished physician, certified by the American Board of Obstetrics and Gynecology and is a highly successful healthcare and medical business entrepreneur and investor, having founded and sold Vista HealthPlan, a nation-wide HMO, and chairing Scott Holdings investments, among other healthcare business endeavors. Trustee Scott's dedication to the University and the Board are proven through his long service, his vice-chairmanship of the Board, and his chairmanship of the Finance and Facilities Committee, Governance Committee and Educational Policy and Strategy Committee. He has experience nationally with major institutions of higher education, academic research, and academic medicine—including as a member of the Duke University Medical Board, the Advisory Board for Wake Forest University's Babcock School of Business, and the advisory cabinet for UF Health Shands, and in serving his second term on the UF Board of Trustees. Trustee Scott has served the University in a number of capacities and is a generous supporter of many areas of the University, including the Atrium of the new Medical Education Building. He is chairing the 2014 Presidential Search Committee, which requires an enormous time commitment and focus. The members of the Committee indicated consensus in their recognition of Trustee Scott's qualifications.

Committee Chair Thomas asked for further discussion to which there was none and then he asked for all in favor of the motion and any opposed, and the motion was approved

unanimously. Vice Chair Scott expressed his deep honor and gratitude for the Committee's recommendation that he serve as Chair of the Board.

Committee Chair David Thomas then asked for a motion to recommend to the UF Board election of a Vice Chair. Trustee Roberts made a motion to recommend that the Board of Trustees elect Trustee and Governance Committee Chair, David Thomas, as Vice Chair and Trustee Brown seconded the motion.

Board Chair Brown noted the following about Trustee Thomas. Trustee Thomas is a leading international executive in information technology and services business, having had a long and successful career leading major global businesses at IBM and IMS Health. David Thomas has extensive Board leadership experience, chairing the Board of Fortune Brands Home and Security (a Fortune 300 company), and serving on the Board of Fidelity Investments, a global leader in mutual funds and investments, and the Board of Interpublic Group, one of the largest holding companies for advertising agencies and communications services business. Trustee Thomas' roots at the University run deep, having graduated with bachelors and masters degrees from the University of Florida College of Engineering and having played as a pitcher on the Gator baseball team. He has brought his world-wide experience to his committed service on the UF Board of Trustees, including in his prior service as Co-Chair of the Strategic Initiatives Committee and his current Chairmanship of the Governance Committee. The Committee members indicated their agreement that Trustee Thomas is well-qualified to serve as Vice Chair of the Board.

Board Chair Brown asked for any further discussion, of which there was none, and then he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

R14-132. University Secretary

Committee Chair Thomas turned the Committee's attention to Resolution R14-132 University Secretary. Vice President and General Counsel Jamie Lewis Keith left the meeting. Chair Thomas asked President Machen to present the resolution. President Machen noted that the resolution does not change the current practice or replace the President as UF's Corporate Secretary (service required by Board of Governors regulations); it reflects what Jamie Keith has been doing for several years. This is an executive position that administers the University of Florida's secretary role, reports to the President, advises the Board and administratively oversees any assistant secretary. The Governance Committee has the authority from the Board of Trustees to finally decide and reflect this role in the Vice Presidential organizational structure. The proposal allows (but does not require) the Vice President and General Counsel to also perform the Vice President and University Secretary role, as Vice President and General Counsel Jamie Keith has done and would continue to do with the title, Vice President, General Counsel and University Secretary.

Members of the Committee indicated their strong support for the proposal, Ms. Keith's service, and Trustee Cameron's confirmation that the President is appropriately reflecting and securing Ms. Keith's service including the University Secretary responsibility. Chair Thomas asked for a motion to take final action to approve Resolution R14-132, University Secretary, which was made by Trustee Brown and Seconded by Trustee Cameron. The Chair asked for further discussion, of which there was none, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously. Ms. Keith then rejoined the meeting.

5.0 Discussion/Informational Items

5.2 Update on Vice President for Research Reporting

President Machen addressed Item 5.2, which was moved up on the agenda. Chair Thomas asked President Machen to update the Committee on the Vice President for Research reporting. President Machen noted that the Vice President for Research reported to the President for many years because research is a central and large endeavor for the University, both programmatically and financially. In the 2011 transition, when Senior Vice President and Chief Operating Officer Phillips was succeeded as the longtime Vice President for Research by David Norton, the Governance Committee approved a change in the Vice President organization so that the new Vice President for Research would report to the Senior Vice President and Chief Operating Officer Phillips. The approval also recognized that this would be the case during the transition, and authorized the President to reconstitute direct reporting to the President once the transition was completed, with notice to the Committee. President Machen said he was notifying the Committee that the Vice President for Research is again reporting to the President, now that the transition has been successfully completed and Senior Vice President and Chief Operating Officer Phillips has stepped down from that role.

5.1 Category 1 Affiliate Presentations

Chair Thomas noted that as part of the Committee's governance oversight project, the Committee heard governance presentations from the first three of the University's most-substantial-tier affiliated organizations in March. The rest of the Governance Committee's meeting was devoted to hearing presentations from the next three top tier affiliated organizations. First was a presentation by the University of Florida Athletic Association, Inc. and Gator Boosters, Inc., represented by Athletic Director, Jeremy Foley. Trustee Bill Heavener is the UF Board representative on the Booster's Board. Trustee Charlie Edwards is the UF Board representative on the UAA Board, succeeding Former Trustee Marshall Criser, and Bill Heavener also serves on the UAA Board. The second presentation was by the University of Florida Foundation, Inc., which was represented by its Executive Vice President, Thomas Mitchell. UF Board Chair David Brown is the UF Trustee representative on UFF's Board; other senior UF officials are also on UFF's Board.

General Counsel Keith noted that the governance surveys for the UAA, Booster's and Foundation were included in the Governance Committee Appendix to the Board Book. There

are UF Trustee representatives on each Board—and the President and other senior UF administration leadership also serve on each Board. Each presenter gave an overview of the organization, its relationship to UF’s mission, its notable accomplishments over the last five years, its major strengths, opportunities, and awareness of challenges, its short and long-term goals and performance metrics, and as requested by the Committee in March, its approach for identifying and managing key enterprise risks. The Committee actively engaged in questions and discussion with each presenter. At a later meeting, the Committee will hear the presentations on health affairs affiliates. Ultimately, the Committee will be asked to consider whether these presentations are helpful for governance oversight. The slides for these presentations have been uploaded to BoardVantage for all Trustees and are attached to these minutes.

7.0 New Business

Chair Thomas asks if there was any new business. General Counsel Keith noted that the affiliate insurance review will be available at the next meeting.

8.0 Adjourn

After asking for any further discussion and hearing none, Chair Thomas asked for a motion to adjourn, which was made by Trustee Brown and Seconded by Trustee Cameron. With no further discussion desired, the motion was passed unanimously and the Committee on Governance meeting was adjourned at 11:45 a.m. EDT.



MINUTES

Joint Meeting/Telephone Conference Call Meeting Of The University of Florida Presidential Search Committee and University of Florida Board of Trustees Committee on Governance

July 8, 2014

Time Convened: 4:33p.m. EDT

Time Adjourned: 5:23p.m. EDT

Search Committee and Board of Trustees Chair, Steven M. Scott called the meeting to order at 4:33 p.m. with all members of the Search Committee and Board Governance Committee present except as noted below.

Members of the University of Florida Board Of Trustees' Governance Committee present were:

David Thomas (Chair), Susan Cameron, Bill Heavener, Carolyn Roberts, Juliet Roulhac, Steven Scott. David Brown was unable to attend.

Members of the University of Florida Presidential Search Committee present were:

Steven M. Scott (Chair), Cammy Abernathy, Christina Bonarrigo, Susan Cameron, David Guzick, Bill Heavener, Marc Heft, Harry Klee, Keith Koenig, Thomas Kuntz, Vasudha Narayanan, Suzanne Norris, David Norton, Jack Payne, Carolyn Roberts, Lynda Tealer, David Thomas, Richard Yost

Others present were: Trustees David Brandon, Christopher Corr, Pradeep Kumar, Jason Rosenberg, and Cory Yeffet; Search Senior Advisors David Kratzer and Manny Fernandez; Stephen Pollack, Partner, Mercer; Jan Greenwood, Partner, and Julie Holley, Senior Consultant, Greenwood/Asher & Associates; Vice President for Human Resource Services, Paula Fussell, Vice President, General Counsel and University Secretary, Jamie Lewis Keith, Vice President for University Relations, Jane Adams, Assistant Vice President for Public Affairs, Janine Sikes, Administrative Contact for the Search, Melissa Orth, Executive Assistant, Becky Holt, Special

Assistant to the President, TJ Villamil, members of the media and other members of the UF community and public. The meeting was also streamed live via the internet.

Search Committee and Board Chair Steven Scott called the UF Presidential Search Committee and the Board Committee on Governance to order at approximately 4:33 p.m. EDT and welcomed everyone attending, including those joining the live stream over the internet. Chair Scott welcomed Stephen Pollack, the Mercer partner on the UF project and Jan Greenwood of the search firm, Greenwood/Asher & Associates.

Chair Scott extended a warm welcome to David Brandon, UF's newest Trustee, and Distinguished Professor of Religion, Vasudha Narayanan, who has agreed to succeed Dean D'Anieri on the Presidential Search Committee. He thanked them for their important service to UF.

Governance Committee Chair David Thomas asked for a motion from a member of the Governance Committee to approve holding a Joint Meeting of the Governance Committee with the Search Committee. The motion was made by Susan Cameron and was seconded by Carolyn Roberts. Governance Chair David Thomas asked if there was any discussion and, hearing none, called for a vote on the motion, which was approved unanimously.

Search Committee Chair Steve Scott asked for a motion from a member of the Search Committee to approve holding a Joint Meeting with the Governance Committee. The motion was made by Marc Heft and was seconded by Keith Koenig. Search Chair Steve Scott asked if there was any discussion, and hearing none, called for a vote on the motion, which was approved unanimously.

Chair Steve Scott asked Search Subcommittee on Compensation Chair Bill Heavener to summarize the Subcommittee's proceedings of Monday, July 7, 2014. Subcommittee Chair Bill Heavener summarized the meeting as follows:

- International compensation expert, Mercer, was retained by the UF Vice President for Human Resource Services Paula Fussell to provide an assessment and opinion on the current range of market total compensation for AAU university presidents at institutions that are UF's peers.
- Mercer's findings on the range of comparable presidents' current market total compensation can be used as a basis for establishing total compensation for the next President of UF.
- Mr. Pollack presented Mercer's opinion and analysis, which are captured in its July 7, 2014 Report, going through each slide one-by-one and thoroughly explaining its analysis and answering questions.
- The penultimate Mercer opinion is on slides 8-9. Mr. Pollack explained that the 2014 hiring of presidents by three of UF's closest AAU public peers—University of Michigan, Pennsylvania State University, and The Ohio State University—at \$900K, \$1.2M, and \$1.25M total annual compensation, respectively—and the current total annual compensation of UF's AAU private peers—ranging from

\$919K to \$1.4M—show a narrow band of the current market range for total compensation of peer institution presidents.

- The Subcommittee reached a consensus endorsing the Mercer Report, as complete, of high quality, and expressing a current market range of total compensation that is a sound basis for establishing the total compensation for the next UF President.
- The Subcommittee recognized that the actual total compensation of UF's next President will depend on the qualifications and other specifics of the individual who is selected, and will be proposed by the Board Chair and approved by the Board later in the process. But it is important during the recruitment process to recognize the current market range that will be used to establish total compensation.

The Subcommittee noted that the Board, upon recommendation of the Board Chair, should have discretion as to how to configure the components of the next President's total compensation.

Search Chair Steve Scott stated that the Subcommittee asked Mercer to provide its expert opinion on the relevant current market range of peer presidential total compensation as a sound basis for establishing the next President's Total Compensation. Only the current market range was to be addressed at the meeting. Chair Scott also noted the generational shift in Presidents at AAU and other national research universities, which limits the pool and makes recruitment very competitive.

Chair Scott asked Vice President for Human Resource Services, Paula Fussell, to provide any additional context and to introduce Steve Pollack to make Mercer's presentation. Vice President Paula Fussell provided some context for the discussion:

- UF is one of the nation's five or six largest, most complex, and programmatically broad-scope, land-grant or otherwise broad, AAU public research universities, with a medical school and other professional schools. (The six are: UF, University of Michigan, Pennsylvania State University, The Ohio State University, University of Texas/Austin, and University of Minnesota—and University of Washington is not far behind.)
- UF is the only Florida University— public or private—that is a member of AAU and has been officially recognized as the foremost preeminent research university of the State.
- Peers were considered based on their size, scope and complexity. There are very few true peers of UF and this is how UF is regarded in the market according to our search consultant, Jan Greenwood.
- Jan Greenwood advises that many highly qualified experienced research university presidents are retiring and the pool of candidates who are highly qualified, willing to move from their current positions, and interested in working as president for the next five to 10 years is limited.

- In addition, there are seven major research universities currently searching for a president and there is an eighth major research university that will begin searching. While better than in previous years--when there were over 20 searches underway--UF is searching in a competitive field.
- Vice President Paula Fussell then introduced Stephen Pollack, the Mercer Partner who did the analysis and is providing Mercer's opinion. She asked Stephen Pollack to take the Subcommittee through the slides.
- Stephen Pollack of Mercer then presented the slides that capture Mercer's analysis and opinion, going through each slide in detail and asking for questions:
 - **Slides 1 and 2:** Steve Pollack gave an overview of the project and methodology
 - **Slide 2:**—The seven public peers of UF are: The Ohio State University, University of Michigan, Pennsylvania State University, University of Texas/ Austin, University of Minnesota., University of Washington, and University of Virginia. The five private peers are Cornell University, Harvard University, Stanford University, Vanderbilt University, and Northwestern University.

As Paula Fussell indicated, based on Jan Greenwood's advice, these are the nation's largest, most complex, and programmatically broad-scope, land-grant or otherwise broad, AAU public research universities, with medical schools, other professional schools and athletics programs and which are aligned in the market as UF's peers—as well as relatively large, broad-scope private AAU universities with a medical school, other professional schools, and a competitive athletics program.

- Mercer continued the Slide presentation:
 - **Slide 3:** UF is approximately at or above the 75th percentile of all peers in all criteria, except research expenditures, where UF is between the 25th and 50th percentile. UF fits in this set of all peers. UF also compares well and fits well in the public peers group.
 - **Slides 5 and 6:** These slides address only base salary (not total compensation).
 - The 75th percentile for base salary among all peers is \$800K-830K, although components of total compensation can be configured differently by each institution and how this is done depends on the candidate hired.
 - **Slide 7:** Mercer's use of "Total Cash Compensation"—does not include "other compensation" (including lump sums) or "deferred compensation" or retirement benefits, which are substantial sums for many of UF's peers.
 - **Slides 8 and 9:** These figures present "Market Range of Total Compensation"—including "other compensation" or "deferred compensation" and retirement benefits.
 - Amounts for public institutions do not include health benefits or housing; amounts for private institutions do include these items. However, the dollars tied to these items are relatively small compared to the totals and

do not materially affect the analysis or comparison of public and private institutions' total compensation.

- Three peer presidents were hired to start in 2014—those for University of Michigan, Penn State, and Ohio State --- and their total compensation annually is \$900K, \$1M and \$1.25M, respectively.
 - This reflects an upward trend in UF's closest public peers in the most recent-- 2014—hiring market in which UF is recruiting. For public peer presidents hired in 2014 the 50th percentile is \$1.2M, average is \$1.1M, and the highest is \$1.25M. The band is narrow.
 - The CEO of a \$4.4B private company would command many multiples of this compensation, of course. The jobs are different, but overall one isn't less complex or challenging than the other.
 - The current (2014) market range for total compensation to hire a highly-qualified president—public or private—among UF's peers is pretty narrow at about \$900K for the median to \$1.4M.
 - UF can't expect to hire a highly-qualified new President at that pre-2014 level of compensation based on the current market range.
- Vice President, General Counsel and University Secretary Jamie Keith remarked that prior to the total compensation levels for 2014 hires, UF's current President Bernie Machen had his total compensation adjusted in June 2013 to the then-in-effect 50th percentile. But that total compensation level has fallen back to the 25th percentile for all years of hire for all of UF's public peers and is well below for the 2014 hires.
 - Stephen Pollack of Mercer continued the slide presentation, covering the remainder of the slides. **Regarding Slide 13:** -82% of UF's peers provide a house to the President and 88% of these peers require the President to live in the house for the university's convenience. The peer institution houses are 10,129 square feet in size on average, and include residential space, work space and university entertainment and events space.
 - Vice President for Human Resource Services Paula Fussell noted that UF's new President's House is approximately 7,500 square feet, is entirely privately funded, and includes living, work and smaller university entertaining space. This house is smaller than the average of our peers but the old President's House provides entertainment space for larger events.
 - Chairman Scott noted that the Dasburg family has given the bulk of the funding to build the new President's house, which is named the Dasburg President's House and for which UF is very grateful. Vice President Keith confirmed the house is due to be complete before the holidays in December 2014.

- Governance Chair, David Thomas commented that the Mercer Report analysis is very complete and the selection of peer institutions is very good, reflecting the size and complexity of the task of our next president. Chair Thomas continued to note:
 - The most relevant comparisons are the ones that reflect 2014 hires, which are external hires.
 - With the experience level of the candidate UF is trying to attract for our current goals, we should not be surprised that we will need a total compensation package that is closer to the 75th percentile.
 - A key challenge will be creating the right mix of cash compensation within the total compensation.
 - Depending on the candidate chosen, there may be considerations that will be more important to that individual.

- Chair Scott commented that his meetings with the presidents of AAU and APLU confirmed there is a generational change in qualified presidents, with more competition and higher expectations for compensation in the current, new generation, and the small pool of long-time presidents willing to move and to serve for up to 10 years. UF's needs and expectations for our next president are high in order to meet UF Board and BOG requirements, and to rise to the top 10 national ranking of AAU research universities. We need a leader ready to carry us to the next level and compensation will have to reflect this.

- General Counsel Keith noted that, under state statute, the maximum level of state funds that can be used to compensate the president is \$200,000 and no more than that amount of state funds will be used for the president's remuneration. That law has been in place for about four or five years, applying to the remuneration of UF's current president as well.

- Trustee Roulhac noted the significant market shift recently and how this makes a difference to attract top talent. She said UF will have to look to the upper end of the pay percentile.

- Trustee Roberts thanked Chair Scott for his leadership during the search process and praised his and Subcommittee Chair Heavener's professional and thorough handling of the compensation assessment.

- Chair Scott summarized some important points:
 - It is important for the Search Chair to know the market range for total compensation and have the Board's support to pay within the market for a qualified candidate so that compensation can be discussed during recruitment. The focus is on the total number.
 - As Search Committee Member Tom Kuntz pointed out, we will be sure to include compensation tied to Board Of Governors performance metrics as well as to UF Board top-10 preeminence-related metrics as part of total compensation, and

we will do everything according to statute. The Board Chair will need the Board to provide some flexibility to structure the components of total compensation—but some portion of total compensation—such as base increases or deferred compensation increases—is expected to be tied to performance metrics.

- Trustee Heavener noted that slides 8 and 9 of the Mercer Report show what the competitive range is for total compensation. The range is a good reflection of the current market and the Subcommittee fully supports it.
- Search Senior Advisor Manny Fernandez noted the importance of including in the Search Committee and Board Committee on Governance action and Board action that the Board Chair be authorized to have flexibility to negotiate the amount and components of total compensation within the market range established in the Mercer Report. Vice Chair Thomas and Trustee Roberts both agreed. When asked, Chair Scott responded that having this flexibility without having to get further action by the Board would be very helpful. Mr. Fernandez recommended that the motion to recommend the Board's approval of the Mercer Report include such authority and flexibility and asked whether this was covered.
- Vice President, General Counsel and University Secretary Keith answered that Action Items SC1/GV1 do not presently include such authorization of the Board/Search Chair but the motion to approve them could propose an amendment and add the language highlighted below:

SC1/GV1 Action to Approve for Recommendation to the Board of Trustees for Its Approval on the Consent Agenda, the Mercer Opinion on Range of Market Compensation for Peer Institution Presidents As A Basis For Establishing the Total Compensation for the Next UF President and to provide to the Chair of the Board the authority and flexibility to determine, and to structure the components of, total compensation according to the qualifications and needs of the particular candidate within the market range reflected in the Mercer Report.

Juliet Roulhac state her support of this amendment and other Governance Committee members, as well as Search Committee members expressed consensus to confer this authority on the Board Chair—within the market range reflected in the Mercer Report.

Search Chair Steve Scott asked for a motion from a member of Search Committee, which was made by Bill Heavener and second, which was made by Susan Cameron, to approve SC1 with the noted amendment-- for recommendation to the Board of Trustees for its approval on the Consent Agenda. (It is noted that Search Committee members Marc Heft and David Norton also sought to make the motion.) After asking for further discussion and hearing none, Chair Scott asked for all in favor, and any opposed, and the motion passed unanimously.

Governance Committee Chair David Thomas asked for the same motion from a member of the Governance Committee, which was made by Juliet Roulhac and a second, which was made by Susan Cameron. After asking for further discussion and hearing none, Chair Thomas asked for all in favor, and any opposed, and the motion passed unanimously.

Search Chair Scott reminded all in attendance that the next Search Subcommittee meeting would be the meeting of Communications and Marketing Search Subcommittee on July 21st at 10:00 a.m. Ms. Keith noted that the Communications and Marketing Subcommittee will review the ad to be included in the Chronicle of Higher Education's September 5th recruitment edition. The ad will be heavily based on the already approved position description and qualifications, so no formal approval should be necessary and no additional meetings are contemplated on the ad. The ad will be shared with the full Search Committee and Board, and if anyone wants another meeting it can be arranged.

With no new business, Search and Board Chair Steve Scott then asked for a motion to adjourn the joint meeting, which was made by Juliet Roulhac, and a second, which was made by David Thomas. Hearing no further discussion, Chair Scott asked for all in favor, and any opposed and the motion passed unanimously.

Chair Scott adjourned the meeting at 5:23 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON FINANCE AND FACILITIES
COMMITTEE MINUTES
June 5, 2014
Emerson Alumni Hall, Gainesville, Florida
Time Convened: 12:35 p.m. EDT
Time Adjourned: 1:55 p.m. EDT**

1.0 Call to Order and Welcome

Committee Chair, Susan M. Cameron called the meeting to order at 12:35 p.m. EDT and introduced the newest member, Charles E. Lane, Senior Vice President and Chief Operating Officer.

Members present were:

Susan M. Cameron (Chair), James W. Heavener, Carolyn K. Roberts, Steven M. Scott, David M. Thomas

Others present were:

J. Bernard Machen, President; Charles E. Lane, Senior Vice President and Chief Operating Officer; Jamie Lewis Keith, Vice President and General Counsel; Curtis Reynolds, Vice President for Business Affairs; Matthew Fajack, Vice President and Chief Financial Officer; David Kratzer, Vice President for Student Affairs; Thomas Mitchell, Vice President for Development and Alumni Affairs; Carol Walker, Assistant Vice President, UF Planning, Design and Construction; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Ed Kelly, Interim President, UFICO; Joseph Glover, Provost; Joseph Joyce, Executive Associate Vice President, IFAS; Norb Dunkel, Associate Vice President and Director Student Housing; Michael McKee, Assistant Vice President and University Controller; other members of the President's Cabinet, 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 except Trustee Brown.

3.0 Review and Approval of Minutes

The Committee Chair asked for a motion to approve the minutes of the March 27, 2014 committee meeting, which was made by Trustee Thomas 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

FF1. Final Operating Budget of Revenues and Expenses for Fiscal Year Ended 2013-14 and Preliminary Operating Budget of Revenues and Expenses for Fiscal Year Ended 2014-15

Vice President Fajack explained that the preliminary budget is a very early look at the new fiscal year budget. A clearer picture of the operating budget will be available at the September meeting, and may show some deficits due to the fact colleges may not be reflecting all funds from grants and revenues. The most complete picture for FY 14-15 will be available at the December meeting.

The Committee Chair asked for a motion to approve Action Item FFI as to the Preliminary Budget of Revenues and Expenses for the Fiscal Year Ended 2014-15 for recommendation to the Board of Trustees for approval on the Consent Agenda, which was made by Trustee Roberts and Seconded by Trustee Scott. The Chair asked for further discussion, after which she asked for all in favor of the motion and any opposed and the motion was approved.

The Committee Chair asked for a motion to approve Action Item FFI as to the Final Operating Budget of Revenues and Expenses for Fiscal Year Ended 2013-14 for recommendation to the Board of Trustees for approval on the Consent Agenda, which was made by Trustee Thomas and Seconded by Trustee Scott. The Chair then asked for all in favor of the motion and any opposed and the motion was approved.

FF2. Fixed Capital Outlay Legislative Budget Request for Fiscal Year 2015-16

The Florida Board of Governors requires an annual submission from each university of its Fixed Capital Outlay Legislative Budget Request. This update is used by the Florida Board of Governors to develop the annual Fixed Capital Outlay Legislative Budget Request. Several items are included in this submission as follows:

- Five year Capital Improvement Plan (“PECO List”)
- Requests from Other State Sources
- Fixed Capital Outlay Authorization for projects requiring General Revenue for operation

Vice President Reynolds told the committee that UF is prioritizing 20 projects in its request, with the top three being utility infrastructure improvements, the Nuclear Science Building and the remodel of Norman Hall.

There are no CITF projects requested and the request for the new UF Online building is included but with funding planned to come from other sources.

The Committee Chair asked for a motion to approve Action Item FF2 which was made by Trustee Thomas and seconded by Trustee Scott for recommendation to the Board for its approval on the Consent Agenda. The Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

FF3. Facilities Spending Plan for FY 14 PECO/CITF/Other Appropriated Funds

During the 2014 Florida Legislative session, the University of Florida received funding appropriations as follows;

- Chemistry/Chemical Biology Building - \$20,000,000
- Maintenance/ Repair/Renovations/Remodeling - \$13,600,000
- Critical Deferred Maintenance Funding - \$3,000,000
- Renovation of Historic Newell Hall - \$10,000,000
- J. Wayne Reitz Union Remodeling/Addition - \$6,800,000

The Committee Chair asked for a motion to approve Action Item FF3 which was made by Trustee Thomas and Seconded by Trustee Roberts for recommendation to the Board for its approval on the Consent Agenda. The Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

Following the vote, Trustee Scott thanked President Machen for obtaining funding for the Chemistry Building, noting that Dr. Machen had said he would get funding before he retired and while he was “cutting it close” he managed to do it.

FF4. 2015-2020 Educational Plant Survey

An Educational Plant Survey is a systematic study of current educational and ancillary plants and the determination of future needs. The survey aids in formulating plans for housing educational programs and students, faculty, administrators, staff, and auxiliary and ancillary services of the district or campus, including consideration of the local comprehensive plan. Each state university's survey must reflect the capacity of existing facilities as specified in the inventory maintained and validated by the Chancellor of the State University System.

The Committee Chair asked for a motion to approve Action Item FF4 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 then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

FF5. Dental Science Building (DSB) Energy Efficiency Contract- UF Building 0205

Vice President Reynolds told the committee that this is the third energy use contract undertaken, and will help the University improve energy efficiencies at the Dental Science Building, a 40 year old facility. The contract will help meet deferred demand for maintenance at a time when funding for projects of this type are scarce. The agreement with Johnson Controls would cover a scope of replacement/renovation work to complete approximately \$7.25 Million in facilities improvements. The University is seeking approval to enter into a lease purchase agreement(s) to finance the entire amount of the facility improvements recommended by the IGA.

The committee was asked to approve the DSB Energy Efficiency Performance Contract for Building 0205 Dental Science Bldg. on terms within and consistent with the following parameters:

- (1) The amount financed shall not exceed \$7.25 Million.
- (2) The term of the financing should not exceed the expected useful life of the energy efficient equipment and improvements.
- (3) The monthly/yearly principal and interest payments should be less than the reasonably expected savings as a result of such equipment improvements; JCI or any other energy service company involved in the project shall also guarantee savings at least equal to such principal and interest.
- (4) Payments on the loan should not commence until construction is complete.
- (5) Closing and prepaid costs of financing shall be at commercially reasonable, market rates and terms.

The University has undertaken two other Energy Efficiency contracts, at IFAS and the Reitz Union. Executive Associate Vice President for IFAS Joseph Joyce, told the committee that its \$7.2 million dollar project should realize significant utility savings. Right now the facility under renovation represents 3 percent of the IFAS space but represents 10 percent of the energy use. The project is 55 percent complete.

Associate Vice President and Director Student Housing Norb Dunkel told the committee that the \$6.5 million renovation financed by the energy contract is 40 percent complete and has been a clear success in that it has allowed significant renovations and upgrades with money the university never expected to get. The major challenge has been doing the work while keeping the facility open for business.

The Committee Chair asked for a motion to approve Action Item FF5 which was made by Trustee Heavener and Seconded by Trustee Thomas for recommendation to the Board for its approval on the Consent. The Chair then asked for all in favor of the motion and any opposed and the motion was unanimously approved.

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

Discussion/Informational Items

5.1 Construction and Maintenance Update.

Assistant Vice President for Facilities Planning and Construction Carol Walker presented an overview of major projects underway. The committee was shown renderings of the Dasburg President's House, which is expected to be completed by December 21, 2014.

5.9 Employee recognition

This item was moved up the agenda in order to accommodate the schedules of parties participating in the employee recognition. Chief of University Police Linda Stump officially recognized Evelynn Wilson, a senior communications operator with the University of Florida Police Department for her actions on March 3, 2014, when she encountered a University employee being attacked in a parking lot on campus. Witnessing the stabbing, she followed the attacker while providing information to police, then returned to help the wife of the victim. Chief Stump said that Ms. Wilson's actions not only helped police find the assailant quickly, but probably prevented other incidents from happening and may have saved other lives.

Cliff Preston, the stabbing victim, gave an emotional thank you to Ms. Wilson for potentially saving others through her actions, and for going back to help his wife.

Chair Cameron presented Ms. Wilson with a plaque acknowledging her actions and expressed the gratitude of everyone for her service to Mr. Preston and the University.

5.2 Campus Master Plan Amendment

Vice President for Business Affairs Curtis Reynolds, reiterated plans for one minor campus plan amendment and the beginning of the process of the major undertaking of looking at the update of the master plan.

Chair Cameron reminded the committee that Trustee Brown, on the pre-BOT conference call, had expressed interest in taking a holistic view of the update, noting that it is more than just a plan about buildings and transportation, and needs to fit into UF's plans for pre-eminence. Chair Cameron suggested that there might be some engagement with the Strategic Initiatives committee on this effort. The committee agreed that this idea had merit and recommended that she talk to Trustee Corr, chair of the Strategic Initiatives committee, to see how the board could be involved in the long term planning effort.

Vice President Reynolds says a plan will be brought to the Board at its December meeting. Trustee Scott asked if information could be gathered on how other college communities of a similar size have accomplished their updates in collaboration with their communities, what worked and what did not.

5.3 Quarterly Financial Report

Having reviewed the report at the pre-BOT call there were no further questions.

5.4 Legislative update

Vice President Fajack ran through some of the highlights of the last legislative session including:

- 25.9 million in performance funding
- \$20 million for a new Chemistry Building.
- \$16 million to \$18 million for the UF Health Cancer Center to obtain National Cancer Institute (NCI) designation. The partnership with UF Health Orlando Cancer Center and the UF Proton Institute, will make the UF Cancer Center the largest in Florida.
- \$13.5 million for facilities maintenance and repairs.
- \$3 million to \$4 million in additional funding for critical deferred maintenance.
- \$10 million to renovate the historic Newell Hall into a student study center.
- \$1.5 million to IFAS for a Bok Tower Educational Partnership.
- \$1.25 million for UF Health's Center for Neurodegenerative Disease.
- \$712,000 for the Whitney Laboratory for Marine Biosciences
- \$500,000 for the College of Education's High Risk Delinquent Youth Research program.
- \$400,000 to IFAS for Cervidae Disease Research in support of research on two specific types of diseases affecting the state's deer population.
- \$275,000 to IFAS for Cattle Research.
- \$100,000 to IFAS for Caladium Research.
- \$5 million in additional preeminence funding.
- \$3 million for the renovation of UF's historic properties in St. Augustine.
- \$2.5 million for the College of Education's Lastinger Center Algebra Nation.
- \$2 million to IFAS for research and extension activities.
- \$2 million to IFAS for the SW Florida Immokalee Research Center

Trustee Scott noted that the National Cancer Institute funding is a very significant accomplishment and there is only one other Florida institute with this designation

5.5 Parking Monetization project update

Vice President Fajack told the committee that the University has engaged Morgan Stanley as financial advisors and Walker Parking as technical advisors for the initiative to explore possible privatization of UF parking facilities. He noted that the University has made a significant investment in its facilities and monetization may be the only way to get a return on that investment. Morgan Stanley will spend the summer "asking the tough questions" about what can/should be part of a RFP if the project goes forward. A valuation and recommendations will be brought to the September board meeting for a go/no go decision.

Stacie Selinger from Morgan Stanley walked the committee through some of the strengths, weaknesses, opportunities and challenges involved in the project. Trustee Thomas asked why there was no discussion about safety and Mr. Fajack said that is one of the issues that will have to be addressed.

The big question that he says the University needs to address is how the University would use funds generated from privatization. Ideas might be addressing deferred maintenance, scholarships, stipends and endowments. The legal procedure for privatizing parking is still being explored but there is a feeling that it could probably be accomplished with approval by the Board of Trustees, much like privatization of the bookstore and dining services was done.

Trustee Scott noted that this plan might be an opportunity to involve the City of Gainesville on a discussion of parking needs.

5.6 Banking ITN

Vice President Fajack told the committee that the idea of allowing one vendor to have exclusive rights to provide all the University banking services (except debt service and investments) is being explored. The University could receive very competitive fees plus a royalty fee for allowing exclusivity.

5.8 Service Innovation

University Controller Mike McKee (and soon to be interim CFO), gave the committee a brief overview of efforts to identify and implement innovate, easy to use improvements for administrative services to better serve the University of Florida staff and faculty. A number of projects under this initiative were identified. Next steps include a branding and communication plan, and continued efforts to find opportunities for strategic collaborations.

5.7 UFICO Update

Interim President of UFICO Ed Kelly gave a quick overview of UFIOC performance. Highlights include performance of the endowment portfolio, which is up 1.9% this quarter. The fiscal year to date results are up 10.4%, although this trails the benchmark group level. Efforts to restructure the hedge fund portfolio have resulted in another strong performance with investments up 10%. Private equity returns have been good overall but with the installation of a new benchmark standard, he says there is "opportunity for improvement."

Trustee Thomas asked how the first two months of this quarter have been. Mr. Kelly said that April was challenging primarily due to the fact that one hedge fund manager retired and sold the fund assets at a time that was "not an opportune selling time." Otherwise, he says things are going well.

Adjourn

After asking for any further discussion and hearing none, Chair Cameron asked for a motion to adjourn, which was made by Trustee Heavener and Seconded which was made by Trustee Thomas. The motion was passed unanimously and the University of Florida Committee on Finance and Facilities meeting was adjourned at 1:55 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGY
COMMITTEE MINUTES**

June 5, 2014

**President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida**

Time Convened: 3:58 p.m., EDT

Time Adjourned: 4:59 p.m., EDT

1.0 Call to Order and Welcome

Committee Chair, Steven M. Scott called the meeting to order at 3:58 p.m., EDT. Committee Chair Scott welcomed the Committee members and all in attendance. He particularly welcomed Cory Yeffet, the new Student Body President Trustee and Pradeep Kumar, the new Faculty Senate Chair Trustee, who were attending their first meeting.

Members present were:

Steven M. Scott, Chair, Susan M. Cameron, Christopher T. Corr, Charles B. Edwards, James W. Heavener, Pradeep Kumar, Carolyn K. Roberts, Jason J. Rosenberg, Juliet M. Roulhac, David M. Thomas, Cory M. Yeffet

Others present were:

President J. Bernard Machen, Provost and Senior Vice President Joseph Glover, Vice President for Student Affairs David Kratzer, Vice President for Enrollment Management Zina Evans, Vice President and General Counsel Jamie Lewis Keith, Vice President for Research David Norton, Vice President and Chief Information Officer Elias Eldayrie, Vice President and Chief Financial Officer Matthew Fajack, Vice President for Business Affairs Curtis Reynolds, Special Assistant to the President Jamal Sowell, other members of the Cabinet, Executive Assistant Cheryl May, Executive Assistant Rebecca Holt, 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 except for Trustee Brown.

3.0 Review and Approval of Minutes

Committee Chair Scott asked for a motion to approve the minutes of the March 18, 2014 and March 27, 2014 committee meetings, which was made by Trustee Edwards and Seconded by Trustee Roulhac. Chair Scott 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 Public Comment

There were no requests for public comment.

The Committee considered the following Action Items:

5.0 Action Items

EP1. Tenure Upon Hire

Chair Scott noted that in the pre-meeting teleconference, Provost Glover summarized the success UF is having through the great efforts of the Deans to recruit faculty who are already among the top in their fields, or who are rising top talent, as part of the University's preeminence initiative. The Committee is getting a high volume of tenure upon hire cases as a result. Provost Glover presented all of the tenure upon hire cases at the Committee's call.

Dr. Glover stated that there were 18 tenure upon hire cases for the Committee to act upon and that there had been 37 confirmed faculty hires in the preeminence initiative to-date. He explained that for those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

Chair Scott asked for a motion to approve Action Item EP1—Tenure Upon Hire—which was made by Trustee Edwards and Seconded by Trustee Cameron for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP2. Baby Gator Child Development and Research Center Fees FY 2014-2015

Chair Scott noted that Vice President for Human Resources Paula Fussell reviewed the proposed fees for the Baby Gator Child Development and Research Center on the call and asked if the Committee had any questions or wanted any further discussion.

Chair Scott asked for a motion to approve EP2—Baby Gator Child Development and Research Center Fees 2014-2015—which was made by Trustee Roulhac and Seconded by Trustee Rosenberg for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP3. Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information

Chair Scott asked if any Committee member had questions or wanted a summary of the Security Clearance and Committee Action Item that was addressed on the call by Vice President for Research David Norton and General Counsel Jamie Keith.

Chair Scott asked for a motion to approve EP3—Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information—which was made by Trustee Thomas and Seconded by Trustee Roberts for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP4. New Degree: Ph.D. in Computer and Information Science and Engineering

Chair Scott asked if any Committee member had questions for Provost Glover on the New Degree in the College of Engineering---Ph.D. in Computer and Information Science and Engineering. This was addressed on the call.

Chair Scott asked for a motion to approve EP4—New Degree: Ph.D. in Computer and Information Science and Engineering—which was made by Trustee Cameron and Seconded by Trustee Heavener for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP5. University of Florida Regulations

Chair Scott asked the Committee if they wanted Vice President and General Counsel Jamie Lewis Keith to review the UF Regulation Amendments that were presented on the call.

General Counsel Keith provided a brief summary of the University of Florida Regulation changes for the following:

- (1) 3.0372 Student Health, Athletic, and Activity and Service and Transportation Access Fees ---The amounts of these fees have already been approved by the Board at its December 2013 meeting and the already-approved fees are simply being codified in regulations, as is done annually.
- (2) 3.0375 Tuition Costs --- There is no increase in tuition.
- (3) 7.019 Tenure and Promotion: Definition, Eligibility, Granting of Tenure, Criteria, Procedures and Methods of Processing, Confidential Nature of Materials and Discussions, Reports and Appeals, Permanent Status and Sustained Performance Evaluations --- The Academic Personnel Board is advisory to the President in

review of tenure and promotion cases. The amendment increases to 10 (from 6) the members of the APB and permits the President to divide the APB into more than 1 panel to expeditiously address different types of cases.

Chair Scott asked for a motion to approve EP5—University of Florida Regulation Amendments—which was made by Trustee Rosenberg and Seconded by Trustee Roulhac for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP6. University of Florida Work Plan 2014-2015

Chair Scott asked if any Committee members had questions for Provost Glover about the annual Work Plan, which Provost Glover presented at the call.

Chair Scott asked for a motion to approve EP6—University of Florida Work Plan 2014-2015—which was made by Trustee Cameron and Seconded by Trustee Roberts for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP7. Degree Program Terminations

Chair Scott asked the Committee if any member wanted Provost Glover to summarize the program terminations that were already discussed on the pre-meeting call—or had any questions.

Chair Scott asked for a motion to approve EP7—Degree Program Terminations—which was made by Trustee Thomas and Seconded by Trustee Edwards for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

EP8. Annual Tenure Awards

Chair Scott asked if any Trustees had questions for Provost Glover on the Annual Tenure Awards, which were addressed on the call.

Provost Glover stated that the list of candidates on for tenure awards has gone through the complete review process and each candidate has been nominated for tenure by the President.

Chair Scott asked for a motion to approve EP8—Annual Tenure Awards—which was made by Trustee Edwards and Seconded by Trustee Cameron for recommendation to the Board for its approval on the Consent Agenda. The Chair asked for further discussion to which there was

none and then then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

6.0 Discussion/Informational Items

Chair Scott turned the Committee's attention to the information items.

Chair Scott noted that at the end of the information items, Vice President and Chief Information Officer Elias Eldayrie would give a report on IT enabling Teaching and Learning. Rather than being assigned to a single Committee, Elias will address IT matters at Finance and Facilities when facilities are the focus, at Educational Policy when education and research are the focus, and at Governance when enterprise strategy, controls and security are the focus.

Chair Scott then asks each presenter to address a topic in turn:

- 6.1 **Admissions Update** - Vice President for Enrollment Management Zina Evans provided an Admissions/Financial Update.
- 6.2 **Faculty Senate Update** - Faculty Senate Chair Pradeep Kumar provided a Faculty Senate Update.
- 6.3 **Student Government Update** - Student Body President Cory Yeffet provided a Student Government Update.
- 6.4 **Center/Institute Name Changes** – The College of Medicine has requested that the “University of Florida Shands Cancer Center (UF&Shands Cancer Center)” be changed to “UF Health Cancer Center.” Provost Glover noted the name changes listed on the Committee agenda and asked if any Trustee had questions. All have been approved by the Faculty Senate. They do not require Board action but are presented for information.
- 6.5 **College Name Change** – The “College of Fine Arts” has requested to change the college name to “The College of the Arts.” Provost Glover noted the name changes listed on the Committee agenda and asked if any Trustee had questions. All have been approved by the Faculty Senate. They do not require Board action but are presented for information.
- 6.6 **SACS/COC Report** - Provost Glover stated that due to a great effort by faculty and staff, the preliminary letter from SACS/COC indicated that UF passed with flying colors – no citations. Official notification will be given following the SACS/COC Board Meeting in December.
- 6.7 **IT Update—Enabling Teaching and Learning** – Vice President and CIO Elias Eldayrie shared a PowerPoint presentation on “Enabling Teaching and Learning.”
- 6.8 **UF Online Update** – Provost Joe Glover stated that there's lots of activity going on in recruiting new students, developing new courses and programs, and the Executive Director search is underway.

7.0 New Business

Chair Scott asked if there was any new business for the Committee and there was none.

8.0 Adjourn

After asking for any further discussion and hearing none, Chair Scott asked for a motion to adjourn, which was made by Trustee Cameron and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Education Policy and Strategy meeting was adjourned at 4:59 p.m., EDT.

Board of Governors, State University System of Florida
 Limited Access Program Request
 Reference: BOG Regulation 6.001, Admissions

University	University of Florida	Degree offered	BS in Dietetics
Program	Dietetics	Six digit CIP code	51.3101

1. Will the entire program be limited access or only a specific track?

The entire program

2. If only a track is limited access, please specify the name of the track

3. How many students will the program plan to accommodate?

Fall 45 Spring 45 Academic Year Total 90

4. When do you propose to initiate limited access?

The program has been functioning as a limited access program for at least 20 years without being aware that its admissions criteria are considered those of a limited access program. This application seeks to formalize current procedures.

5. What is the justification for limiting access?

In order to become a Registered Dietitian, a student must complete an accredited undergraduate dietetics curriculum such as this one, then complete a supervised practice Dietetic Internship after which the graduate is eligible to take the national Registration Examination for Dietitians. Because of a large increase in the number of students in undergraduate dietetics program without a concomitant increase in the number of openings in supervised practice programs over the past 8 years, at present, only 50% of students applying to Dietetic Internship programs are successfully placed. Overall academic performance is an important selection criterion for successful admission to Dietetic Internships. Although the placement record of the UF dietetics program is generally in the 70-85% range, it is very competitive to earn one of these spots and it is simply unethical to allow weaker students to spend four years in an academic program if they have little likelihood of being able to progress and obtain the post-baccalaureate training needed to earn the Registered Dietitian credential.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

A GPA of 3.0 in Chemistry 1 and 2 with lab, Biology 1 and 2 with lab and Precalculus Math is required to remain in the major for students who begin at the University of Florida. If their GPA falls below this after taking any of these courses a hold is placed on their registration and they must meet with an Academic Advisor. They are

allowed to stay in the major but must improve their GPA. If the GPA continues to be less than 3.0, they are required to find another major in which they have a better chance of being successful. These prerequisite courses predict overall success in the major. By using these courses to limit access, students who are unlikely to be successful are able to find a more appropriate major early in their college career.

AA graduates from Florida state or community colleges must have completed all five prerequisite courses with a 3.0 GPA before transferring to UF so they are not disadvantaged compared to native students in transferring into the major. Historically, approximately 60% of students in the major are transfer students from community colleges.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

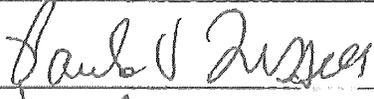
Based on enrollment data for spring 2014 that was provided by the College of Agricultural and Life Sciences, of the 88 students in the major, 89% were female. The racial/ethnic breakdown was as follows:

59% White
23% Hispanic
10% Black
6% Asian
2% Other

It is not anticipated that the limited access measures will have any impact on the current gender or racial/ethnic diversity in the major as the current students were admitted under these criteria.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

The majority of the graduates of the program apply to Dietetic Internships. The placement rate tends to range from 70-85% in contrast to the 50% placement rate nationwide, indicating that UF students are competitive in earning placements. The students who do not apply to Dietetic Internships often apply to other professional programs or graduate programs in Nutrition or Public Health or obtain employment in settings such as the Women, Infants and Children program or as dietetic technicians in hospitals. The program will not be limited due to resources.

Request Initiated by: R. Elaine Turner, Dean College of Agricultural and Life Sciences	
EEO Officer's Signature 	
Provost's Signature 	

Send the completed form to:
Dr. Dorothy J. Minear Sr. Associate Vice Chancellor, Academic and Student Affairs Board of
Governors State University System of Florida 325 West Gaines Street, Suite 1614 Tallahassee,
Florida 32399-1950
Limited Access Form Updated 9/08

Board of Governors, State University System of Florida
Limited Access Program Request
 Reference: BOG Regulation 6.001, Admissions

University	University of Florida	Degree offered	BS in Nutritional Sciences
Program	Nutritional Sciences	Six digit CIP code	30.1901

1. Will the entire program be limited access or only a specific track?

The entire program

2. If only a track is limited access, please specify the name of the track

3. How many students will the program plan to accommodate?

Fall 231 Spring 230 Academic Year Total 461

4. When do you propose to initiate limited access?

The program has been functioning as a limited access program for at least 20 years without being aware that its admissions criteria are considered those of a limited access program. This application seeks to formalize current procedures.

5. What is the justification for limiting access?

Nutritional Sciences is a difficult major that attracts large numbers of students based on its rigorous science-based curriculum that provides graduates with the coursework necessary to apply to a variety of professional schools and because it is a topic of great personal interest to many students. The curriculum includes six science courses at the 2000 level that include laboratory experiences and four upper division science courses in addition to the six science-based nutritional sciences courses. Overall academic performance is an important selection criterion for successful admission to professional school. It is important that students who are unlikely to be successful in the major are identified early in their academic career at UF so that they can find a major that is a better fit for their skills and abilities.

6. By what means will access be limited? Please provide a description of the program's admissions requirements and procedures, and indicate how these requirements and procedures ensure equal access for Florida community college Associate of Arts degree graduates in the competition for available space in the program.

A GPA of 2.5 in Chemistry 1 and 2 with lab, Biology 1 and 2 with lab and Calculus is required remain in the major for students who begin at the University of Florida. If

their GPA falls below this after taking any of these courses a hold is placed on their registration and they must meet with an Academic Advisor. They are allowed to stay in the major but must improve their GPA. If the GPA continues to be low, they are required to find another major in which they have a better chance of being successful. These prerequisite courses predict overall success in the major. By using these courses to limit access, students who are unlikely to be successful are able to find a more appropriate major early in their college career.

AA graduates from Florida state or community colleges must have completed all five courses with a 2.5 GPA before transferring to UF so they are not disadvantaged compared to native students in transferring into the major.

7. Present the current race and gender profiles of the students in the program. Discuss the impact of the proposed action on the race and gender profiles. Cite sources used for discussion. What strategies, should they be necessary, will be used to promote diversity in the program?

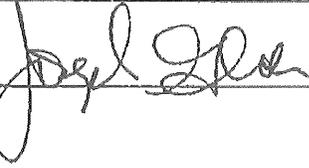
Based on enrollment data for spring 2014 that was provided by the College of Agricultural and Life Sciences, of the 451 students in the major, 75% were female. The racial/ethnic breakdown was as follows:

49% White
27% Asian
16% Hispanic
8% Black
1% Other

It is not anticipated that the limited access measures will have any impact on the current gender or racial/ethnic diversity in the major as the current students were admitted under these criteria.

8. Are the graduates of the program in high demand? If so, and if the program is to be limited due to lack of adequate resources, provide a justification for limiting access to the program rather than reallocating resources from programs with low market demand.

The majority of the graduates of the program pursue careers in medicine, dentistry, pharmacy and other health-related professions. Graduates matriculate at professional programs or plan to study for the examination necessary to apply to professional school and apply once they have completed the exams. The program will not be limited due to resources.

Request Initiated by: R. Elaine Turner, Dean College of Agricultural and Life Sciences	
EEO Officer's Signature	
Provost's Signature	

Send the completed form to:
 Dr. Dorothy J. Minear Sr. Associate Vice Chancellor, Academic and Student Affairs Board of
 Governors State University System of Florida 325 West Gaines Street, Suite 1614 Tallahassee,
 Florida 32399-1950
 Limited Access Form Updated 9/08



University Press of Florida

ANNUAL REPORT

2014–2015

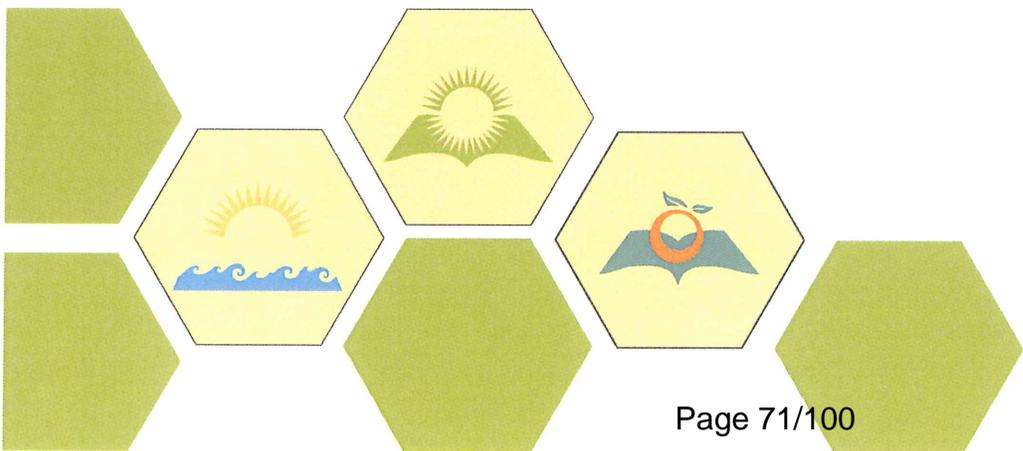
Approval Date by
(Board of Trustees or designee):

Review Date by
Council of Academic Vice Presidents:

Date of Submission to
Board of Governors Office:

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Statement of PURPOSE

ESTABLISHED in 1945, the University Press of Florida (UPF) is emerging as one of the most innovative and forward-thinking university presses of this size. With 3,480 titles currently in print and digital form, 122 print titles and 209 e-book titles in production, and 157 additional titles under contract, UPF has been an important element in enhancing the scholarly reputation and worldwide visibility of the State University System (SUS). UPF attracts manuscripts from the world's foremost scholars, writers, artists, and public intellectuals, and about one-eighth of our authors are affiliated with the SUS. These publications, written by an international group of authors representing a broad range of intellectual perspectives, reflect the academic and institutional strengths of the SUS. The press is a member of the Association of American Publishers and the Society for Scholarly Publishing. Beginning June 2014, UPF's director will be serving a three-year term as President and Executive Council member of the Association of American University Presses.

GOALS

-  PUBLISH PEER-REVIEWED WORKS OF ACADEMIC DISTINCTION, with exceptional editorial and production quality, in nine subjects: archaeology/anthropology, American history, Latin American/Caribbean studies, natural history, literary criticism, geology, dance, political science, Floridiana.
-  ESTABLISH A CULTURE OF MEANINGFUL EMPLOYMENT and professional development, one that emphasizes clear communication as well as respect for the ideas and opinions of all staff members.
-  OPERATE IN A FINANCIALLY RESPONSIBLE MANNER that encourages planned, deliberate growth in productivity and sales.
-  BE A PREMIER PRESS in our subjects, continuing to advance our reputation and standing in the scholarly and publishing communities.

UPF operates as an Academic Infrastructure Service Organization (AISO) for the Florida Board of Governors, a non-profit publishing business, a textbook facilitator, and a publication services unit for the entire SUS. UPF is a major contributor to the goal of the Board of Governors to "improve the quality and impact of scholarship, research, and commercialization activities of the system," as articulated on page 16 of the 2012–2025 Board of Governors strategic plan. As an AISO, UPF strives to align its publishing areas with the three pillars of higher education—research, teaching, and outreach. To be of service in these areas, UPF has created three distinct divisions that address the content needs of these pillars. Research is served through our scholarly content delivery in disciplines of interest and importance in the SUS. UPF facilitates textbook affordability in the SUS by providing free, open access, and adaptable texts with an emerging sustainability model known as Orange Grove Texts. Outreach is accomplished by "translating" the scholarly production into content, both print and digital, that is easily accessed and creatively written for the citizens of Florida and the world. To these ends, we define UPF's programs to include vigorous and imaginative promotion, sales, and distribution, both domestically and internationally, in print and digital formats, in order to achieve maximum dissemination of UPF's books.

Executive Summary of FY 2014 PERFORMANCE

UPF continues its evolution from a traditional academic publisher to one of the most innovative and entrepreneurial publishing houses in America. In an effort to offset reduced state funding and to increase operation efficiency, UPF formed a used book warehouse to sell our "hurt" copies on Amazon Marketplace and created a new Publication Services division to provide expert publishing skills for the entire SUS. Each of these ventures was designed to reduce operational dependency, gain efficiencies of service, provide shared resources for all departments, divisions, and colleges in the SUS, and to establish best practices for creating and disseminating the research and teaching tools of the SUS.

The energy at the University Press of Florida is electric, and its vibrations are being felt throughout the university press world. This fiscal year marks our second year with the tripartite division: the University Press of Florida, Orange Grove Texts Plus (OGT+), and Publication Services. UPF, the largest division, is the gold-standard of academic publishing with a peer-reviewed, preeminent list of titles that disseminate the research and productivity of faculty. Scholars from the SUS and the world come to UPF for state-of-the-art editing, production, and distribution of their research findings. OGT+ provides SUS students with affordable and easily accessible textbooks while giving faculty easily adaptable instructional tools, achieving world-wide acclaim as a Best Practices example of a sustainable model for open access textbooks. The third division, Publication Services, was created in 2012 to allow access to the very unique skill set of UPF staff in producing books, pamphlets, and brochures for any state entity. As the oldest and most prolific publisher in the state, UPF offers its expertise in development, editing, design, typesetting, printing, distribution, and marketing. This consolidation of services can provide most of the printing needs for any university.

The **Three** Divisions of University Press of Florida



Orange Grove Texts *Plus*

Accessible. Affordable. Adaptable.

- Affordable, accessible textbooks
- Adaptable instructional tools
- A Best Practices example of a sustainable model for open access textbooks
- Combines the strengths of a digital repository, an on-demand printer, and a traditional book publisher



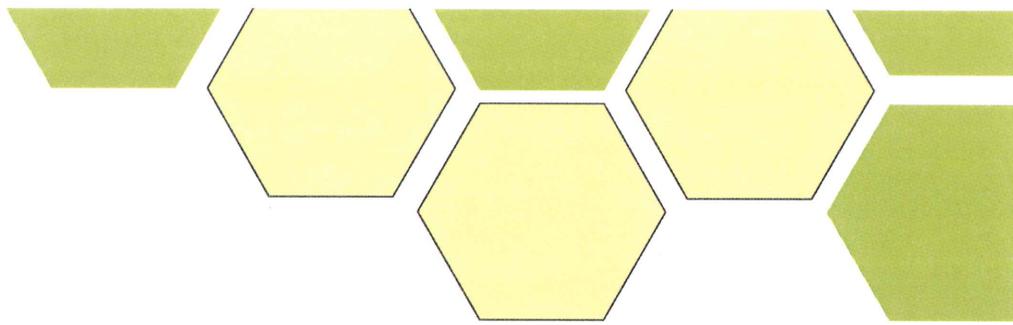
UNIVERSITY PRESS OF FLORIDA

- Oldest, most prolific publisher in the state
- Member of the Association of American Publishers, the Society for Scholarly Publishing, and the Association of American University Presses
- Excels at state-of-the-art editing, production, and distribution of research findings

P ublication S ervices

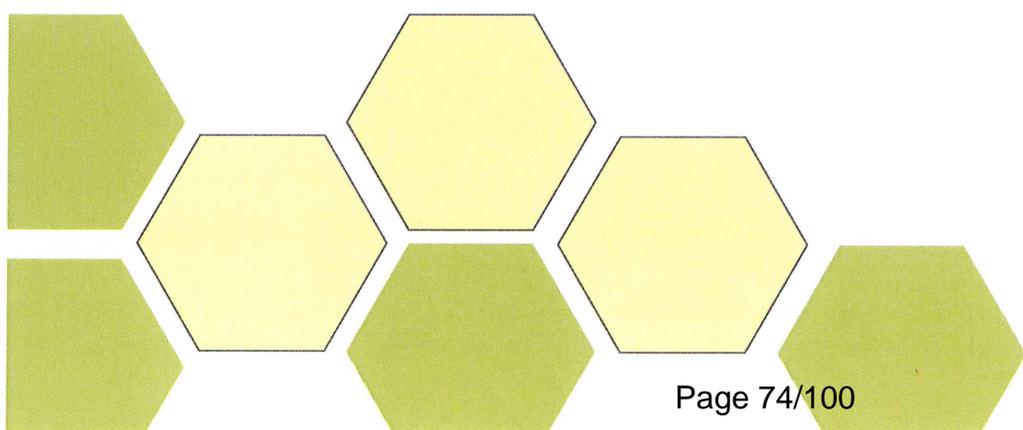
from UNIVERSITY PRESS OF FLORIDA

- Provides first-rate publishing services to the State University System
- Expertise in development, editing, design, typesetting, printing, distribution, and marketing
- Can provide most of the printing needs for any university



Despite all of this positive energy and the rebuilding of the acquisitions editorial department, UPF entered the year with a projected deficit that saw the end of its reserve fund. UPF sounded the warning bell throughout the year that it was time to invest in this remarkable organization so that UPF, as the SUS itself was doing, rise to the next level of preeminence. UPF forged ahead with new initiatives and took advantage of strategic opportunities as they arose. The acquisitions department got back on track by increasing the number of projects signed to contract by 38 percent over the previous year. Knowing our sales revenue would not meet our expenses, we nonetheless came in under our projected deficit. Salaries and manufacturing, artificially deflated because of the Andrew W. Mellon Foundation grant, came to an end this fiscal year.

New hires and changes in the marketing department saw a dramatic upswing in our social media presence and online advertising and the creation of our new Florida Quincentennial series. All books about Florida published between 2013 and 2015 will be designated a Florida Quincentennial book. A change in leadership in the acquisitions department saw a dramatic uptick in production. Sadly, the Editorial, Design, and Production (EDP) department said goodbye to Lynn Werts, who retired after 33 years as its manager. EDP continues to question all “print legacy” tasks and procedures and produced our first digitally enhanced print book. UPF books continued to win major awards, both in and out of state, and our managers are constantly called to speak to other publishing professionals about our various ventures. This coming fiscal year, the director will begin a three-year term as president of the American Association of University Presses (AAUP). UPF remains committed to the three pillars of higher education—teaching, research, and outreach—and continues to find ways to remain useful and relevant to the SUS community. UPF exhibits the best in nimble, creative, and entrepreneurial thinking. It is past time for the SUS to decide what kind of university press it wants representing the State of Florida; a mediocre one that struggles from year to year, or a robust program with both a book and journals division that will elevate it to the next level of elite university presses.

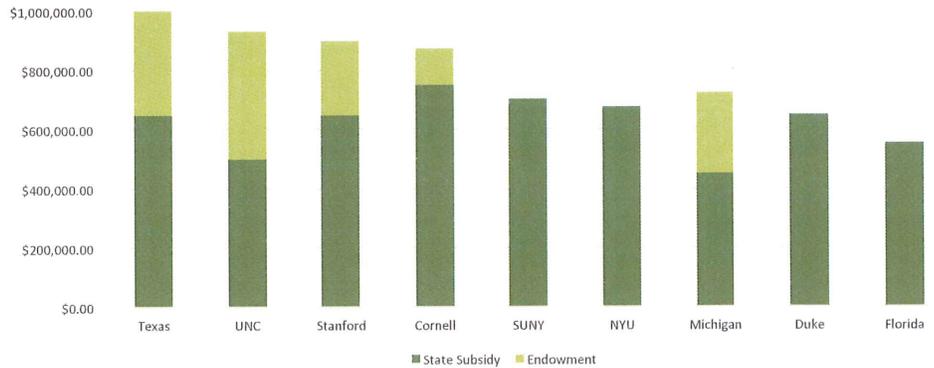


How Does UPF Compare to Elite University Presses?



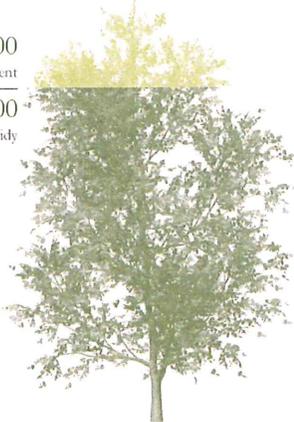
University Press of Florida receives 30% LESS in subsidy than an average elite university press.

Total Subsidies for Eight Elite University Presses and UPF



\$800,000.00
Average Total Subsidy

\$178,125.00
Average Endowment
\$628,125.00
Average State Subsidy



Elite University Presses

\$553,000.00
Total State Subsidy



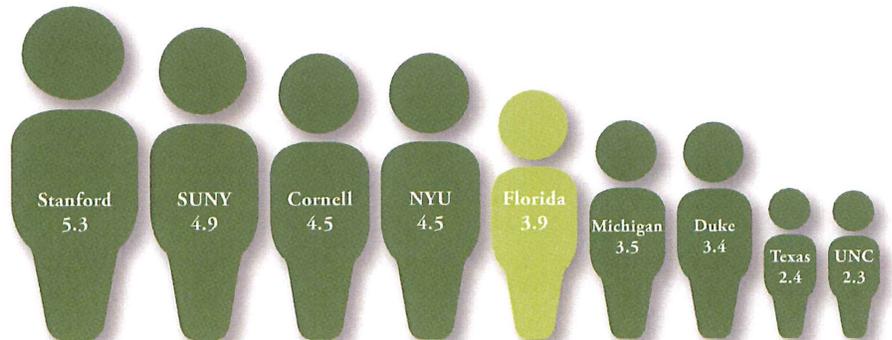
Florida

Average Subsidy of an Elite University Press and UPF's Total State Subsidy



University Press of Florida, despite being underfunded performs on par with—and in some cases better than—many elite university presses.

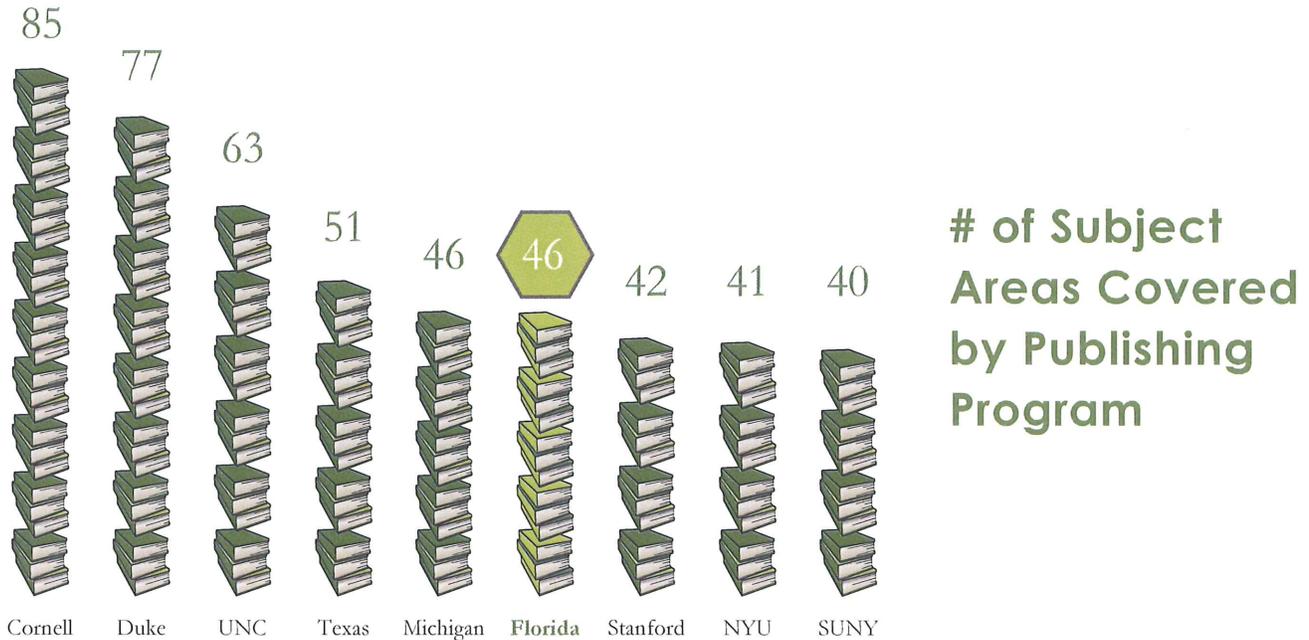
of Titles per Staff per Year



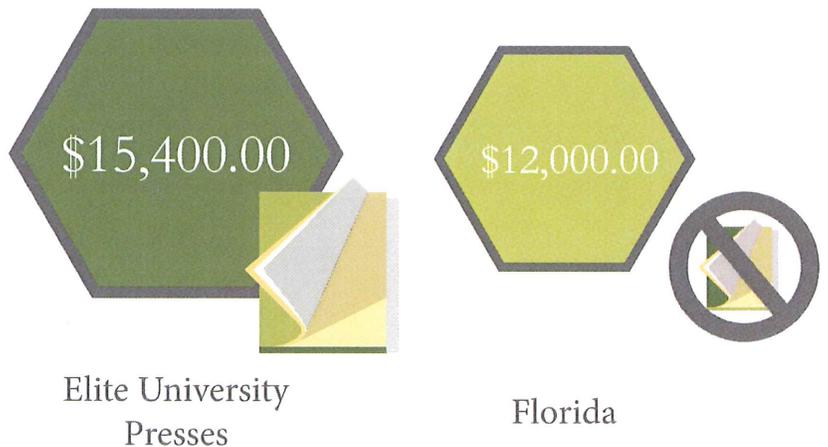
¹ Does not include Journals Program and warehouse and distribution staff



University Press of Florida spends 22% LESS of its subsidy per subject area than an average elite university press and does not have a Journals Division, yet top scholars continue to bring their manuscripts to UPF because of its reputation for first-rate editors, quality books, and innovation.



Average Amount of Subsidy Spent per Subject Area



With adequate funding, given its proven track record, **UNIVERSITY PRESS OF FLORIDA** can be in the top tier of elite university presses.

SOURCE: All data gathered from the self-reported *The Association of American University Presses Directory 2014: Information on Scholarly Presses in the U.S., Canada and Overseas*

FY 2014

GOALS AND PERFORMANCE

QUANTITATIVE GOALS

a. Sign 125 projects a year and increase new titles delivered to 90.

UPF signed 159 new contracts, transmitted 106 titles from editorial to design, and published 92 new titles. UPF also produced 18 reprints, 63 print-on-demand hardbacks and paperbacks, 151 e-books in various formats, 4 new OGT+ titles; uploaded 49 titles to UPSO/FLASO; and provided Publication Services to other organizations for two titles. Of the 92 new titles produced, 38 were written by SUS and/or Florida-based authors.

b. Produce all scholarly works in simultaneous print and e-book. Produce the majority of general interest books in simultaneous print and e-book.

Accomplished. All scholarly books, with the exception of textbooks, are converted to e-book format and distributed to library outlets simultaneously with the print editions using both in-house staff and Core-Source. All general interest books that are narrative in form are issued in simultaneous e-book formats and made available for any e-book reading device.

c. Maintain work with outside vendors to archive, store, manipulate, and produce digital file formats for all possible reading devices and vendors.

Only 12 books remain on old-fashioned film with all other books in digital file formats. These archived files will soon move from CD-Rom formats into a cloud-based storage.

d. Utilize digital technology whenever feasible.

EDP has implemented InCopy, Adobe Creative Suite software that allows for increased efficiencies in the correction of book pages.

e. Move to minimal press runs with just-in-time inventory replenishment.

All monographs continue to have print runs of between 300 and 400 copies, with the lower number being more common. At the same time as the initial print run, each book is placed into the print-on-demand database for immediate transition to that mode of manufacturing once the print run sells out. The majority of monograph paperbacks are available only as print-on-demand inventory.

f. Continue to add new and notable projects into OGT+.

While UF stopped using its Calculus text, FAU began using two new texts. Course downloads of OGT+ texts have now exceeded 10,000 units.

g. Grow the Publication Services division to 12 projects per year.

Three additional projects were signed during the fiscal year, and discussions were ongoing but not finalized for another eight projects. Four projects were completed, and the division generated approximately \$69,000 in revenue for the press during the fiscal year.

QUALITATIVE GOALS

a. Win major awards for scholarly excellence.

UPF nominated 103 titles to 158 awards program, for a total of 1,179 books sent to award committees. Thirty-eight books/authors were winners or runners-up in 24 award programs. Highlights include winning two gold, one silver, and two bronze medals in the Florida Book Awards, and winning all four book awards presented annually by the Florida Historical Society. UPF titles were selected as best nonfiction books of the year by the *Tampa Bay Times*, and were recognized by *Orlando Weekly* and *Creative Loafing Tampa Bay* as the best in various categories.

b. Increase global visibility through favorable book reviews, on-line access to the scholarship, and publicity for the press and its authors.

UPF received and processed a total of 749 reviews this year, an increase of 148 (15 percent) over last year. The number is probably higher, but changes at Google regarding Google Alerts mean that we have almost certainly missed some reviews that were not sent to us by the publications. We had reviews in *Publishers Weekly*, *Library Journal*, *Kirkus Reviews*, *Booklist*, *New York Times*, *Wall Street Journal*, *New York Post*, *Washington Post*, *BBC News*, *Miami Herald*, *Chicago Tribune*, *London Review of Books*, *Los Angeles Review of Books*, *Smithsonian Magazine*, *Huffington Post*, and *Foreign Affairs*, among others. Our online visibility continued to grow (both domestically and internationally) as a result of our participation in Project Muse and Oxford's University Press Scholarship Online. UPF's social media presence has grown exponentially: 35 percent increase in Facebook fans, 85 percent increase in Twitter followers, 62 percent increase in our blog subscribers.

c. Advertise and exhibit to the national and international academic community.

UPF attended 20 book exhibits and sent books for display at an additional 30 conferences. Most included a virtual booth on our website, many included program ads and/or tote bag inserts for attendees. UPF created 6 virtual booths on our website for exhibits we couldn't attend and sent books to be displayed at an additional 21 conferences. UPF placed 61 print and 71 electronic advertisements, reaching a potential audience of 12.8 million readers, both nationally and internationally, representing an increase of 2.5 million people from FY13.

d. Gain continued exposure of UPF's regional titles through newspaper, magazine, and online reviews.

Maintained presence on local public radio; increased the number of events sponsored by the Alachua County Public Library; increased visibility through mentions and reviews in the *Gainesville Sun*.

e. Redesign the UPF website to reflect the new tripartite division.

Because of budgetary concerns the complete overhaul of our website had to be postponed. However, changes were implemented to meet several immediate needs. Books from UPF, Orange Grove, and Seaside imprints have individual pages. The outdated “girl reading” image on our home page has been replaced with a selection of cover images which will be renewed monthly. Supplemental materials, including tables of contents, image slideshows, and excerpts are being added for select titles. A mailing list opt-in button has been added to the shopping cart.

FINANCIAL GOALS

a. Maintain a positive differential between increases in income and expenses.

Revenues were under operational expenses by \$254,023.38. UPF’s operating cash reserves were substantial enough to cover the deficit. The sale of print books to academic libraries continues to decline faster than e-book purchases are rising, forcing UPF to pursue other avenues of revenue. Sales fell slightly under projection for the year, which can partially be attributed to considerably lower sales for our fourth largest vendor, Barnes & Noble. With lower sales and several unbudgeted, yet necessary, expenses we were unable to obtain a positive differential between revenues and expenses this fiscal year.

b. Achieve a revenue increase during the three-year plan.

Sales were slightly higher than the revised January projection but approximately \$100,000 lower than our original projection. Much of this can be traced back to a weak list of titles released in Spring 2013, whose sales performance didn’t extend strongly into the fall, and a thinner than average list for Fall 2013 (both of which are the remnants of acquisitions underperformance in earlier fiscal years). Sales in the second half of the fiscal year exceeded projection, partly as a result of strengthened acquisitions and partly as a side-effect of the continued growth of digital sales, despite the significant drops in sales through certain key accounts including Barnes & Noble and Baker & Taylor.

c. Increase revenue through active fundraising and grant writing.

UPF received \$121,000 in publication subsidies and an additional \$128,000 from the Andrew W. Mellon Foundation grant awarded last year.

d. Increase revenue through non-traditional avenues.

UF’s Department of Mathematics stopped using their OGT+ textbook this year, opting for a new (and more expensive) electronic textbook this coming academic year. Sustainability of open access texts relies on a mission support fee from each department using an open access text. FAU is using two OGT+ texts for Honors first-year course and Introduction to American Government. UF will begin using Introduction to Theater Appreciation this fall.

The Publication Services division generated more than \$5,000 in metadata distribution fees, \$40,000 in manufacturing fees, and nearly \$70,000 in sales revenue during the year. The Florida Book Warehouse, our used book market on Amazon.com, generated \$13,600 in revenue.

e. Rebuild the operating surplus.

We began the FY 14 budget year with a deficit, knowing we would cut into our operating surplus. However, the abovementioned market forces wiped out our operating funds completely.

OPERATIONAL GOALS

a. Increase operating efficiency and cost-effectiveness by keeping abreast of industry trends and incorporating technological advancements in electronic publishing, information management, and manufacturing methods.

E-book workflow remains an important focus in the EDP department this past year. The EDP department established e-book standards against which to evaluate the quality of e-book conversions. Every form, procedure, and filing system was re-evaluated in light of “print legacy” issues.

To handle the additional workload of the Publication Services division, outside suppliers were commissioned to “package” the editorial, design, and production functions up to the point books went to press. The EDP department continues to look for software solutions to editorial and production challenges as they present themselves.

The IT department created a Virtual Sales booth for conferences UPF could not attend, added data transmission modules to our existing inventory management software to allow error-free inventory updates to major vendors, and managed the transfer of all the Seaside Publishing electronic assets.

b. Continue staff development programs to further enhance knowledge and productivity in order to support enhanced technology and operational systems.

Five staff members attended the annual meeting of university presses, serving as panelists in seven sessions and bringing back information and workflow ideas for UPF. The Director was elected to be the Association’s president. UPF staff participated in three webinars about production workflows, and the Deputy Director attended the Charleston conference to learn more about the library market and their financial challenges. UPF staff now holds monthly meetings to review the performance of books published in the previous year.

c. Invest in capital purchases previously delayed due to budget restraints.

The database purchase is still on hold. UPF was able to purchase 2 more sales transmission modules for our inventory software and three new servers.

d. Maintain relevance and value to all SUS faculty.

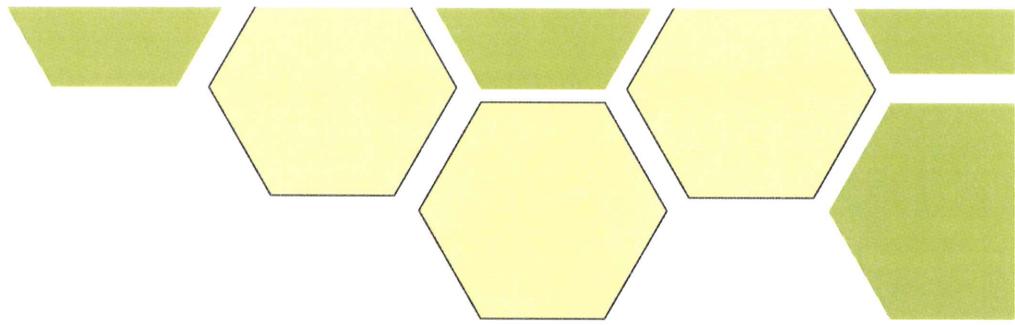
The tripartite division means UPF has a service for everyone in the SUS. The goal is to continue building Orange Grove texts to tackle textbook affordability and Publication Services to aggregate a shared resource to more customers.

FY 2014 Year End Budget and PROPOSED FY 2015 BUDGET

	BUDGET FY 2013–2014	Actual Year End 2013–2014	Budget Fiscal Year 2014–2015
REVENUES:			
General Revenue	\$553,428.00	\$553,428.00	\$553,428.00
Interest	\$17,000.00	\$3,064.75	\$7,000.00
Sales Proceeds	\$2,376,726.00	\$2,266,530.46	\$2,394,123.00
Postage & Handling	\$30,000.00	\$34,434.27	\$35,000.00
Sub rights and Misc	\$150,000.00	\$249,329.68	\$225,000.00
TOTAL REVENUE	\$3,127,154.00	\$3,106,787.16	\$3,214,551.00
EXPENSES:			
Salaries	\$1,505,827.23	\$1,511,283.88	\$1,626,283.57
Regular OPS	\$108,444.57	\$108,482.21	\$117,427.79
Freelancers	\$171,138.20	\$169,799.15	\$171,360.00
Operating Expenses	\$312,618.30	\$392,687.31	\$311,077.42
Equipment	\$1,000.00	- \$1,000.00	
Sales & Marketing	\$200,000.00	\$198,318.81	\$220,000.00
Book Manufacturing	\$660,835.00	\$603,758.50	\$571,197.75
Manuscript Evaluation	\$25,000.00	\$23,985.00	\$25,000.00
Royalties	\$249,449.00	\$293,598.41	\$275,472.00
Computer Operations	\$69,780.00	\$58,897.27	\$63,000.00
TOTAL EXPENSES	\$3,304,092.30	\$3,360,810.54	\$3,381,818.53
Operating Surplus or (Deficit)	(\$176,938.30)	(\$254,023.38)	(\$167,267.53)
Cumulative Operating Surplus		176,984.42	(\$77,038.96)
Total Surplus or (Deficit)		(\$77,038.96)	(\$244,306.49)

Fiscal Year 2015

GOALS



The goal for the staff in FY 2015 is to begin moving up to the next level of excellence among university presses, a goal that cannot occur without investment in UPF's creaky infrastructure and operating capabilities. We are limited, not by imagination or business model ideas, but by lack of investment capital. UPF and its staff have achieved the highest level of operational efficiencies and are in a position to offer their services to any entity in the SUS. UPF believes in its abilities, its mission, its commitment to the SUS, and to the advancement of higher educational goals in the State of Florida; it is now time for the SUS to believe enough in us to increase our funding. The goals for next year reflect both financial recovery and realignment of resources to move into the next phase.

QUANTITATIVE GOALS

- a. Sign 125 projects a year, and increase new titles delivered to 90.
- b. Utilize digital technology whenever feasible.
- c. Move to reduce existing surplus inventory.
- d. Grow the Publication Services division to 12 projects per year.
- e. Continue to explore alternative forms of revenue.

QUALITATIVE GOALS

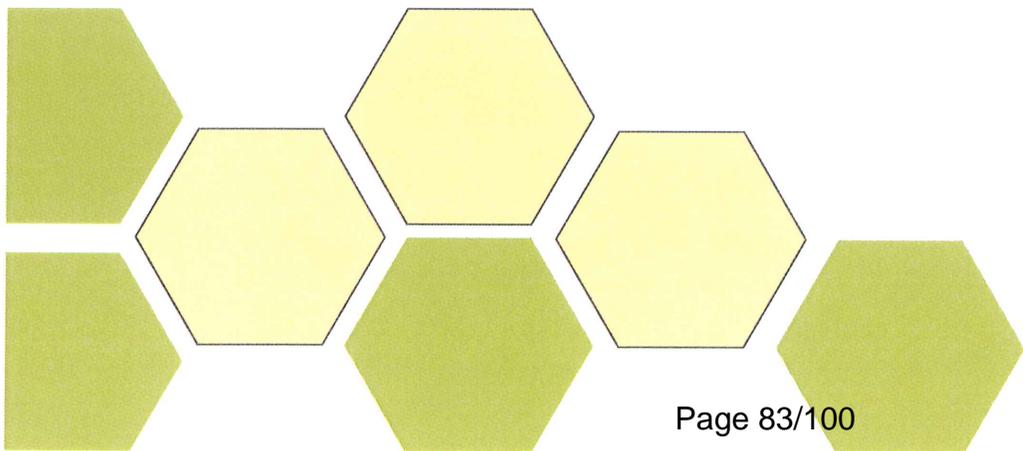
- a. Win major awards for scholarly excellence.
- b. Increase global visibility through online access to scholarship, favorable book reviews, and publicity for the press and its authors.
- c. Advertise and exhibit to the national and international academic community.
- d. Expand and diversify online marketing efforts through social media, email campaigns, website-hosted solutions, and increased analytics
- e. Maintain status as Florida's preeminent publisher of regional books

FINANCIAL GOALS

- a. Manage the Press budget so as to achieve no less than the budgeted surplus, or no more than the budgeted deficit.
- b. Rebuild the operating surplus.
- c. Manage cash flow effectively to maintain adequate operating capital to cover expenses through seasonal fluctuations and lags in cash flow.
- d. Increase revenue through active fundraising and grant writing.
- e. Increase revenue through other opportunities, such as OGT+ and Publication Services.

OPERATIONAL GOALS

- a. Increase SUS investment in UPF's operating funds and infrastructure so that UPF can grow to the next level of excellence
- b. Maintain operating efficiency and cost-effectiveness by keeping abreast of industry trends and incorporating technological advancements in electronic publishing, information management, and manufacturing methods.
- c. Continue staff development programs to further enhance knowledge and productivity in order to support enhanced technology and operational systems.
- d. Build a proactive subsidiary rights program that will contribute to revenue.
- e. Invest in capital purchases that were delayed due to budget restraints.
- f. Find innovative ways to highlight UF's and FSU's preeminent status in global dissemination, then work that plan throughout the rest of the SUS.
- g. Continue our Green Initiative program to reduce our carbon footprint.



Appendix A

UPF EDITORIAL ADVISORY BOARD, 2013–2014

Stephen T. Miles, Chair (2013–2014)
Provost and Vice President for Academic Affairs
Director, New Music New College
New College of Florida

Uzi Baram (2013–2015)
Professor of Anthropology
Division of Social Sciences
New College of Florida

John Belohlavek (2012–2014)
Professor of History
Department of History
University of South Florida

Diane Chase (2012–2014)
Vice Provost, Academic Affairs
University of Central Florida

Matthew Corrigan (2013–2015)
Professor and Chair
Department of Political Science
and Public Administration
University of North Florida

David Earle (2012–2014)
Associate Professor
Department of English and World Languages
University of West Florida

Nicola Foote (2013–2015)
Associate Professor of Latin American History
Department of Social and Behavioral Sciences
Florida Gulf Coast University

Andrew K. Frank (2014–2016)
Allen Morris Associate Professor of History
Department of History
Florida State University

David Jackson (2012–2014)
Professor of History and Chairman
Department of History and Political Science
Florida A & M University

Bill Link (2013–2015)
Professor of History
Department of History
University of Florida

Nancy K. Poulson (2013–2015)
Professor of Spanish and Latin American Studies
Department of Languages, Linguistics
and Comparative Literature
Florida Atlantic University

John Stack (2013–2015)
Director, School of International and Public Affairs
Florida International University

Appendix B

NEW TITLES PUBLISHED IN FY 2014

The Abolition of Slavery in Ottoman Tunisia

by Ismael M. Montana

Africa in Florida

edited by Amanda B. Carlson and Robin Poyner

African Diasporic Women's Narratives
by Simone A. James Alexander

African Spiritual Traditions in Novels of Morrison (pbk)

by K. Zauditu-Selassie

African-Brazilian Culture and Regional Identity in Bahia, Brazil

by Scott Ickes

After Freedom Summer (pbk)

by Chris Danielson

After Slavery

edited by Bruce E. Baker & Brian Kelly

AIDS, Culture, and Gay Men (pbk)

edited by Douglas A. Feldman

Ain't Scared of Your Jail (pbk)

by Zoe A. Colley

American Alligator

by Kelby Ouchley

An Archaeology of Asian

Transnationalism

by Douglas E. Ross

An Archaeology of Black Markets (pbk)

by Mark W. Hauser

The Archaeology of Citizenship

by Stacey Lynn Camp

The Archaeology of French and Indian War Frontier Forts

edited by Lawrence E. Babits and Stephanie Gandulla

Ballroom! (pbk)

by Sharon Savoy

Becoming Virginia Woolf

by Barbara Lounsberry

Beyond Forty Acres and a Mule (pbk)

edited by Debra A. Reid & Evan P. Bennett

The Bioarchaeology of Individuals (pbk)

edited by Ann L. W. Stodder and Ann M. Palkovitch

The Bioarchaeology of Violence (pbk)

edited by Debra L. Martin, Ryan P. Harrod, and Ventura R. Perez

Bitten

by Andrew Furman

Black Power in the Caribbean

edited by Kate Quinn

Black Puerto Rican Identity and Religious

Experience (pbk)

by Samiri Hernandez Hiraldo

Boccaccio's Fabliaux

by Katherine A. Brown

The Bottlenose Dolphin (pbk)

by John E. Reynolds, Randall S. Wells, and Samantha D. Eide

Brazilian Propaganda

by Nina Schneider

Chan (pbk)

edited by Cynthia Robin

Collectors, Collections, and Collecting the Arts of China

edited by Jason Steuber, with Guolong Lai

Communists and Perverts under the Palms (pbk)

by Stacy Braukman

Comparative Perspectives on Afro-Latin America (pbk)

edited by Kwame Dixon and John Burdick

Confronting Decline

by David Koistinen

Consent of the Damned (pbk)

by David M. K. Sheinin

Conservative Bias

by Bryan Hardin Thrift

Creole Renegades

by Benedicte Boisseron

Crônicas Brasileiras (3d ed)

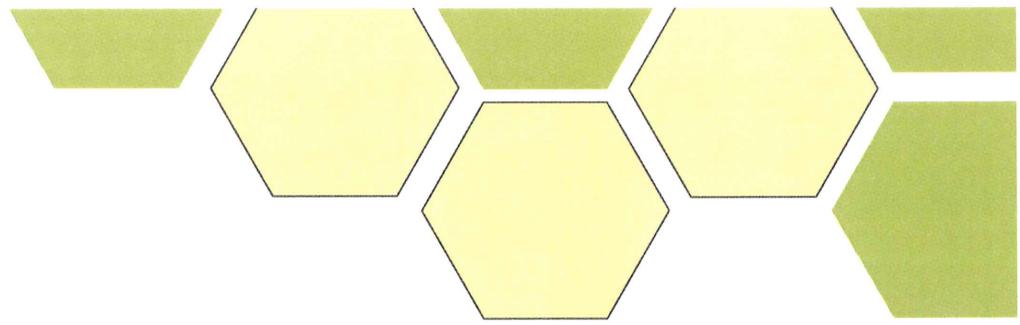
edited by Charles A. Perrone, Dario Borim Jr., and Celia R. Bianconi

Crossing the Line

by Cherisse Jones-Branch

Cuba in a Global Context

edited by Catherine Krull



Cuban Revelations
by Marc Frank

Day Hiking Southwest Florida
by Johnny Molloy

Destination Dixie (pbk)
edited by Karen L. Cox

*Early & Middle Woodland Landscapes
of the Southeast*
edited by Alice P. Wright and Edward R.
Henry

Enchantments
by Jerald T. Milanich & Nina J. Root

Encyclopedia of Caribbean Archaeology
edited by Basil A. Reid and
R. Grant Gilmore III

Everyday Life Matters
by Cynthia Robin

Exile and Revolution
by Gerald E. Poyo

Extremism in America
edited by George Michael

Fed Up
by Dale Finley Slongwhite

Fertile Bonds
by Suzanne E. Joseph

Florida Sinkholes
by Robert Brinkmann

Forever Young (pbk)
by John W. Young, with James R. Hansen

Freedom's Pragmatist
by Sylvia Ellis

The French School of Classical Ballet
by Vanina Wilson

Fringe Florida
by Lynn Wadell

From Sit-Ins to SNCC (pbk)
edited by Iwan Morgan and Philip Davies

From These Honored Dead
edited by Clarence R. Geier, Douglas D.
Scott, and Lawrence E. Babits

*From Yellow Dog Democrats to Red State
Republicans* (pbk, 2d ed)
by David Colburn

Fútbol!
by Joshua H. Nadel

God's Fields (pbk)
by Leland Ferguson

Going Ape
by Brandon Haught

*The Having of Negroes Is Become
a Burden* (pbk)
by Michael J. Crawford

High Seas Wranglers
by Terry L. Howard

The History of Florida
edited by Michael Gannon

*Indians & British Outposts in Eighteenth-
Century America* (pbk)
by Daniel Ingram

Indians and Wannabes
by Ann M. Axtmann

*An Introduction to British Arthurian
Narrative* (pbk)
by Susan Aronstein

An Introduction to the Chansons de Geste
by Catherine M. Jones

An Introduction to the Gawain Poet (pbk)
by John M. Bowers

Islam's Jesus
by Zeki Saritoprak

Island Bodies
by Rosamond S. King

Jazz Dance
edited by Lindsay Guarino and Wendy
Oliver

Jose Marti, the United States, and Race
by Anne Fountain

Kongo across the Waters
edited by Susan Cooksey, Robin Poynor,
and Hein Vanhee

The Landscape Painting of China
by Harrie A. Vanderstappen; edited by
Roger E. Covey

Life and Death on the Greenland Patrol
(pbk)
by Thaddeus D. Novak; edited by P. J.
Capelotti

The Life and Lies of Paul Crouch
by Gregory S. Taylor

Long Key
by Thomas Neil Knowles

The Maghrib in the New Century (pbk)
edited by Bruce Maddy-Weitzman and
Daniel Zisenwine

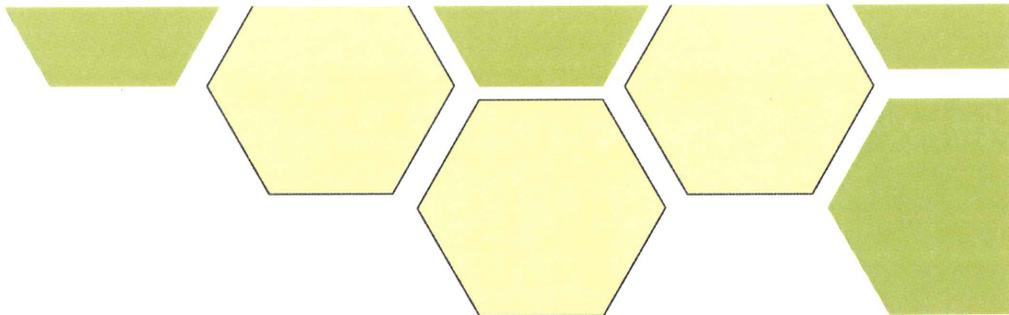
Majic Ring (pbk)
by H.D., edited by Demetres P.
Tryphonopoulos

Marjorie Harris Carr
by Peggy Macdonald

*The Maroons of Prospect Bluff and Their
Quest for Freedom in the Atlantic World*
by Nathaniel Millett

Masculinity after Trujillo
by Maja Horn

Miami for Families
by Laura Albritton



- Miami* (rev ed)
by T. D. Allman
- The Miscellaneous Writers and Sterne's
Subscribers, an Identification List*
edited by Melvyn New and W. B. Gerard
- Mission Cemeteries, Mission Peoples*
by Christopher M. Stojanowski
- Moderate and Radical Islamic
Fundamentalism* (pbk)
by Ahmad S. Moussalli
- Monumental Dreams*
by Caroline Seebohm
- Mr. Flagler's St. Augustine*
by Thomas Graham
- The Mulatto Republic*
by April J. Mayes
- Nation within a Nation*
edited by Glenn Feldman
- New Histories of Pre-Columbian Florida*
edited by Neill J. Wallis and Asa R. Randall
- On Stage Alone* (pbk)
edited by Claudia Gitelman and Barbara
Palfy
- Outposts on the Gulf*
by William Warren Rogers
- The Past Is a Moving Picture* (pbk)
by Janna Jones
- The Path to the Greater, Freer, Truer World*
by Lindsey R. Swindall
- Pitching Around Fidel* (rev ed)
by S. L. Price
- The Politics of Race in Panama*
by Sonja Stephenson Watson
- Power & Paradise in Walt Disney's World*
by Cher Krause Knight
- Primitive Baptists of the Wiregrass South*
(pbk)
by John G. Crowley
- The Purposes of the University*
by Bernie Machen, with Aaron Hoover
- Quakers Living in the Lion's Mouth* (pbk)
by A. Glenn Crothers
- The Quotable Eleanor Roosevelt*
edited by Michele Wehrwein Albion
- Shaw's Settings*
by Tony Jason Stafford
- Skyway*
by Bill DeYoung
- Slave Breeding* (pbk)
by Gregory D. Smithers
- Sleigh Rides, Jingle Bells, and Silent
Nights*
by Ronald D. Lankford Jr.
- State of Defiance*
by Judith Poucher
- Stinking Stones and Rocks of Gold*
by Shepherd W. McKinley
- Subjects or Citizens*
by Robert Whitney and Graciela
Chailloux Laffita
- Surfing Florida*
by Paul Aho
- Tenochtitlan* (pbk)
by Jose Luis de Rojas
- Territorial Rule in Colombia and
the Transformation of the Llanos
Orientales*
by Jane M. Rausch
- The Tortured Life Scofield Thayer*
by James Dempsey
- Tracing Childhood*
edited by Jennifer L. Thompson, Marta P.
Alfonso-Durruty, and John J. Crandall
- Trends and Traditions in Southeastern
Zooarchaeology*
edited by Tanya M. Peres
- Tropic of Hopes*
by Henry Knight
- Trout* (pbk)
by Jeff Kunerth
- Uelsmann Untitled*
by Jerry Uelsmann
- Uncommonly Savage*
by Paul D. Escott
- The Union, the Confederacy, and
the Atlantic Rim* (rev ed)
edited by Robert E. May
- Urarina Society, Cosmology, and History
in Peruvian Amazonia* (pbk)
by Bartholomew Dean
- Waterways*
by Jennifer Frick-Ruppert
- Winning While Losing*
edited by Kenneth Osgood & Derrick E.
White
- Zephaniah Kingsley Jr. and the Atlantic
World*
by Daniel L. Schafer

Appendix C

ORANGE GROVE TEXTS PLUS ORIGINAL TITLES

NEWLY RELEASED IN FY 2014

American Government

by Timothy O. Lenz and Mirya Holman

Distinction Through Discovery: A Research-Oriented First Year Experience

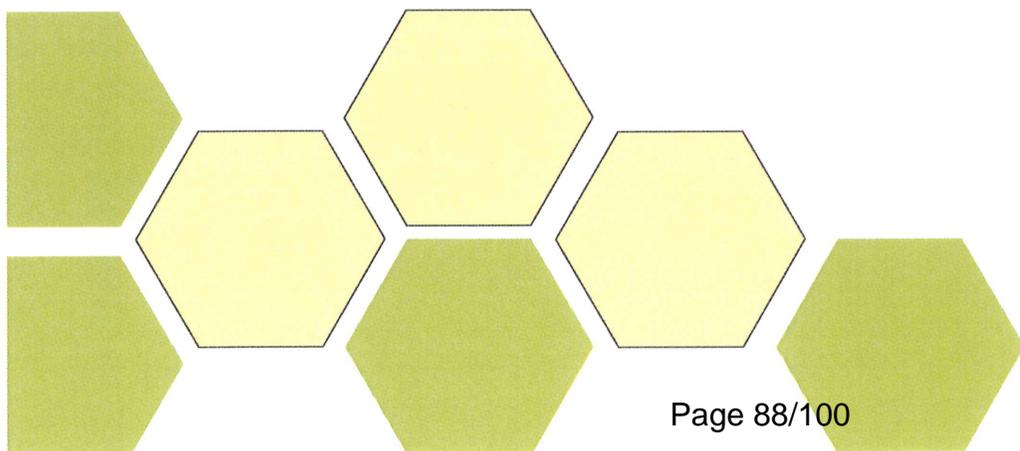
by Jeffrey L. Buller

Notes on Writing the History of the Ku Klux Klan

by David Chalmers

Theatrical Worlds

edited by Charlie Mitchell



Appendix D

TOP SELLING SEASIDE PUBLISHING TITLES

**Waiting at Joes*

by Deeny Kaplan Lorber

**Florida's Edible Wild Plants*

by Peggy Sias Lantz

One Tank Trips: Fun Florida Adventures

by New World Communications

One Tank Trips: Hidden Treasures

by New World Communications

**Cuban Home Cooking: Favorite Recipes from a Cuban Home Kitchen (rev ed)*

by Jane Cossio and Joyce LaFray

Key Lime Cookin'

by Joyce LaFray

One Tank Trips: Off the Beaten Path with Bill Murphy

by New World Communications

Clarita's Cocina: Great Traditional Recipes from a Spanish Kitchen

by Clarita Garcia

Key Lime Desserts: Famous Recipes from Famous Places

by Joyce LaFray

Everyday Adventures: A Florida Outdoors Guide

by Terry Tomalin

(*indicates new in FY 2014)

Appendix E

FY 2014 BESTSELLERS BY TITLE

1	Classical Ballet Technique (p)	2,489	copies	\$ 51,252
2	Uelsmann Untitled	1,530	copies	\$ 36,017
3	The Columbia Restaurant Spanish Cookbook	2,477	copies	\$ 32,760
4	Cuban Revelations	1,863	copies	\$ 28,949
5	Columbia Restaurant	1,249	copies	\$ 26,425
6	History of Florida	1,232	copies	\$ 22,735
7	Fringe Florida	1,590	copies	\$ 20,596
8	Waiting at Joe's	2,085	copies	\$ 20,425
9	No Ordinary Days	316	copies	\$ 17,998
10	Paradise Screwed (ePub)	3,488	copies	\$ 17,627
11	American Alligator	1,711	copies	\$ 17,350
12	Sleigh Rides, Jingle Bells, etc.	1,523	copies	\$ 16,846
13	After Slavery	295	copies	\$ 16,514
14	Backcountry Lawman	1,231	copies	\$ 16,367
15	Skyway	1,186	copies	\$ 15,913
16	Highwaymen	860	copies	\$ 15,763
17	Vegetable Gardening in Florida	1,804	copies	\$ 15,205
18	Arch French/Indian War Frontier Forts	252	copies	\$ 14,299
19	Zephaniah Kingsley Jr.	870	copies	\$ 13,801
20	Geologic History of Florida	534	copies	\$ 13,595
21	Dream Houses	526	copies	\$ 13,438
22	Fútbol!	969	copies	\$ 12,516
23	Surfing Florida	754	copies	\$ 12,501
24	Freedom's Pragmatist	359	copies	\$ 12,151
25	Africa in Florida	209	copies	\$ 12,145
26	New Orleans Voodoo Priestess (p)	891	copies	\$ 12,130
27	Forever Young (p)	1,005	copies	\$ 11,993
28	Kongo across the Waters (p)	616	copies	\$ 11,855
29	Florida Wildflowers	722	copies	\$ 11,777
30	Everyday Life Matters	242	copies	\$ 11,619
31	Intro to Geoffrey Chaucer	220	copies	\$ 11,403
32	Monumental Dreams	710	copies	\$ 11,312
33	Jazz Dance	476	copies	\$ 11,303
34	Extremism in America	199	copies	\$ 11,153
35	Landscape Painting of China	364	copies	\$ 11,085
36	Maroons of Prospect Bluff	197	copies	\$ 11,070
37	Totch (p)	1,165	copies	\$ 10,964
38	Distinction through Discovery	182	copies	\$ 10,803
39	Ballet Pedagogy	641	copies	\$ 10,788
40	Florida Sinkholes	318	copies	\$ 10,773
41	Quotable Eleanor Roosevelt	817	copies	\$ 10,679
42	Collectors/Collecting Arts China	262	copies	\$ 10,674
43	Florida Lawn Handbook (3d ed)	1,145	copies	\$ 10,435
44	Field to Feast	708	copies	\$ 10,402
45	Florida: Short History (rev ed)	1,305	copies	\$ 10,325
46	Florida Cowboys	410	copies	\$ 9,898
47	FL's Best Native Landscape Plants	537	copies	\$ 9,808
48	Ringling: FL Years	710	copies	\$ 9,638
49	Kongo across the Waters (cl)	247	copies	\$ 9,616
50	Madame Lalaurie	745	copies	\$ 9,606



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
BOARD MINUTES**

June 6, 2014

Emerson Alumni Hall, University of Florida, Gainesville, Florida

Time Convened: 10:17 a.m. EDT

Time Adjourned: 11:33 a.m. EDT

1.0 Call to Order and Welcome

Chair, C. David Brown, II, called the meeting to order at 10:17 a.m. EDT.

Members present were:

Trustees C. David Brown, II (Chair), Susan M. Cameron, Christopher T. Corr, Charles B. Edwards, James W. Heavener, Pradeep Kumar, Carolyn K. Roberts, Jason J. Rosenberg, Juliet M. Roulhac, Steven M. Scott, David M. Thomas, Cory M. Yeffet.

Others present were:

President J. Bernard Machen, members of the President's Cabinet, other 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.

Chair Brown welcomed everyone to the meeting and asked President Machen for his President's Report.

3.0 President's Report

President Machen expressed his satisfaction with the successes of the year, as the 2013-14 academic year comes to an end. He congratulated the talented faculty whose teaching, research and service represent high accomplishments and who were being promoted and granted tenure. President Machen observed that our great faculty members are the vitality of the institution. He commended the administrative team for their teamwork, dedication and ability to support the important work of the University. Expressing his appreciation, President Machen said the administrative team is very focused on doing what is good for the institution.

Chair Brown thanked President Machen for his report and commented that the work being done is outstanding. He then asked for the Committee Chairs to present their reports.

4.0 Committee Reports

Committee on Audit and Operations Review

Trustee Charles Edwards, Chair of the Committee on Audit and Operations Review, provided his report, noting that all Committee members were present at the Committee meeting, except Trustee Brown who was unable to attend. After reviewing and approving the minutes of the March 27, 2014 meeting, and having no Action Items on the Agenda, the Committee then moved to the Discussion/Informational Items on its Agenda.

Discussion/Informational Items addressed were an Update on External Audits, Audits and Other Reviews, Quarterly Follow-up, Annual Audit Plan Revisions, Audits of Affiliated Organizations and the Annual Audit Report, with the discussion reflected in the Committee's June 5, 2014 minutes.

Committee on Educational Policy and Strategy

Trustee Steven Scott, Chair of the Committee on Educational Policy and Strategy, provided his report, noting that all Committee members were present at the Committee's meeting, except Trustee Brown who was unable to attend.

After reviewing and approving the minutes of the March 18, 2014 and March 27, 2014 meeting, the Committee discussed and then 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 June 5, 2014 minutes):

- EP1. Tenure Upon Hire
- EP2. Baby Gator Child Development and Research Center Fees FY 2014-2015
- EP3. Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Management Group for Classified Information
- EP4. New Degree: Ph.D. in Computer and Information Science and Engineering
- EP5. University of Florida Regulations
- EP6. University of Florida Work Plan 2014-2015
- EP7. Degree Program Terminations
- EP8. Annual Tenure Awards

Discussion/Informational Items addressed were updates on admissions, student government, and the faculty senate, and information on name changes, the SACS/COC accreditation report, IT update and UF Online update, with the discussion reflected in the Committee's June 5, 2014 minutes.

Committee on External Relations

Trustee Carolyn Roberts, Chair of the Committee on External Relations, provided her report, noting all Committee members were present at the Committee meeting. After reviewing and approving the minutes of the March 27, 2014 meeting, and having no Action Items on the

Agenda, the Committee then moved to the Discussion/Informational Items on its Agenda. The Discussion/Informational Item addressed was an Update on St. Augustine from William L. Proctor, former legislator, Chancellor and former president of Flagler College, and a member of the UF Direct Support Organization, Historic St. Augustine, with the discussion reflected in the Committee's June 5, 2014 minutes. The Committee on External Relations joined the Committee on Strategic Initiatives and the Joint Committee heard a presentation by Richard Galehouse on Maximizing Town/Gown Relations.

Committee on Finance and Facilities

Trustee Susan Cameron, Chair of the Committee on Finance and Facilities, provided her report, noting that all Committee members were present at the Committee meeting, except Trustee Brown who was unable to attend. After reviewing and approving the minutes of March 27, 2014, the Committee discussed and then unanimously approved the following Action Items and recommended them for the Board's approval on the Consent Agenda (with the details of her report reflected in the Committee's June 5, 2014 minutes):

- FF1 Final Operating Budget of Revenues and Expenses for Fiscal Year Ended 2013-14 and Preliminary Operating Budget of Revenues and Expenses for Fiscal Year Ended 2014-15
- FF2 Fixed Capital Outlay Legislative Budget Request for Fiscal Year 2015-2016
- FF3 2015-16 Facilities Spending Plan for FY14 PECO/CITF/Other Appropriated Funds
- FF4 2015-2020 Educational Plant Survey
- FF5 Dental Science Building (DSB) Energy Efficiency Contract – UF Building 0205

Discussion/Informational Items addressed were updates on Construction and Maintenance, Campus Master Plan Amendment, Quarterly Financial Report, Legislative, Parking Monetization, Banking ITN, University of Florida Investment Company (UFICO), Service Innovation and Employee Recognition, with the discussion reflected in the Committee's June 5, 2014 minutes.

Committee on Governance

Trustee David Thomas, Chair of the Committee on Governance, provided his report, noting that all Committee members were present at the Committee meeting. After reviewing and approving the minutes of the March 27, 2014 meeting, the Committee discussed and then unanimously approved the following Action Item and recommended this action for the Board's approval on the Consent Agenda (with the details of his report reflected in the Committee's June 5, 2014 minutes):

- GV1. Creation of Shands Recovery LLC
- GV2. and R14-131. Election
- R14-132. University Secretary

Committee Chair Thomas expressed his and the Board's deep gratitude to Board Chair David Brown for his extraordinary leadership and service to UF over many years and two terms on the Board. Chair Brown has supported the development of an exceptional Board and has led the University's governance through many challenges to a time of growth and strength.

Discussion/Informational Items addressed were Category 1 Affiliate presentations from the University of Florida Athletic Association and Gator Boosters and the University of Florida Foundation, and an update on the Vice President for Research Reporting, with the discussion reflected in the Committee's June 5, 2014 minutes.

Committee on Strategic Initiatives

Trustee Christopher Corr, Chair of the Committee on Strategic Initiatives, provided his report, noting that all Committee members were present. After reviewing and approving the minutes of the March 27, 2014 meeting, and having no Action Items on the Agenda, the Committee then moved to the Discussion/Informational Items on its Agenda.

The Discussion Item addressed was an update on the preeminence dashboard, with the discussion reflected in the Committee's June 5 2014 minutes. The Committee on External Relations joined the Committee on Strategic Initiatives and the Joint Committee heard a presentation by Richard Galehouse on Maximizing Town/Gown Relations.

5.0 Consent Agenda

At the completion of the Committee reports, Chair Brown asked for a motion to approve the Consent Agenda, which was made by Trustee Thomas and seconded by Trustee Roberts. 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.

Chair Brown congratulated Trustee and Board Vice Chair Steven Scott on his election as Chair of the Board of Trustees and Trustee and Governance Committee Chair David Thomas on his election as Vice Chair of the Board of Trustees. He expressed that it has been an honor to serve as Chair of this distinguished and dedicated Board and to contribute with fellow Trustees, President Machen, and the Administration to the growth and recognition of this great University. Mr. Brown emphasized that the University and this Board are in capable and dedicated hands with Trustee Scott and Trustee Thomas. Trustee Scott brings sophisticated national and international knowledge of academic research institutions and academic medicine, as well as financial, investment and entrepreneurial savvy. Trustee Scott's leadership will help this University recruit its next President and reach its goal of becoming a top 10 public AAU research university. Trustee Thomas brings top international business, technology, investment, and communications experience, as well as a keen sense of entrepreneurial opportunities and creativity. Trustee Thomas' experience leading and serving on the boards of major technology, investment and communications businesses and his global perspective are great assets to UF. Both are deeply dedicated to this University, to its recognition as a top public research university and to its continued growth and strength. Chair Brown expressed his confidence in all of the Trustees and in their support of Trustee Scott and Trustee Thomas in their efforts.

Trustee Scott stated that President Machen and Board Chair Brown had brought the University to a very high and unique place. Finding a new leader who will steer us successfully through the next 10 years will be a task requiring great effort and dedication, but UF is prepared to do exactly that. The faculty will have to help raise the bar, and they are ready to do so. Dr. Scott

stated that it is a real honor to serve as Chair of the Board and Chair of the Search Committee, and these responsibilities are weighty. He expressed his intent to do everything possible to educate himself and help identify the very best candidate to lead UF through the next ten years. The University has an excellent foundation on which to build due to the dedication, wisdom and efforts of President Machen, the Deans, the faculty and the administration; UF is reaping those rewards with the hiring of additional accomplished faculty in our preeminence initiative. This is a landmark time for UF. If we make the right decisions now, the University has an opportunity to really bring University of Florida to a whole new level. Without diminishing the task ahead, Chair-elect Scott expressed his confidence that UF will recruit a distinguished academic who is also a great leader and administrator to help secure the University's future.

6.0 New Business

No new business was brought before the Board.

7.0 Resolutions

Chair Brown noted that the Board is recognizing the contributions of one of our fellow Trustees and three University leaders who will be moving on to other endeavors. A resolution for each of them is incorporated in these minutes and will be posted in BoardVantage. Chair Brown highlighted the contributions of each of the honorees.

R14-129 Marc Heft, President of the Faculty Senate

Chair Brown noted that Trustee Heft, President of the Faculty Senate, has brought to the Board valuable insights about the University and the faculty. He has served the faculty interests well, while thoughtfully considering all perspectives of important University issues and reaching wise decisions for the best interests of the University. Trustee Heft has applied incredible intelligence and intellectual curiosity to enrich the University community with his round tables and distinguished faculty lecture series, helping the broad University community to appreciate the work of our extraordinary faculty and fostering an understanding of important issues facing academic research and higher education. Trustee Heft's collegiality and his seriousness of purpose and dedication have been remarkable. Chair Brown expressed the gratitude of the entire Board for Trustee Heft's contributions and for the opportunity to work with him on the Board. His exceptional citizenship has earned him a seat on the Presidential Search Committee and we will surely call on him in the years to come.

R14-135 Matthew Fajack, Vice President and Chief Financial Officer

Chair Brown asked Provost Glover to offer some comments on Vice President and Chief Financial Officer, Matt Fajack. Provost Glover indicated that the moment was a bittersweet one. Vice President Fajack was the first Chief Financial Officer hired at the University of Florida. He laid the groundwork for all future Chief Financial Officers. He seized the opportunity and established a great legacy at the University by implementing the RCM budgeting system and positioning it to evolve after a good start. Mr. Fajack's Service Innovation Initiative has generated cost savings and efficiencies at UF, streamlining business processes at UF. He took the initiative to act as a principal liaison between the University and Gainesville and the

surrounding communities, contributing to the community and supporting UF's reputation as a good citizen. Vice President Fajack has a wonderful demeanor, always trying to help others to problem-solve. Provost Glover observed that UF's loss is the University of North Carolina's future.

R14-136 Winfred Phillips, Senior Vice President and Chief Operating Officer

President Machen asked Chair Brown to speak about the next two honorees. He first addressed former Dean of Engineering, Vice President for Research, and the first Senior Vice President and Chief Operating Officer, Dr. Win Phillips, emphasizing that the University has enormously benefited from Dr. Phillips' leadership and wisdom over a long period of time. Dr. Phillips has the ability to make things happen. All constituencies at the University and in the academic research and Gainesville communities know they can trust him. He has the confidence of the faculty and the administration. He leaves an incredibly successful and important legacy of growth and accomplishment at UF. He achieved a complete restructuring of the administration by creating the Chief Operating Officer role, and as a personal favor to me took it on. The University runs today as a result of Dr. Phillips stepping up and making this new model work. Dr. Machen expressed his deep gratitude to Dr. Phillips, stating that the University would not have been able to accomplish what we have over the last decades without his leadership.

R14-134 Jamal Sowell, Special Assistant to the President and Board Liaison

President Machen next addressed Jamal Sowell, observing that it is rare to have someone who permeates so many aspects of the University and does so with such thoughtfulness and ease. Jamal Sowell has advised and supported the success of students, his colleagues in the administration, the Board, the President, many special constituencies. He has had a profoundly positive impact on many parts of the University. The future is ahead for Jamal Sowell.

Chair Brown asked for a motion to adopt the resolutions for Marc Heft, Matthew Fajack, Win Phillips, and Jamal Sowell, which was made by Trustee Scott and seconded by Trustee Yeffet. 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.

8.0 Comments of the Chair of the Board

Chair Brown asked the Board for any new business, and hearing none, he began his comments.

Chair Brown thanked all of the Trustees, President Machen and the Administration for their hard and effective work on behalf of the University and for the pleasure of working with them, acknowledging that this was his last meeting as the Chair. He said that it had been a 45-year journey for him in his relationship with UF, from his time as a student, to his Board service with Jeb Bush appointing him the first time, to the honor of serving the University as Board Chair. David Brown mused that when Jeb Bush appointed him, Governor Bush asked him to promise to be a better Trustee than he was a student. Chair Brown said that it has meant so much to be able to serve the University as a member and the Chair of the Board, and remarked that there couldn't be a better meeting at which to end his term. Chair Brown closed by saying that this

has been a magnificent team to work with and expressed his excitement about selecting a new president in the coming year.

9.0 Adjourn

After asking for any further discussion and hearing none, Chair Brown asked for a motion to adjourn, which was made by Trustee Cameron and a second which was made by Trustee Roberts. With no further discussion desired, Chair Brown asked for all in favor and any opposed, and the motion passed unanimously. The University of Florida Board of Trustees meeting adjourned at 11:33 a.m. EDT.



MINUTES
Meeting/Telephone Conference Call Meeting
of the
University of Florida Board of Trustees

July 8, 2014

Time Convened: 5:24 p.m. EDT

Time Adjourned: 5:28 p.m. EDT

Board Chair Steven M. Scott called the UF Board of Trustees meeting to order at 5:24 p.m. EDT, after T.J. Villamil confirmed a quorum, with all Trustees present except as noted below.

Members of the University of Florida Board of Trustees present were:

Steven M. Scott (Chair), David L. Brandon, Susan M. Cameron, Christopher T. Corr, Bill Heavener, Pradeep Kumar, Carolyn K. Roberts, Jason J. Rosenberg, Juliet M. Roulhac, David M. Thomas, Cory M. Yeffet. Trustees Charles Edwards and C. David Brown, II, were unable to attend.

Others present were:

Jan Greenwood, Partner, Greenwood/Asher & Associates; Stephen Pollack, Partner, Mercer; Christina Bonarrigo, UF Presidential Search Committee member; Vice President for Human Resource Services, Paula Fussell, Vice President, General Counsel and University Secretary, Jamie Lewis Keith, Vice President for University Relations, Jane Adams, Assistant Vice President for Public Affairs, Janine Sikes, Administrative Contact for the Search, Melissa Orth, Executive Assistant, Becky Holt, Special Assistant to the President, TJ Villamil; members of the media and other members of the UF community and public. The meeting was also live-streamed over the Internet.

Board Chair Steven Scott began the meeting by noting:

- All members of the Board of Trustees who are present today were present for the joint meeting of the Search Committee and Board Governance Committee, which just concluded.
- Trustees joined in the discussion.

- The full Board received the July 7, 2014 Mercer Report and heard Mercer Partner Stephen Pollack present Mercer's opinion and Report on the current (2014) market range of total compensation for presidents of peer institutions.
- The Search Committee and the Board Governance Committee recommend approval by the Board of SC1/GV1 as amended at their joint meeting.
- Chair Scott then asked if any Trustee desired any further discussion-- or had any questions for Mercer, Bill Heavener Chair of the Search Subcommittee on Compensation, Search Chair Scott, or Governance Committee Chair David Thomas— before proceeding to the Consent Agenda.

There were no further questions, as Trustees were included in the just-concluded joint meeting where a full discussion occurred.

Board Chair Steve Scott then summarized the following key points:

- UF expects to pay current (2014) market total compensation to recruit the quality of leader needed to bring one of the largest, broadest scope, most complex public AAU research universities—that is also Florida's foremost preeminent university--into the top 10 of public AAU research Universities as nationally ranked—particularly in the competitive recruitment field UF faces. This current (2014) market range is reflected on penultimate slides 8 and 9 of the Mercer Report.
- Ms. Keith interjected that Chair Scott pointed out at the joint meeting that the Board would be asked to approve the specific total compensation and configuration of components for the selected President (with the Board Chair making the proposal and being assumed to have some flexibility to negotiate) based on the particular experience and circumstances of that person and related negotiations. The Governance Committee and Search Committee recommended unanimously that the Board Chair, who is also the Search Chair, be given the flexibility to make these determinations within the market range set out in the Mercer Report and taking into account the experience and circumstances of each candidate when known (later in the search process).
- Chair Scott also noted that some portion of Total Compensation—such as base increases or deferred compensation increases—is expected to be tied to performance metrics associated with UF's preeminence goals (which are supported by the Board of Governors, Legislature and Governor)—as well as UF's state system performance metrics, which are proposed by UF's Board and approved by the Board of Governors.
- As required by Florida law, no more than \$200K of the President's remuneration will be funded by state funds.

Chair Scott then turned the Board's attention to the Consent Agenda. He asked Ms. Keith to repeat SC1/GV1, as amended, which she did as follows:

SC1/GV1 Action to Approve for Recommendation to the Board of Trustees for Its Approval on the Consent Agenda, the Mercer Opinion on Range of Market Compensation for Peer Institution Presidents As A Basis For Establishing the Total Compensation for the Next UF President and to provide to the Chair of the Board the authority and flexibility to determine,

and structure the components of, total compensation according to the qualifications and needs of the particular candidate within the market range reflected in the Mercer Report.

Board Chair Steve Scott asked if the Board was ready to act on the Consent Agenda. Hearing no further discussion, Chair Scott asked for a motion to approve SC1/GV1, as amended. The motion was made by Trustee Heavener and a second was made by Trustee Cameron.

Chair Steve Scott asked if there was any further discussion. Hearing none, Chair Scott asked for all in favor and any opposed and the motion passed unanimously.

Board Chair Steve Scott thanked the Board and asked if there was any new business. Hearing none, he asked for a motion to adjourn the Board Meeting, which was made by Trustee Cameron, and a second, which was made by Trustee Thomas. He asked for all in favor and any opposed and, with no further discussion, the motion was approved unanimously.

Chair Scott adjourned the meeting at 5:28 p.m. EDT.