



**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.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE MINUTES**

March 27, 2014

Time Convened: 10:35 a.m. EDT

Time Adjourned: 11:48 a.m. EDT

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

1.0 Call to Order and Welcome

Committee Chair, David M. Thomas called the meeting to order at 10:35 a.m. EDT.

Committee Members present:

All committee members were present: David M. Thomas (Chair), C. David Brown, II, Susan M. Cameron, James W. Heavener, Carolyn K. Roberts, Juliet M. Roulhac, and Steven M. Scott.

Others present:

Others present were President J. Bernard Machen, Vice President and General Counsel Jamie Lewis Keith, Senior Vice President and Chief Operating Officer/President of the University of Florida Development Corporation, Winfred Phillips, Ed Poppell of the University of Florida Development Corporation, Vice President for Research/President of the University of Florida Research Foundation, David Norton, Interim President and Chief Operating Officer, University of Florida Investment Corporation, Edward Kelly, members of the President's Cabinet, Senior University Counsel Michael Ford, 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 December 5, 2013 meeting, which was made by Trustee Roulhac and Seconded by Trustee Scott. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

There were no action items to be discussed.

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

5.0 Discussion/Informational Items

5.1 Category 1 Affiliate Presentations

Chair Thomas noted that as part of the Committee's affiliate governance oversight, the Committee had a presentation from Vice President and General Counsel Jamie Lewis Keith last March on UF's oversight controls for Direct Support Organizations (DSOs) and other affiliates. Slides from that presentation were distributed to all Trustees. The Committee determined that UF oversight is good and governance controls are in place. A UF Trustee already serves on the Board of each of the most substantial and complex DSOs and affiliates. However, the Committee decided to meet with each of the 8 most substantial and complex DSOs and affiliates beginning in March 2014 to determine whether or not meetings with the Governance Committee would significantly enhance oversight. The DSOs and affiliates are separate private tax-exempt entities that support UF's mission, and the UF Board of Trustees is not duplicating or micro-managing what their board do, just fulfilling the UF Board's oversight responsibilities.

The first three most complex DSOs and affiliates made presentations and their slides have been uploaded to BoardVantage for all Trustees.

- The University of Florida Development Corporation (UFDC) was represented by its President, Winfred Phillips, and its Innovation Square Development head, Ed Poppell. UF Board Chair C. David Brown, II is also UFDC's Board Chair.
- The University of Florida Investment Corporation (UFICO) was represented by its Interim President and Chief Operating Officer, Edward Kelly. Andrew Banks is its Board Chair and James W. (Bill) Heavener is the newly appointed UF Trustee on UFICO's Board.
- The University of Florida Research Foundation (UFRF) was represented by its President, UF's Vice President for Research, David Norton. UF President Machen chairs the UFRF Board and Trustee Carolyn K. Roberts is the UF Trustee on UFRF's Board.

Prior to the meeting, each DSO and affiliate completed a governance survey, and these surveys were included in the Governance Committee Board materials for the meeting. General Counsel Jamie Keith also noted that the Board's Audit Committee reviews summaries and reports of the DSOs' and affiliates' audits and management responses and the Finance and Facilities Committee reviews DSO and affiliate financials as part of UF's financial reporting. The presentations focused on each DSO or affiliate's mission and relationship to UF's mission; its notable accomplishments over the last five years; its major strengths and opportunities, as well as strategies to ensure awareness of challenges; and its short and long-term goals and approach to performance metrics. The Committee asked questions to confirm identification of areas

warranting compliance focus and sound compliance approaches. The Committee also asked questions related to understanding each entity's board and management governance. In future presentations, Committee Chair Thomas asked for a slide on compliance systems.

5.2 Update on Directors and Officers Insurance

General Counsel Jamie Keith provided an update on Directors and Officers insurance.

- The Governance Committee had concurred with the President that Directors and Officers insurance (at a premium of \$60,000/year) isn't needed unless required by a Trustee's employer to approve service on the UF Board.
- That need for D&O insurance doesn't presently exist and we are not planning to renew the policy.
- The Bylaws' mandatory indemnification and UF's financial status, would allow us to cover certain fiduciary duty and contractual liabilities, the main areas where our protection for sovereign immunity may not suffice.
- Insurance doesn't cover intentional misconduct or criminal acts anyway and also doesn't cover contractual liability unless the University purchases an endorsement and collects and provides data on contracts that would be impractical. UF's Board doesn't typically approve individual contracts.

5.3 Update on DSO Insurance Review

General Counsel Jamie Keith updated the Committee on the affiliated organization insurance review. She advised that Senior University Counsel Mike Ford has completed an insurance survey process with UF's DSOs and affiliates, aided by the Self Insurance Program and staff who work on insurance at the University Athletic Association and University of Florida Foundation. The plan is to use an independent insurance consultant to undertake a focused review of the adequacy of insurance carried by the DSOs and affiliates that have not already done an insurance review and would benefit from that review. The consultant is Thomas Atkins, whose firm does not write or broker insurance and has advised the University of Florida Foundation and many universities and foundations around the country. The cost of the review will not exceed \$20,000, to be funded by the Board's budget, and the goal is to provide the advice to the DSOs and affiliates and report back to the Committee at its June meeting that this has been done.

6.0 New Business

There was no New Business to discuss.

7.0 Adjournment

After asking for any further discussion and hearing none, Chair Thomas asked for a motion to adjourn, which was made by Trustee Roberts and a second which was made by Trustee Cameron, and, with no further discussion desired, the motion was passed unanimously and the Governance Committee meeting was adjourned at 11:48 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV1
JUNE 6, 2014**

SUBJECT: Creation of Shands Recovery LLC

BACKGROUND INFORMATION

The Florida Recovery Center (“FRC”) within Shands Teaching Hospital and Clinics, Inc. (“UF Health Shands Hospital”) provides out-patient addiction recovery services. FRC is legally part of UF Shands Hospital and, consequently, FRC is subject to hospital-level licensure and Medicare participation requirements. Under applicable regulations, FRC must comply with hospital intake, billing, and other operational and facilities requirements, which are considerably more extensive and expensive than those that apply to stand-alone out-patient operations. Nearly all of FRC’s competitors in the market operate under the significantly more favorable out-patient licensure and regulatory scheme. The inclusion of FRC within the same legal entity as a hospital creates unnecessary expense, complexity and burdens in FRC’s legal compliance, operations and marketing. To enable FRC to manage its business and compete more efficiently and effectively, UF Health Shands Hospital would like to create a wholly-owned subsidiary of the hospital corporation through which FRC would operate and be licensed as a separate legal entity. Under section 1004.41, Florida Statutes, the University of Florida Board of Trustees must approve the creation of subsidiaries by UF Health Shands Hospital.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve, for recommendation to the Board of Trustees for its approval on the Consent Agenda: (a) authorization of Shands Teaching Hospital and Clinics, Inc. to create a wholly-owned subsidiary to operate the Florida Recovery Center that is presently part of the hospital entity and (b) authorization of the President of the University of Florida (or the UF President’s designee who serves as the President of the hospital) to approve the subsidiary’s organizational documents.

SIGNIFICANT POLICY ISSUES FOR COMMITTEE TO CONSIDER

The Board of Directors of Shands Teaching Hospital and Clinics, Inc. will need to approve the creation of this wholly owned subsidiary, and is expected to do so later in June.

Supporting Documentation Included: None

Submitted by: David S. Guzick, Senior Vice President for Health Affairs and President of UF Health



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV2
June 6, 2014**

SUBJECT: Election

BACKGROUND INFORMATION

The term of service for the Chair of the Board of Trustees, C. David Brown, II, expires on June 30, 2014 and the Board of Trustees needs to elect its next Chair for a two-year term (July 1, 2014 through June 30, 2016) at the June Board meeting. Should such election result in a vacancy in the position of Vice Chair, the Board will need to elect its next Vice Chair for the same two-year term.

PROPOSED COMMITTEE ACTION

Approve the attached Resolution R14-131 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.

Supporting Documentation Included: See attached [Resolution R14-131](#).

Submitted by: C. David Brown, II, Chair, Board of Trustees
David M. Thomas, Chair, Committee on Governance



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R14-131

Subject: Election

Date: June 6, 2014

At a meeting duly held on the above-referenced date, the University of Florida Board of Trustees ("Board") hereby adopts the following resolution[s]:

RESOLVED: That University of Florida Trustee, Steven M. Scott, be and is hereby elected Chair of the University of Florida Board of Trustees for a two-year term beginning on July 1, 2014 and continuing through June 30, 2016 or, if later, until the Board elects a successor.

RESOLVED: That University of Florida Trustee David M. Thomas, be and is hereby elected Vice Chair of the University of Florida Board of Trustees for a two-year term beginning on July 1, 2014 and continuing through June 30, 2016, or if later until the Board elects a successor.

Executed as of the 6th day of June, 2014

A handwritten signature in blue ink, appearing to read "C. David Brown, II".

C. David Brown, II, Chair

A handwritten signature in blue ink, appearing to read "J. Bernard Machen".

J. Bernard Machen, President
and Corporate Secretary



The Foundation for The Gator Nation

**ACTION OF THE UNIVERSITY OF
FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE**

Number: R14-132

Subject: Vice President Organization – University Secretary

Date: June 5, 2014

At a duly called meeting of the Committee on Governance of the University of Florida Board of Trustees (Board) on June 5, 2014 and pursuant to authority conferred by the Board, the Committee took final action and adopted the following resolution:

RESOLVED: That the University of Florida’s organizational structure for Vice Presidents of the University is amended to--

(1) create the executive position of Vice President and University Secretary, which shall report to the President of the University, advise and assist the Board, and serve as the executive administrator for the President in his or her role as Corporate Secretary of the Board under Section 4.7 of the Board’s Bylaws (including by administratively supervising any Assistant Secretary in support of the Board); and

(2) allow for the position of Vice President and General Counsel to serve as Vice President, General Counsel and University Secretary.

Executed as of the 5th day of June, 2014.

A handwritten signature in black ink, appearing to read "D.M. Thomas", written over a horizontal line.

David M. Thomas, Chair
Committee on Governance

A handwritten signature in black ink, appearing to read "J. Bernard Machen", written over a horizontal line.

J. Bernard Machen, President
and Corporate Secretary

FLORIDATM

ATHLETICS

A Championship Experience with Integrity.



UAA STRATEGIC PURPOSE

Provide a championship experience with integrity on and off the field for student-athletes and the Gator Nation.



UAA VISION STATEMENT

Be the model collegiate athletics program, combining excellence and integrity in academics, athletics, and fan engagement to elevate the UF brand.



UAA CORE VALUES

- **P**ASSION
- **I**NTEGRITY
- **E**XCELLENCE
- **R**ESPECT
- **I**NNOVATION
- **T**EAMWORK



NOTABLE ACCOMPLISHMENTS LAST FIVE YEARS

ATHLETIC

- National Championships (11)
- Southeastern Conference Championships (32)
- American Lacrosse Conference Championships (4)
- Top 10 Team National Finishes (63)
- National All-Sports Rankings (Avg. 2.6)
- Southeastern Conference All-Sports Trophies (5)
- Individual National Champions (55)
- National Coach of the Year (8)
- Conference Coach of the Year (33)
- National Athlete of the Year (20)
- Olympians - 35 Gators competed and earned 18 medals, including six Gold in 2012 Olympics



NOTABLE ACCOMPLISHMENTS LAST FIVE YEARS

ACADEMIC

- Academic All-Americans (27)
- Academic All-SEC Selections (893)
- Cumulative GPA of Student Athletes over 3.00 every term
- NCAA Graduation Success Rates over 82% every year



GATOR BOOSTERS LAST FIVE YEARS

- \$178,030,306 in Annual Giving (ticket related)
- \$28,981,403 Major Gift/Capital Improvement
- \$9,655,488 Endowment Contributions
- \$6,916,596 Endowment Fund Return

Total giving of \$224,323,989



SCHOLARSHIP ENDOWMENT

GOAL OF FULLY ENDOWING ATHLETIC SCHOLARSHIPS

Current Annual Scholarship Costs – \$12,000,000

Current Value of Endowment – \$51,000,000

Endowment Goal – \$300,000,000



KEY GOALS

Renovate the O'Connell Center

- The UAA and University are working to raise the necessary support to fully renovate and upgrade interior spaces and the entrance to the O'Dome.

Renovate and Expand the OSL and Advisement Center:

- The UAA and University are working to renovate the current UAA Office of Student Life and the advisement center for the College of Liberal Arts and Sciences.



UAA BOARD OF DIRECTORS

Governance

University President is Chairman of the Board

Athletic Director is CEO of Athletic Association and reports to Board and University President

Standing Committees

- Executive Committee
- Finance Committee
- Audit Committee
- Golf Course Committee
- Pension and Investment Committee
- Compensation Committee (special committee)



UAA BOARD OF DIRECTORS

Voting Members

- Trustee
- University President
- University Faculty Athletic Representative
- Chair of the Intercollegiate Athletic Committee (faculty)
- President of Gator Boosters
- Immediate Past President of Gator Boosters
- Senior University Administrators (2)
- University of Florida Alumni Association Representatives (3)
- Faculty Members (2)
- University Student
- University Student Athlete



INTERCOLLEGIATE ATHLETICS COMMITTEE

Appointment

- By President

Members

- Appointed by Provost

Chair – Dr. Andrew McCollough,
Associate Provost for IT, E-Learning and Distance Learning

University of Florida Provost

Vice President for Student Affairs

Seven Faculty

Two students



INTERCOLLEGIATE ATHLETICS COMMITTEE

Responsibilities

- Recommend policy changes related to academic issues affecting or affected by intercollegiate athletics
- Monitoring of admissions and academic progress of all student-athletes
- Monitoring changes in NCAA and SEC rules and procedures relative to academic programs and progress
- Reviewing with the UAA compliance officer the institution's compliance program
- Receive, review and advise on various reports related to student athlete academic wellbeing (such as admissions, academic progress or others as identified by the committee or UAA)
- Report to the faculty on issues related to intercollegiate athletics via the University Senate at least once per year
- Make additional recommendations to the President on any other matters related to academic issues affecting or affected by intercollegiate athletics

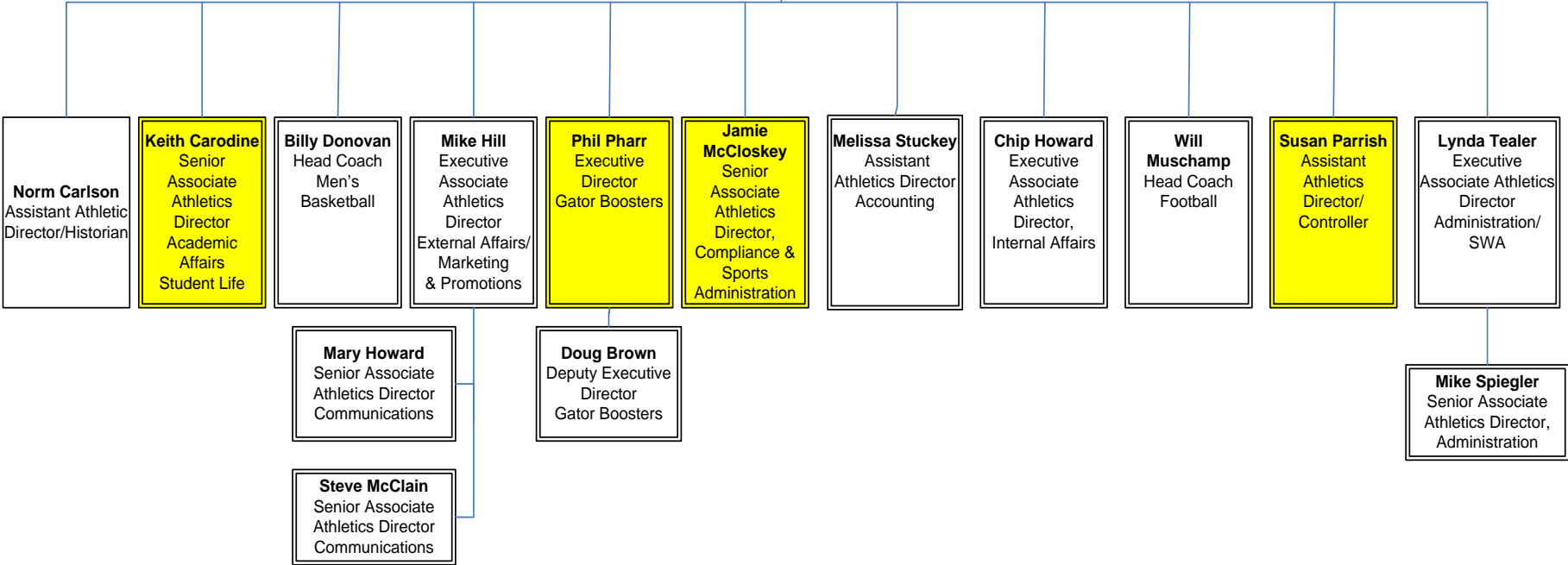


ADMINISTRATION

Dr. Bernard Machen
President
University of Florida

Jeremy Foley
Director of Athletics

Patty Foster
Senior Executive Assistant



NCAA COMPLIANCE INITIATIVES AND CONTROLS

- Four full-time staff: education, monitoring, reporting
- Extensive use of outside counsel for investigations and audits
- Audits performed by SEC
- Student Athlete educational meetings and newsletters
- Booster Education – *“Ask Before You Act”*
- Staff Education – *“If you see something, say something”*
- Coaching Education – quarterly informational meetings



OTHER RISK ASSESSMENTS AND CONTROLS

Office of Internal Audit

- 3-year plan to look at all aspects of the organization's business (*Compliance, IT, Ticket Office, Academic Support, Business Office, Payroll, Human Resources, etc.*)
- Use 1,000 audit hours annually
- Audit Committee receives all reports and meets in-person with auditors

External Financial Audit Performed Annually by James Moore & Co.





UNIVERSITY OF FLORIDA FOUNDATION

WORKING TO MAKE YOUR VISION A REALITY

University of Florida
Board of Trustees
June 5, 2014





A Results-Based Mission

- Promote the University
- Increase philanthropy
- Grow the endowment
- Pursue best governance practices





Vision

- To be a vital partner with UF
- To be regarded among the best university related foundations in the nation



**ENDLESS
OPPORTUNITY**

TRADITION OF ACHIEVEMENT

ELITE,
BUT NOT ELITIST

WELL-ROUNDED

“BECAUSE THAT’S
WHAT GATORS DO”

COMPREHENSIVENESS

WORK ETHIC

CONTRIBUTORS

UNDERSTATED CONFIDENCE

“WE CREATE GATORS”

HEALTHY COMPETITION

PASSION

ALWAYS ASKING,

“WHAT CAN WE DO BETTER?”

TEAM
FLORIDA

COLLABORATION





Governance Structure

MEMBERSHIP:

Officers – 6

Directors – 45

Lifetime – 35

Ex-Officio – 20

Total: 106





Leadership



Chair
Scott Hawkins

BSBA '80 JD '83

2014-2016

Jones, Foster, Johnston &
Stubbs, P.A.



Vice-chair
Beth McCague

BSBA '74

Chair, 2016-2018

Chairman,
Seaside National bank &
Trust



Committees

- Executive
- Governance
- Finance
- Audit

Members serve a two-year term

- *Renewable for an additional two years (4)*

Meets 4 times per year, as needed





Executive (11)

- Chair
- Vice-chair
- Immediate Past Chair
- UF BOT Representative
- UF President
- UFF Board Treasurer
- Committee/Advisory Council Chairs



Bernie Machen
President



Chair:
Scott Hawkins
BSBA '80 JD '83





Governance (11)

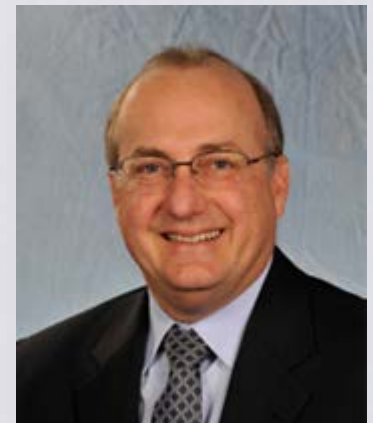
- Best nonprofit governance practices
- Risk Management
- Bylaws/Articles of Incorporation
- Conflict of Interest/Disclosure Statement
- Code of Ethics



*Jamie Lewis
Keith
Vice President &
General Counsel*



*Chair:
Will Cirioli
BSCHE '80*





Governance Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
7. Governance (Goffman)	Recommend Growth Strategy for Board (Expand nationally – Expand fiduciary ex-board)	Recommend Approved Ex. Committee June	On Schedule 
	Update By-laws/Articles of Incorporation	Recommend to Fall Board Meeting	
	Recommend – Outcome Measurements	Recommend Approved Ex. Committee June	Would need to put on Fall Agenda 



Top 5 Governance (Issues)

- Conflicts of Interest
- Investment Oversight
- Risk Management
- Outcome Measurements
- Ethics & Accountability





Finance (10)

Review/Monitor:

- Financial policies
- Quarterly financials
- Financial statements
- Budgets/Spending
- Investments with UFICO



*Michael
McKee
Interim Vice
President &
CFO*



*Chair:
Hans Tanzler
BSBA '73 JD '76
LLMT '77*





Finance Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
6. Finance (Christie)	• Pledge Fulfillment (Christie)	90%	70%
	• Endowment (Christie)	\$1.42B	1.48B
	• New Gifts- Endowment (Christie)	\$38M	\$22.3
	• Reduce Costs (Christie)	5%	5%+

Public University Endowments (CAE - FY 2013)

1	Texas	\$9,145,141,572
2	Michigan	\$8,382,313,646
3	Texas A&M	\$8,072,054,790
4	Virginia	\$5,959,500,000
5	UC-Berkeley	\$3,330,552,833
6	Penn State	\$3,033,700,000
7	Pittsburgh	\$2,994,207,000
8	UCLA	\$2,626,964,718
9	Washington	\$2,347,000,000
10	North Carolina	\$2,344,279,691
11	Wisconsin	\$2,334,560,310
12	Purdue	\$2,182,000,000
13	Michigan State	\$2,003,130,518
14	Indiana	\$1,735,085,761
15	Georgia Tech	\$1,714,876,270
16	Ohio State	\$1,530,733,506
17	Florida*	\$1,359,642,610

*UF's Endowment as of March 31st, 2014 - \$1.48B



Audit (10)

Review:

- IRS 990
- Annual audited financial statements
- Financial risk exposures
- Auditors' performance (McGladrey)
- Annual Management Checklist



*Michael
McKee
Interim Vice
President &
CFO*



*Chair:
Warren Tedder
BSBA '61 BA '66*





Risk Management

- Information Security
- Investments
- Use of Funds
- Pledge Receivables
(valuation/collectability)
- Contributions –Investment
Income
- Preventive/Detective
Controls





Audit Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
8. Audit (Christie)	Risk Assessment Identify Priority Areas	6	Reviewed Prioritized May 15 Meeting
	Fraud Assessment/Identify Priority Areas	5	Reviewed Discussed May 15 Meeting
	Unqualified Audit Opinion No Management Letter Comments	Activity Timeline- Completed and Approved	Presentation Sept. 17 th



Advisory Councils

- Philanthropy (Pre-Campaign Steering Council)
- Donor Relations
- Board Nominating
- Talent Management

Members serve a two-year term

- *Renewable for an additional two years (4)*

Meets 2 times per year





Philanthropy (15)

(Pre-Campaign Steering Council)

“Philanthropy through Partnerships”

- Development programs
 - Strategy/Structure
- Fundraising goals
- Board philanthropic leadership



*Joe
Glover
Provost/ Sr. VP
Academic
Affairs*



*Chair:
Kelley Bergstrom
MBA '68*





Philanthropy Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
1. Philanthropy	Total Commitments (cash, pledges, deferred - net present value) (Hodge)	\$260M	\$274M
	Cash (Needles)	\$215M	\$174M
	Prospects Under Management - 100K+ (Geoffroy)	3,200	3,118



Top Public University Fundraisers

1	UCLA	\$419,646,679
2	Wisconsin	\$360,688,764
3	Michigan	\$351,551,648
4	UC-Berkeley	\$340,918,912
5	Washington	\$336,183,887
6	Indiana	\$305,885,017
7	Texas	\$290,987,112
8	Ohio State	\$290,594,697
9	North Carolina	\$272,767,187
10	Texas A&M	\$254,628,486
11	Virginia	\$224,540,831
12	Penn State	\$217,631,226
13	Florida	\$210,951,365



Fundraising

Fiscal Year	Total Commitments
2014 <i>(as of 3/31/14)</i>	\$274,691,241
2013	\$270,579,051
2012	\$242,334,768
2011	\$216,203,262
2010	\$221,180,383
2009	\$270,218,247



Progress

- Embrace Excellence (1986-1991)
 - \$392M (*Goal \$250M*)
- It's Performance that Counts (1996-2001)
 - \$850M (*Goal: \$750M*)
- Florida Tomorrow (2005-2012)
 - \$1.72B (*Goal: \$1.5B*)
 - 6th Largest in Public Higher Education
- 4 – Florida : ? (2016-2023)





Progress (2013-2014)

- \$215M Cash
- \$285M Total Commitments
- \$75M – *Largest in UF History*





Turning Philanthropy in Action



Phuong Hguyen
2014 MFOS Graduate



Dr. Juan E. Gilbert
*Andrew Banks Family Preeminence
Endowed Chair of Research*

Turning Philanthropy in Action



Heavener Hall

*Harrell Medical
Education Building*



Turning Philanthropy in Action

*Stephen C.
O'Connell Center*



*Innovation
Nexus Building*



Donor Relations (16)

(Ensuring Impact)

- Stewardship policies, procedures and strategies
- Annual endowment report
- College/Unit Programs



Diane McFarlin
Dean,
College of
Journalism &
Comm.

Committee on
Stewardship



Chair:
Becky Allen





Number of Donors

Fiscal Year	Total Donors
2014 <i>(as of 3/31/14)</i>	73,484
2013	82,053
2012	68,913
2011	71,700
2010	72,150
2009	69,286



Donor Relations Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
3. Donor Relations (Woodward)	Principal Gift Stewardship Plans - \$5M+ (Rasmussen)	4	6
	Annual Endowment Reporting (Woodward)	100% 2,061	On Track
	Endowed Chairs/Professorships (Woodward)	100% 393	Plan Approved



Board Nominating (15)

- Board composition; determine strategic recruitment
- Identify, recruit and engage
- Board election (spring meeting)



*Cammy
Abernathy
Dean,
College of
Engineering*



*Chair:
Beth McCague
BSBA '74*





Board Nominating Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
9. Board Nominating (Boydston)	Recruit and Confirm New Board Members (Boydstun)	6	4
	Confirm Chairs and Vice Chairs 4 Committee and 4 Advisory Councils (Boydstuns & Liaisons)	16	14
	Identify Talent Needs (Number & Type) – Committees/Advisory Councils – 2014-17 (Rasmussen)	23	12



Talent Management (7)

Review and Evaluate:

- Staff retention
- Management and leadership training
- Proactive and strategic talent acquisitions



Paula Fussell
Vice President
Human
Resource
Services

Florida Talent
Management



Chair:
Gale King
BSJ '83 MA '86





Talent Management Dashboard

STRATEGIC INITIATIVES		FY 14	
		GOAL	3-31-14
2. Talent Management (Blythe)	<ul style="list-style-type: none"> Retention <i>(Identified Positions TP/HP)</i> (Wild) 	95%	99% 
	<ul style="list-style-type: none"> Acquisition (Priority Positions) (Allen) 	11	6 
	<ul style="list-style-type: none"> Professional Development <i>(Staff, Academic Leaders, Volunteers)</i> (Green) 	3(S)-2(A)	4(S) 



Strategic Plan

- Current: 2012-2015
 - Kelley Bergstrom - Chair
- 2015-2018
 - Beth McCague - Chair





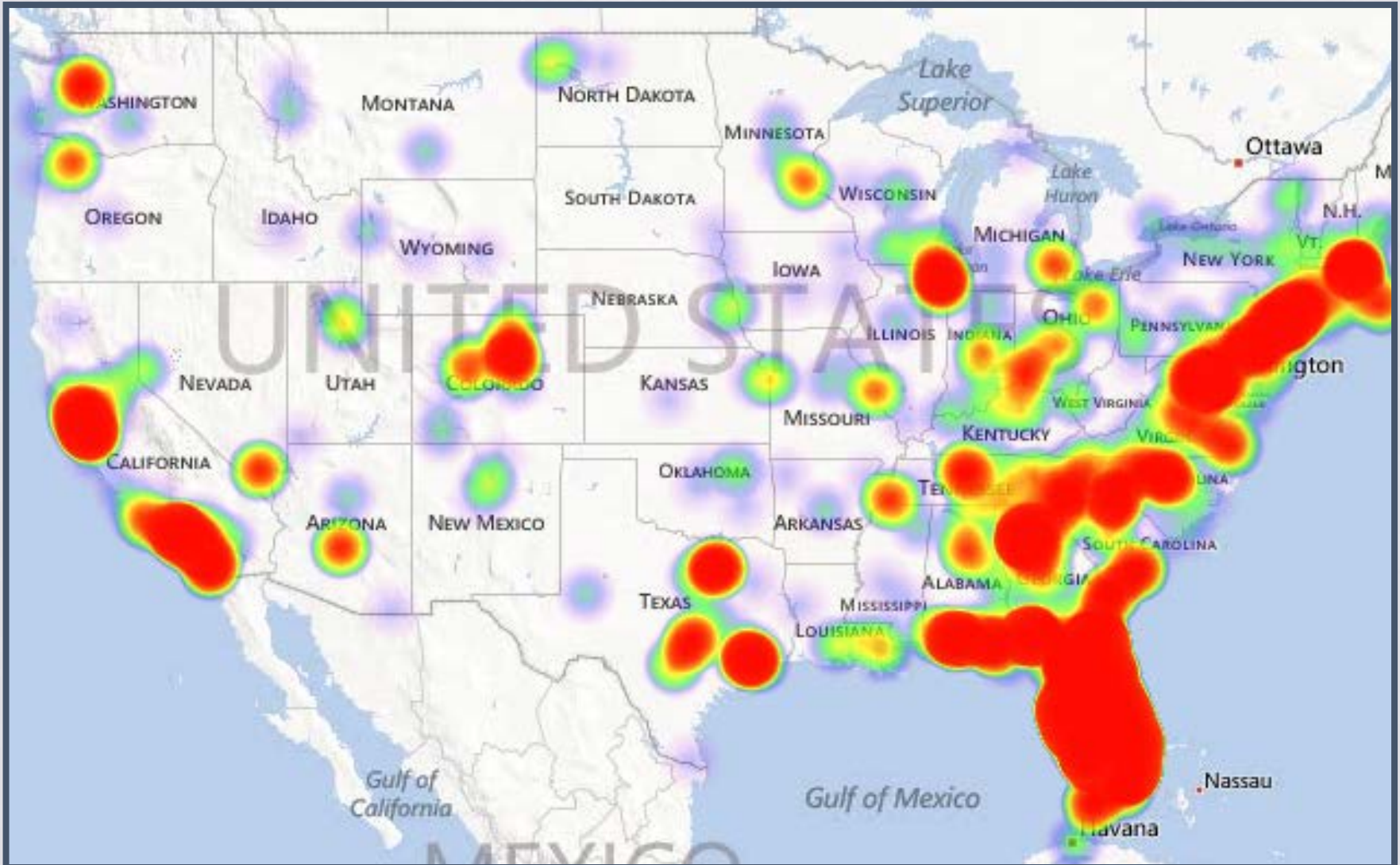
Opportunities

- Heat Maps
- Reposition Board
 - *Fiduciary/National*
- Regional Programs





Heat Map: All Prospects with capacity of \$100,000+





National Council

- Chair
 - Future of University
Related Foundations
 - Opportunities/Challenges



UNIVERSITY OF FLORIDA FOUNDATION

WORKING TO MAKE YOUR VISION A REALITY

University of Florida
Board of Trustees
June 5, 2014



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES, COMMITTEE ON GOVERNANCE

Questionnaire and Outline For Category 1 Affiliated Organization* Presentations at the March or June 2014 UF Board of Trustees Committee On Governance Meeting

NOTE: Please return this form to Becky Holt in the UF Office of the Vice President and General Counsel, at bholt@ufl.edu by February 15, 2014. Concise but complete information is appreciated.

At the March or June UF Board of Trustees Committee on Governance meeting, each Affiliate's CEO will be scheduled to make a 10 minute presentation highlighting information from the **red numbered questions**. Then, for ~15 minutes, the Governance Committee will engage in discussion with the Affiliate CEO and UF Trustee on the Affiliate's Board. **Please call Jamie Lewis Keith, UF Vice President and General Counsel, or Mike Ford, Senior University Counsel, with any questions or for assistance (352-392-1358).**

1. Provide the name and mission of the organization, including scope and nature of major activities. Please include a description of the relationship of the organization's activities to UF's mission of education, research and service.

University Athletic Association, Inc. (UAA)

The strategic purpose of the UAA is to provide a championship experience with integrity on and off the field for student-athletes and the Gator Nation.

The UAA supports UF's mission of education, research and service by dedicating our efforts to the intellectual, physical and personal development of student-athletes. The UAA promotes an environment that fosters the professional and personal achievement of coaches, administrators and staff, and strives to attain excellence in athletic performance, sportsmanship, financial strength, and fan satisfaction. Our core values are: integrity, respect, passion, teamwork, excellence and innovation.

The UAA sponsors 21 varsity sports: baseball, men's and women's basketball, men's and women's cross country, football, men's and women's golf, gymnastics, lacrosse, soccer, softball, men's and women's swimming and diving, men's and women's tennis, men's and women's track and field, and volleyball.

2. Provide the following governance information.

a) Directors:

- Total Number of Seats (or range if Bylaws provide minimum and maximum membership): 15 and one non-voting
- Manner of Appointment/Election/Removal: Ex-officio seats are specified in Bylaws; Rest Appointed by UF President: 2 UF senior administrators, 3 UF Alumni Association members, 2 UF faculty and 2 university students (one student-athlete). All directors other than ex-officio and Senior University Administrator directors may be removed by majority vote of the directors. Any director may be removed for cause by the UF President after consultation with the UAA Board of Directors.
- Number of Ex Officio Seats: 6
For Each Affiliate Director/Trustee Currently Serving Ex Officio:

<u>Name</u>	<u>Entity Tied To Ex Officio Role</u>
James Heavener	UF BOT
James Heavener	Past President, Gator Boosters
J. Bernard Machen	UF President
Michael Sagas	UF Faculty Athletic Representative
Andy McCollough	Chair, Intercollegiate Athletic Committee
J. Rex Fariior, III	President, Gator Boosters

b) Key Management Personnel, Including CEO and CFO:

<u>Name</u>	<u>Title</u>	<u>Short Professional Biography</u>
Jeremy Foley	Athletic Director	See attachment A

c) Audit Committee:

- Number of Seats: 7
- Manner of Appointment: Appointment by corporate president
- Chair:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
Steve Nouss, CPA	Certified public accountant with many years of audit experience.
- Frequency of Meetings: 3 per year
- Name of Outside Audit Firm: James Moore & Co.. Is the responsible audit partner rotated periodically? Yes X or No ; If yes, at what intervals: every 5 years
- Does the Entity Board Receive/Review the 990? Yes or No (the audit committee reviews the 990 on behalf of the Board). Does the Outside Audit Firm Review Controls on Related Party Transactions? Yes X No
- Identify/Explain How Any Outstanding Significant Recurring Audit Issues Are Being Addressed:
None

3. Finances—Please attach an overview of:

a) Budgeted Revenue and Expenses

Revenue: \$100.7

Expenses: \$100.4

See Attachment B for detail

b) Principal Sources of Income

Football Tickets and Related Booster Ticket Contributions

Southeastern Conference Revenue Share

Royalties and Sponsorships

c) Principal Expenditures (and relationship to UF's mission)

Scholarships and Support Services

Operational Athletic Team Expenses

General and Administrative

d) If There Is A Board Finance Committee, List Chair:

- | <u>Name</u> | <u>Areas of Relevant Professional/Other Expertise</u> |
|--------------|---|
| Andy Fawbush | Attorney; University of Florida Alumni |

Frequency of Meetings: Semi-Annually

e) How Are Investments Managed (internal investment committee, UFICO, other)?

UAA Board Pension and Investment Committee

- If there Is A Board Investment Committee, List Chair:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
Andy Fawbush*	ERISA Attorney; University of Florida Alumni

Frequency of Meetings: Quarterly

- If UFICO Does Not Manage Investments, Investment Committee Members:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
Andy Fawbush – Chair	ERISA Attorney
David Denslow	UF Economics Professor
Jeremy Foley	Director of Athletics
Bill Heavener	Entrepreneur and UF Alumni
David Nye	UF Professor Emeritus
Win Phillips	UF Senior VP and Chief Operating Officer

Financial Advisor:

LCG and Associates: Founded in 1973, LCG Associates, Inc. (LCG) is a full-service investment consulting firm headquartered in Atlanta, Georgia. As an independent and employee-owned firm, we provide objective advice to a select number of clients. Our clients are nationally recognized corporations, foundations, endowments, non-profits, and other institutions as well as private investors. We are committed to providing unbiased, innovative, strategic solutions for each client.

4. Does the organization have its own employees? X yes ____ no. If the organization has its own employees is the full Board or the Compensation Committee responsible for IRS Intermediate Sanctions review and approval of compensation for those (a) in a President/CEO/Chief Operating Officer role (person, regardless of title, with ultimate responsibility for overseeing management of the entire organization), (b) in a Treasurer/CFO role (person, regardless of title, with ultimate responsibility for managing the finances of the entire organization), and (c) Others with substantial influence over the affairs of the entire organization (e.g., one who manages a part or activity that represents a substantial portion of the activities, assets, income or expenses of the organization as compared to the organization as a whole, and therefore has substantial influence over the organization)? There is a compensation committee that reviews compensation of CEO (Athletic Director), Football and Basketball Coaches. The corporate Treasurer is an uncompensated Board member.

a) If There Is A Board Compensation Committee, List Chair:

- | <u>Name</u> | <u>Areas of Relevant Professional/Other Expertise</u> |
|-------------------|---|
| J. Bernard Machen | Experienced President of universities with big national athletics programs, former SEC executive committee chair, confers with UF HR and outside experts in intercollegiate athletics compensation. |

5. Identify and briefly describe the organization’s notable accomplishments over the past 5 years:
See Attachment C

6. Identify the organization’s major strengths and opportunities and awareness of challenges--and related strategies/objectives:

- a) Include significant goals—with any metrics being used to track/report progress:
a) Key Goals/Metrics For the Next Year:

The key annual goals for the UAA include graduating and developing student athletes, financial stability, fielding nationally competitive teams, superior customer satisfaction, adherence to NCAA rules, technology advancements, and facility enhancements. Graduating and developing students will be measured by the NCAA’s Academic Progress Rate and Graduation Success Rate. In both measures, our goal is to exceed standards set by the NCAA and national averages per sport. Financial stability will be measured by both minimal growth in the annual operating budget as well as increased annual revenues (ticket-related contributions, ticket sales, licensing revenue). We will measure the national success of the program by the final overall standings in the Learfield Sports Director’s Cup (top 10), the number of teams participating in the NCAA post-season, the success of those sports in post-season events and the number of SEC and national championships won. Superior customer satisfaction is gauged by fan surveys and focus groups as well as overall attendance at events. Adherence to NCAA rules is a priority for all members of the UAA staff, but also for student-athletes and supporters. The frequency and efficacy of educational efforts and the avoidance of major SEC and NCAA violations will serve as measures for our adherence to NCAA rules. Continual improvement to number and utility of tools provided to coaches and staff will serve as measures of our success in the area of technology advancements. Finally, we will continue to

dedicate a meaningful portion of the UAA budget to the maintenance and renovation of existing facilities. Our success in this area will be determined by feedback received from coaches and student-athletes relative to how well facilities are meeting their needs.

b) Key Goals/Metrics For the Next 5 Years:

Renovating the O'Connell Center is the principal goal of the UAA for the next 5 years. The UAA and University are working to raise the necessary support to fully renovate and upgrade interior spaces and the entrance to the O'Dome. The renovation will enhance the experience of visitors to the facility as well as provide a superior venue for those utilizing building (athletic contests, commencement ceremonies, concerts and other programming).

c) Key Goals/Metrics For the Next 10 Years:

Expanding and improving the academic support and advising services provided to UF students is the primary goal of the UAA over the course of the next 10 years. The UAA and University will work together to renovate the current UAA Office of Student Life and the advisement center for the College of Liberal Arts and Sciences. The project involves more than increasing the overall size of the building. The goal is to integrate the latest in study environments and learning techniques to support the academic success of students.

*University of Florida Foundation, Inc.; University of Florida Investment Corporation; The University Athletic Association, Inc./Gator Boosters, Inc. (joint presentation—please provide separate questionnaires); Shands Teaching Hospital and Clinics Inc./Shands Jacksonville Medical Center, Inc./Shands Jacksonville Healthcare, Inc. (joint presentation—please provide separate questionnaires); University of Florida Research Foundation, Inc.; University of Florida Development Corporation.

Jeremy N. Foley

Jeremy N. Foley, who has handled virtually every aspect of the University of Florida's \$100.5 million athletic program during his athletic administrative career - which began with an internship in the Gator Ticket Office in 1976 - was named UF's Director of Athletics in March of 1992. He is the third longest tenured athletic director among Bowl Championship series Conference schools.

Foley, 61, brings a passionate top-to-bottom team approach to the top athletic post at the University of Florida. Foley's philosophy involves the continued building of a comprehensive athletic program, with the goal of having the overall UF program ranked as the top athletic program in the nation.

Foley's commitment to the overall athletic program includes a plan of increased opportunities for women, as three women's sports have been added under his tenure – soccer, softball and, most recently, lacrosse.

Also, in an era when the NCAA estimates 90 percent of Division I schools are losing money on intercollegiate athletics, the University of Florida Athletic Association has contributed more than \$73.9 million since 1990 to help fund University of Florida academic endeavors.

Florida has been equally successful on the field of play and in the classroom during Foley's administrative tenure. The Florida athletic program has ranked among the nation's top 10 for 30-straight years and among the top five for 15 of the last 22 years, according to national all-sport rankings. Florida has also won the men's Capital One Cup in 2012 and 2013, while the women's program has finished among the top 10 in each of the last three years.

UF became the first program in collegiate history to own both the men's basketball and football national titles in the same calendar year, after capturing crowns in 2006 and Foley is the only athletic director in Division I history to supervise a program that has won multiple national titles in football (1996, 2006, 2008) and men's basketball (2006, 2007).

Overall, 22 Gator teams have been crowned national champions under his watch. Florida has won a league-best 13 national championships since 2006, including at multiple national championship in each of the last four years. UF has captured 114 SEC Championships under Foley.

UF's commitment in the classroom is equally impressive. Under Foley, UF student-athletes have been honored 95 times as Academic All-Americans. The University of Florida has more than 2,500 SEC Academic Honor Roll honorees since 1992-93.

Florida student athletes remained involved in the community and beyond. A total of 324 UF student athletes participated in 2,864 hours of community service in 2012-13, partnering with 24 schools, four civic organizations and 27 non-profit organizations..

Born in Washington, D.C., but calling New London, N.H., home, Foley received his undergraduate degree in 1974 from Hobart College in Geneva, N.Y., where he also coached and scouted for the tradition-rich lacrosse program following graduation. He went on to earn his master's degree in sports administration from Ohio University in 1976 and then joined the Gator athletic program as an intern in the ticket office.

An avid sports and Boston Red Sox fan, Foley ran the Boston Marathon in a 3:39.51 clip in April of 1995 and completed the course in 3:28.10 in 1998. A dog lover and proud owner of one Labrador retriever, he is involved with the Humane Society and local charities.



UNIVERSITY ATHLETIC ASSOCIATION

2013-2014 Budget Request Revenue and Expenditure Summary

Account	2012-2013 Original Budget	2012-2013 Projected Actual	2013-2014 Request	% Increase (Dec)
Revenue:				
Operating	95,054,730	97,032,593	98,324,092	3.44%
Nonoperating and Other	2,519,137	9,755,887	2,448,010	(2.82%)
Total Revenue	97,573,867	106,788,480	100,772,102	3.28%
Expenditures:				
Operating - Gen., Men's & Comb.	72,214,108	71,802,692	76,219,478	5.55%
Operating - Women's	10,383,366	9,097,345	10,279,767	(1.00%)
Debt Service	6,412,222	6,226,811	6,271,803	(2.19%)
Budgeted Capital Items	655,000	12,533,150	2,317,025	253.74%
Contribution to UF	5,575,000	6,425,420	4,000,000	(28.25%)
Payments to UF	1,519,362	1,098,138	1,372,745	(9.65%)
Total Expenditures	96,759,058	107,183,556	100,460,818	3.83%
Reserves:				
Football (only 6 home games in 2013)	750,000			(100.00%)
Total Reserves	750,000			(100.00%)
Excess of Revenue over Expenditures and Reserves	\$64,809	(\$395,076)¹	\$311,284	380.31%

¹ Net loss reflects capital project contributions and expenditures not included in original operating budget

Notable UAA Accomplishments Last Five Years (2008-09 through 2012-13)

- National Championships (10)
Football (2008)
Men's Indoor Track and Field (2010, '11, '12)
Men's Outdoor Track and Field (2012, '13)
Women's Swimming (2010)
Women's Tennis (2011, '12)
Gymnastics (2013)
- Southeastern Conference Championships (32)
Baseball (2010, '11)
Men's Basketball (2011, '13)
Women's Cross Country (2009, '10, '12)
Men's Golf (2011)
Football (2008)
Gymnastics (2010, '12, '13)
Soccer (2008, '09, '10, '12)
Softball (2009, '13)
Men's Swimming and Diving (2009, '13)
Women's Tennis (2010, '11, '12, '13)
Men's Indoor Track and Field (2011)
Men's Outdoor Track and Field (2010)
Women's Indoor Track and Field (2010, '12)
Women's Outdoor Track and Field (2009)
Volleyball (2008, '10, '12)
- American Lacrosse Conference Championships (3)
Lacrosse (2011, '12, '13)
- Top 10 Team National Finishes (63)
2012-13: 12
2011-12: 12
2010-11: 13
2009-10: 14
2008-09: 12
- National All-Sports Rankings (Avg. 2.6)
2012-13: 2nd
2011-12: 2nd
2010-11: 4th
2009-10: 2nd
2008-08: 3rd
- Southeastern Conference All-Sports Trophies (5)
2012-13: 1st
2011-12: 1st
2010-11: 1st
2009-10: 1st
2008-08: 1st
- Academic All-Americans (27)
2012-13: 4
2011-12: 5
2010-11: 5
2009-10: 6
2008-09: 7
- Academic All-SEC Selections (893)
2012-13: 186
2011-12: 183

2010-11: 179

2009-10: 177

2008-09: 168

- Cumulative GPA of Student Athletes
Spring 2013: 3.06
Fall 2012: 3.04
Spring 2012: 3.05
Fall 2011: 3.04
Spring 2011: 3.04
Fall 2010: 3.01
Spring 2010:3.01
Fall 2009: 3.04
Spring 2009: 3.06
Fall 2008: 3.10
- Graduation Success Rates - NCAA
2012-13: 82 percent
2011-12: 83 percent
2010-11: 82 percent
2009-10: 85 percent
2008-09: 87 percent
- Individual National Champions (55)
2012-13: 16
2011-12: 8
2010-11: 8
2009-10: 14
2008-09: 9
- National Coach of the Year (8)
2012-13: 1
2011-12: 2
2010-11: 3
2009-10: 2
2008-09: 0
- Conference Coach of the Year (33)
2012-13: 10
2011-12: 2
2010-11: 10
2009-10: 8
2008-09: 3
- National Athlete of the Year (20)
2012-13: 4
2011-12: 2
2010-11: 2
2009-10: 7
2008-09: 5
- Olympians
35 Gators competed and earned 18 medals, including six Gold in 2012 Olympics

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES, COMMITTEE ON GOVERNANCE

**Questionnaire and Outline For Category 1 Affiliated Organization* Presentations
at the March or June 2014 UF Board of Trustees Committee On Governance Meeting**

NOTE: Please return this form to Becky Holt in the UF Office of the Vice President and General Counsel, at bholt@ufl.edu by February 15, 2014. Concise but complete information is appreciated.

At the March or June UF Board of Trustees Committee on Governance meeting, each Affiliate's CEO will be scheduled to make a 10 minute presentation highlighting information from the **red numbered questions**. Then, for ~15 minutes, the Governance Committee will engage in discussion with the Affiliate CEO and UF Trustee on the Affiliate's Board. **Please call Jamie Lewis Keith, UF Vice President and General Counsel, or Mike Ford, Senior University Counsel, with any questions or for assistance (352-392-1358).**

1. Provide the name and mission of the organization, including scope and nature of major activities. Please include a description of the relationship of the organization's activities to UF's mission of education, research and service.

Gator Boosters, Inc.

The mission of Gator Boosters, Inc. is to strengthen the University of Florida's athletic program by encouraging private giving and volunteer leadership from Gators everywhere. Gator Boosters raises support to pay for student-athlete scholarships and help fund athletic capital projects.

2. Provide the following governance information.

a) Directors:

- Total Number of Seats (or range if Bylaws provide minimum and maximum membership): 50+
- Manner of Appointment/Election/Removal: Ex-officio members are specified in the Bylaws; Past Presidents; election by Board of Directors of 24 at large directors, 8 special district directors; 9 directors appointed by the President of the organization; Legacy Directors appointed by Board. Non ex-officio directors may be removed for cause by majority vote of Board of Directors; any director may be removed for cause by UF President after consultation with Board of Directors.
- Number of Ex Officio Seats: 9
For Each Affiliate Director/Trustee Currently Serving Ex Officio:

<u>Name</u>	<u>Entity Tied To Ex Officio Role</u>
Bill Heavener	UF BOT
J. Bernard Machen	UF President
J. Rex Farrior, III	President
Rob Gidel	President-Elect
Thomas Mitchell	UF Vice President for Development and Alumni Affairs
Nate Jenkins	President F Club
Cheryl Pontious	President-Elect F Club
	Representative of Women's Athletics
	Representative of Women's Athletics

b) Key Management Personnel, Including CEO and CFO:

<u>Name</u>	<u>Title</u>	<u>Short Professional Biography</u>
Philip T. Pharr	Executive Director	See attachment A

a) If There Is A Board Compensation Committee, List Chair:

- Name Areas of Relevant Professional/Other Expertise
N/A

5. Identify and briefly describe the organization's notable accomplishments over the past 5 years:

\$178,030,306 in Annual Giving (ticket related)
\$28,981,403 Major Gift/Capital Improvement
\$9,655,488 Endowment Contributions
\$6,916,596 Endowment Fund return
Total giving of \$224,323,989

6. Identify the organization's major strengths and opportunities and awareness of challenges--and related strategies/objectives:

The strength of Gator Boosters is in the significant annual giving/ ticket related giving that supporters provide. There is potential to increase non-ticket related major giving, and this is a priority of the organization. Gator Boosters has great relationships with donors. We value those relationships and work to make supporters feel appreciated and part of the success of the overall athletic program. The state of the economy, increased interest in watching games from home, and uncertainty in how governmental regulations will impact individuals (particularly in the area of tax legislation) present challenges for the organization.

a) Include significant goals—with any metrics being used to track/report progress:

a) Key Goals/Metrics For the Next Year:

Goals for Gator Boosters include:

Securing commitments of \$40 million for O'Connell Center project.

Maintaining annual giving totals (and showing an increase in revenue at \$34,500,000).

Begin solicitations for Office of Student Life project (anticipating \$20-\$25 million in contributions needed).

b) Key Goals/Metrics For the Next 5 Years:

Secure major gift contributions of \$10 million/year.

Increase football and basketball season ticket sales

c) Key Goals/Metrics For the Next 10 Years:

None set at this time.

*University of Florida Foundation, Inc.; University of Florida Investment Corporation; The University Athletic Association, Inc./Gator Boosters, Inc. (joint presentation—please provide separate questionnaires); Shands Teaching Hospital and Clinics Inc./Shands Jacksonville Medical Center, Inc./Shands Jacksonville Healthcare, Inc. (joint presentation—please provide separate questionnaires); University of Florida Research Foundation, Inc.; University of Florida Development Corporation.

Attachment A

PHIL PHARR

Phil is a three year letterman in football at the University of Florida (1978-79-80) and graduated in 1981 with a Bachelor of Science degree in Journalism (Public Relations). He began working with Gator Boosters, Inc. in July, 1981 and has been employed with them since. He has held several positions with Boosters over the years, currently serving as the Executive Director (September, 2012 – present). He is married to Taryn Pharr.

Attachment B

GATOR BOOSTERS, INC.
2013-2014 BUDGET
In Millions

13-14 Budgeted Revenues

Annual Giving	\$35.6
Major Gifts	\$3.2
Other	<u>\$0.3</u>
Total Operating	\$39.0

Non-Operating	<u>\$1.2</u>
Total Revenues	<u><u>\$40.3</u></u>

13-14 Budgeted Expenses

Operating	(\$2.9)
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**13-14 Budgeted Transfer
to UAA**

Transfer to UAA	(\$37.4)
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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES, COMMITTEE ON GOVERNANCE

**Questionnaire and Outline For Category 1 Affiliated Organization* Presentations
at the March or June 2014 UF Board of Trustees Committee On Governance Meeting**

NOTE: Please return this form to Becky Holt in the UF Office of the Vice President and General Counsel, at bholt@ufl.edu by February 15, 2014. Concise but complete information is appreciated.

At the March or June UF Board of Trustees Committee on Governance meeting, each Affiliate’s CEO will be scheduled to make a 10 minute presentation highlighting information from the **red numbered questions**. Then, for ~15 minutes, the Governance Committee will engage in discussion with the Affiliate CEO and UF Trustee on the Affiliate’s Board. **Please call Jamie Lewis Keith, UF Vice President and General Counsel, or Mike Ford, Senior University Counsel, with any questions or for assistance (352-392-1358).**

1. Provide the name and mission of the organization, including scope and nature of major activities. Please include a description of the relationship of the organization’s activities to UF’s mission of education, research and service.

The University of Florida Foundation is the charitable, fundraising organization whose mission is to exclusively support and enhance the University of Florida’s mission of teaching, research, and service as determined by the University of Florida Board of Trustees by encouraging alumni and friends to provide private funds and other resources for the University's benefit, managing those assets, providing volunteer leadership in support of the University’s objectives, and performing all business-related matters to accomplish these purposes.

2. Provide the following governance information.

a) Directors:

- Total Number of Seats (or range if Bylaws provide minimum and maximum membership): 67+
Board can have unlimited number of life members
- Manner of Appointment/Election/Removal: Ex-officio members are specified in the Bylaws; All non-ex-officio members are elected by Board. Elected directors may be removed by 2/3 vote of Board of Directors. Any director may be removed for cause by UF President after consultation with Board of Directors. UF President nominates two deans or director-level UF staff and two other faculty members to serve as ex-officio members for four-year non-renewable terms.

- Number of Ex Officio Seats: 23

For Each Affiliate Director/Trustee Currently Serving Ex Officio:

<u>Name</u>	<u>Entity Tied To Ex Officio Role</u>
Christina A. Bonarrigo	UF Student Body President
C. David Brown, II	UF BOT
Robert A. Bryan	UF Past President (Interim)
Marshall M. Criser, Jr.	UF Past President
J. Rex Farrow, III	Gator Boosters President
Juan A. Galan, Jr.	UFF Past Board Chair
Joseph Glover	UF Sr. Vice President for Academic Affairs and Provost
Wendy D. Graham	UF Faculty appointment by UF President
David S. Guzick	UF Sr. Vice President for Health Affairs
Julie A. Johnson	UF Faculty appointment by UF President
John V. Lombardi	UF Past President
J. Bernard Machen	UF President
W.A. McGriff, III	UFF Past Board Chair
Linda C. McGurn	UFF Past Board Chair
Cynthia F. O’Connell	UF Past BOT Appointee

Paul Okunieff	UF Director appointment by UF President
Whitfield M. Palmer, Jr.	UFF Past Board Chair
Rahul Patel	UF Alumni Association President
Jack M. Payne	UF Sr. Vice President for Agriculture and Natural Resources
Winfred M. Phillips	UF Sr. Vice President and Chief Operating Officer
Doyle Rogers	UFF Past Board Chair
Joan Ruffier	UFF Past Board Chair
A. Ward Wagner, Jr.	UFF Past Board Chair

b) Key Management Personnel, Including CEO and CFO:

<u>Name</u>	<u>Title</u>	<u>Short Professional Biography</u>
Thomas Mitchell	Executive Vice President	See attachment
David M. Christie	Controller	See attachment

c) Audit Committee:

Number of Seats: 10

Manner of Appointment: Appointment by Board Chair

Chair: Warren Tedder, CPA, Retired Audit Partner

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
William J. Alcorn	Retired Senior VP and Controller of JCPenney
Alisson L. Bergstrom	Attorney
Marshall M. Criser III	Florida State University System Chancellor
Matt Fajack	CFO of University of Florida
Larry Fletcher	CPA and Audit Partner
G. Thomas Frankland	CPA and Retired Managing Audit Partner
Mike Browne	UF Alumni Association Representative
J. Stephen Nouss, Jr.	CPA, CGMA, Prior Audit Partner, Current Chief Consulting Officer for audit firm
Michael W. Poole	Investment Banker

Frequency of Meetings: 3 times a year or as needed

Name of Outside Audit Firm: McGladrey LLP. Is the responsible audit partner rotated periodically? Yes No ; If yes, at what intervals: 5 years

Does the Entity Board Receive/Review the 990? Yes or No (explain _____) Does the Outside Audit Firm Review Controls on Related Party Transactions? Yes No

Identify/Explain How Any Outstanding Significant Recurring Audit Issues Are Being Addressed: No audit findings or management letter comments received in the last five years.

3. Finances—Please attach an overview of:

a) Budgeted Revenue and Expenses See attached

b) Principal Sources of Income: Administrative and gift fees, investment income, shared development expenses.

c) Principal Expenditures (and relationship to UF's mission): Fundraising and development expenses to raise funds in support of UF.

d) If There Is A Board Finance Committee, List Chair: Hans G. Tanzler III, CPA and Attorney

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
Matt Fajack	CFO of University of Florida
Linda P. Hudson	President & CEO of BAE Systems, managing \$14B in revenues
Dean Robert Jerry	Dean of UF Levin College of Law
Keith T. Koenig	President of City Furniture
Joelen K. Merkel	Senior VP, Treasurer and Principal Accounting Officer of Chris-Craft Industries, Inc.
Win M. Phillips	UF Senior VP and COO
S. Daniel Ponce	Attorney/Partner
Rahul Patel	UF Alumni Association President
John K. Vreeland	Attorney/Partner
Kelley A. Bergstrom	President of Bergstrom Investment Management

Frequency of Meetings: 3 times a year or as needed

e) How Are Investments Managed (internal investment committee, UFICO, other)? UFICO

- If there Is A Board Investment Committee, List Chair:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
N/A	

Frequency of Meetings: _____

- If UFICO Does **Not** Manage Investments, Investment Committee Members:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
N/A	

N/A

4. Does the organization have its own employees? X yes ___ no. If the organization has its own employees is the full Board or the Compensation Committee responsible for IRS Intermediate Sanctions review and approval of compensation for those (a) in a President/CEO/Chief Operating Officer role (person, regardless of title, with ultimate responsibility for overseeing management of the entire organization), (b) in a Treasurer/CFO role (person, regardless of title, with ultimate responsibility for managing the finances of the entire organization), and (c) Others with substantial influence over the affairs of the entire organization (e.g., one who manages a part or activity that represents a substantial portion of the activities, assets, income or expenses of the organization as compared to the organization as a whole, and therefore has substantial influence over the organization)? The senior management of the organization are employed by University of Florida and assigned to work for the Foundation, a UF DSO.

a) If There Is A Board Compensation Committee, List Chair:

<u>Name</u>	<u>Areas of Relevant Professional/Other Expertise</u>
N/A	

N/A

5. Identify and briefly describe the organization's notable accomplishments over the past 5 years:

Campaign

The University of Florida launched the *Florida Tomorrow* campaign in 2005 to raise \$1.5 billion. In fall 2012 it became one of the largest public university campaigns in history, surpassing \$1.7 billion to fund scholarships, research, construction, and other programs.

Endowment Value

In the past five years, the Foundation has grown the endowment market value by a net of \$400M from \$1.06B to \$1.46B. This net increase consists of \$178M of contributions, \$517M of investment earnings, \$188M of expenditures for donor's purposes, and \$60M of administrative expenses.

Endowed Faculty Positions

During the initial five years of the *Florida Tomorrow* Campaign, specifically July 2005 through July 2010, fifty-two faculty positions were endowed. By contrast, September 2010 through September 2012, an additional fifty-two faculty positions were endowed because of the Faculty Now Initiative. We currently have 399 positions endowed and a goal of 500 by June 2016.

6. Identify the organization's major strengths and opportunities and awareness of challenges--and related strategies/objectives:

Include significant goals—with any metrics being used to track/report progress:

- a) Key Goals/Metrics For the Next Year (FY 15):

ORGANIZATIONAL GOAL

To be a vital partner with the University of Florida in pursuit of excellence. We strive for daily progress in all we do by raising the bar, the dialogue, and the expectations to achieve the Gold Standard by living our RAISE values:

R – Respect | A – Accountability | I – Integrity | S – Stewardship | E - Excellence

COMMUNICATIONS

To create inspiring, impactful messages/stories that inform, educate and motivate internal and external stakeholders to advocate and invest in the University of Florida.

ALUMNI RELATIONS

To strategically, thoughtfully and purposefully involve and engage alumni and friends by identifying and connecting their passion(s) with the University of Florida.

DEVELOPMENT

To identify and cultivate well-informed, inspired advocates who consider the University a top philanthropic priority and will ultimately invest in the University of Florida.

- Increase Total Commitments (cash, pledges, deferred) to \$275M
- Increase VSE (cash only) to \$225M
- Secure 10 Principal Gifts totaling \$100M
- Increase Planned Gifts to equal 25% of Total Commitments, \$69M
- Significantly Increase Prospects under Management

ADVANCEMENT SERVICES

To encourage all individuals to foster a culture of Gold Standard service and appreciation that will lead to enhanced efficiencies/revenues that will ultimately benefit the University of Florida.

TALENT MANAGEMENT

To develop an organizational architecture that ensures appropriate placement for both individual and organizational benefit, the retention and acquisition of high-performing and high-potential talent, the creation of employee/team training, and the programs to further strengthen commitment to the Gold Standard in order to advance the mission of the University of Florida.

- Retain 90% of identified Top Talent

b) Key Goals/Metrics For the Next 5 Years:

In 2013, UF climbed three spots in the U.S. News & World Report ranking of top public universities, moving from 17 to 14. When comparing UF to its national peers using 29 broad-based measures of quality, UF ranks in the Top 10 in 22 of those criteria. We aspire to be a Top 10 public university overall.

The UF Preeminence fundraising initiative is to raise \$800 million by June 2016 to help position UF among the nation's best public research universities.

c) Key Goals/Metrics For the Next 10 Years:

Achieve global reputation and impact, become leaders in online education and focus on the Gator Good: continue to raise the bar for each other and make the greatest impact together.

*University of Florida Foundation, Inc.; University of Florida Investment Corporation; The University Athletic Association, Inc./Gator Boosters, Inc. (joint presentation—please provide separate questionnaires); Shands Teaching Hospital and Clinics Inc./Shands Jacksonville Medical Center, Inc./Shands Jacksonville Healthcare, Inc. (joint presentation—please provide separate questionnaires); University of Florida Research Foundation, Inc.; University of Florida Development Corporation.

Question 2b – David Christie bio:

CPA/Chartered Global Management Accountant (CGMA)/Certified Information Technology Professional (CITP)

MBA with concentrations in Finance and Forensic Accounting from University of South Florida

BS in Accounting from University of South Florida

Graduate of UF Leadership Academy

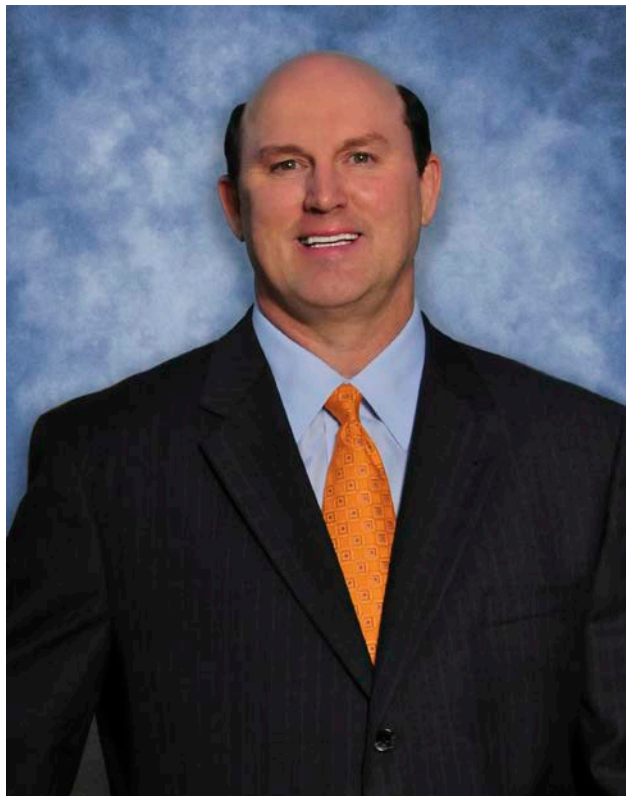
7 years at UFF with positions of Accounting Coordinator, Assistant Controller, Associate Controller, Sr. Associate Controller, and Controller

2 years at James Moore and Company as an Auditor

University of Florida Foundation

OPERATING FUNDS BUDGET SUMMARY

	2014	%	2013	%
Revenues				
Contributions (undesignated)	\$ 50,000	0.1%	\$ 50,000	0.1%
Unit Development Expenses (paid by college)	10,672,192	29.3%	9,689,164	28.0%
In-kind occupancy	1,596,842	4.4%	1,596,842	4.6%
Investment Income	2,356,402	6.5%	2,215,447	6.4%
Administrative Fees	16,480,970	45.3%	15,848,605	45.9%
Other				
Auto Tag Revenues	2,700,000	7.4%	2,700,000	7.8%
Alumni Services & Dues	2,435,008	6.7%	2,370,508	6.9%
Miscellaneous Revenues	82,500	0.2%	82,500	0.2%
Total Other	5,217,508	14.3%	5,153,008	14.9%
Total Revenues	36,373,914	100.0%	34,553,066	100.0%
Expenses				
University Support	3,079,067	8.6%	3,146,492	9.0%
Supporting Services				
Strategic Communications and Marketing	922,678	2.6%	885,743	2.5%
Alumni Affairs	4,854,820	13.5%	4,829,619	13.8%
Fundraising	22,136,713	61.6%	21,204,024	60.6%
Business Services	4,741,644	13.2%	4,677,189	13.4%
Depreciation	192,169	0.5%	225,063	0.6%
Total Supporting Services	32,848,025	91.4%	31,821,639	91.0%
Total Expenses	35,927,092	100.0%	34,968,131	100.0%
Increase (Decrease in Net Assets)	446,822		(415,065)	
Funded from Net Assets Reserve	-		415,065	
Increase (Decrease) in Net Assets	\$ 446,822		\$ -	



Thomas J. Mitchell
VICE PRESIDENT FOR DEVELOPMENT AND ALUMNI AFFAIRS

Thomas J. Mitchell joined the University of Florida as Vice President for Development and Alumni Affairs on June 1, 2010. He leads an organization of 275 employees, with annual private support of \$200 million. In October of 2012, the Florida Tomorrow Campaign exceeded its \$1.5 billion goal, finishing at \$1.7 billion, firmly securing its position as the sixth largest fundraising campaign in public university history. In February of 2014, the university announced the largest gift in UF history: \$75 million.

Mr. Mitchell also led a strategic planning process, including internal and external stakeholders, in the formation of a 3 year strategic plan. The plan outlines significant growth and addresses staffing needs. This strategic plan works in conjunction with the University of Florida in an effort to advance 4-Florida, a fundraising initiative designed to strengthen student and faculty support and special capital initiatives.

Tom and his wife Peggy come to UF from the University of California, Irvine where he was Vice Chancellor of University Advancement and President of the University of California, Irvine Foundation since July 2002. During his tenure at UC Irvine, he led the design and launch of the \$1 billion *Shaping the Future* campaign. In addition, private support increased by 271% and the endowment doubled in size.

Prior to his assignment at UC Irvine, Tom was the President of the Iowa State University Foundation from 1997-2002 and Vice President of Development and University Relations at Northern Illinois University from 1990-1997. He began his fundraising career at the University of Nebraska.

Mr. Mitchell is very active in national organizations including CASE and the Association of Governing Boards and is a frequently sought-after speaker. He received the CASE IRF Commonfund Award recognizing his significant contributions to the field of institutionally related foundations, served as chair of the 2012 CASE IRF International Conference and was appointed chair of the CASE IRF National Committee. Mr. Mitchell was most recently named chair of the National Talent Management Task Force. He has authored more than 300 papers on institutional advancement and managing institutionally-related foundations.