



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

**December 3, 2015**

**Emerson Alumni Hall, University of Florida, Gainesville, FL**

**Time Convened: 2:00 p.m., EST**

**Time Adjourned: 2:52 p.m., EST**

Committee Chair, Christopher T. Corr, called the meeting to order at 2:00 p.m., EST.

**Members present were:**

Christopher T. Corr (Chair), Susan M. Cameron, Paul W. Davenport, Rahul Patel, Steven M. Scott, Anita G. Zucker

**Others present were:**

President Kent Fuchs, Provost Joseph Glover, Sr. Vice President David Guzick, Executive Chief of Staff Win Phillips, Vice President, General Counsel and University Secretary Jamie Lewis Keith, Executive Assistants Rebecca Holt and Cheryl May, and members of the President’s Cabinet, members of the University of Florida Community, and other members of the public and the media.

**Verification of Quorum**

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

**Review and Approval of Minutes**

The Committee Chair asked for a motion to approve the minutes of the June 4, 2015 committee meeting, which was made by Trustee Davenport 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.

**Action Items**

The Committee did not have any Action Items.

**Discussion/Informational Items**

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

Charles E. Lane, Senior Vice President and Chief Operating Officer, briefed the Trustees on the initiative to prepare a Strategic Development Plan. Dr. Lane provided an overview of the process that led to the selection of Elkus Manfredi as the consulting firm that will work with UF and community stakeholders to develop the plan. Dr. Lane described next steps, which include identifying and engaging with stakeholder groups.

Evie Cummings, Director, UF Online, provided an update on UF Online.

**New Business**

The Committee had no new business.

**Adjourn**

After asking for any further discussion and hearing none, Chair Corr asked for a motion to adjourn, which was made by Trustee Patel and a second which was made by Trustee Cameron and he asked all in favor, any opposed, and the motion was passed unanimously. The University of Florida Committee on Strategic Initiatives meeting was adjourned at 2:52 p.m., EST.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON STRATEGIC INITIATIVES  
EXECUTIVE SUMMARY  
DECEMBER 3, 2015**

The Committee has no Action Items.

The Committee will address the following Discussion/Informational Items:

- Strategic Development Plan Update by Charlie Lane, Senior Vice President and Chief Operating Officer
- UF Online Update by Evie Cummings, Director, UF Online

The Joint Meeting of the Committee on Strategic Initiatives and External Relations will address the following items:

- UF Goals, Objectives and Planning Process Update by Win Phillips, Executive Chief of Staff.
- One UF Update by Jane Adams, Vice President for University Relations. This concept of uniting the university behind a program to increase the reputation and stature of the university was discussed at the Trustees' September retreat, and the External Relations and Strategic Initiatives Committees will hear information on steps UF has taken since the retreat and plans for the future.



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE AGENDA  
DECEMBER 3, 2015

MEETING OF THE COMMITTEE ON STRATEGIC INITIATIVES  
~2:00-3:00 p.m. EST

JOINT MEETING OF THE COMMITTEE ON STRATEGIC INITIATIVES WITH THE  
COMMITTEE ON EXTERNAL RELATIONS  
~3:00-3:30 p.m. EST

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

**Committee Members:**

Christopher T. Corr (Chair), Susan M. Cameron, Paul Davenport, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker

- 1.0 Verification of Quorum .....Jamie Lewis Keith, VP, General Counsel & University Secretary
- 2.0 Call to Order and Welcome ..... Christopher T. Corr, Chair
- 3.0 Review and Approval of Minutes..... Christopher T. Corr, Chair  
[June 4, 2015](#)
- 4.0 Action Items ..... Christopher T. Corr, Chair  
None
- 5.0 Discussion/Informational Items..... Christopher T. Corr, Chair
  - 5.1 [Strategic Development Plan Update](#) ..... Charlie Lane, SVP and COO
  - 5.2 [UF Online Update](#)..... Evie Cummings, Director, UF Online
- 6.0 New Business ..... Christopher T. Corr, Chair
- 7.0 Joint Committee Meeting – Strategic Initiatives and External Relations
  - 7.1 Action Items – None

- 7.2 Discussion/Informational Items
  - 7.2.1 [UF Goals, Objectives and Planning Process Update](#) .....  
Win Phillips, Executive Chief of Staff
  - 7.2.2 One UF Update..... Jane Adams, Vice President for University Relations
- 8.0 Adjourn ..... Christopher T. Corr, Chair, Strategic Initiatives and  
David L. Brandon, Chair, External Relations



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
JOINT MEETING OF COMMITTEE ON EXTERNAL RELATIONS  
COMMITTEE ON STRATEGIC INITIATIVES  
JOINT COMMITTEE MEETING MINUTES**

**June 4, 2015**

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

**Time Convened: 12:45 p.m. EDT**

**Time Adjourned: 1:43 p.m. EDT**

**1.0 Verification of Quorum**

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

**2.0 Call to Order and Welcome**

External Relations Committee Chair, David Brandon, and Strategic Initiatives Committee Chair Christopher T. Corr called the joint meeting to order at 12:45 p.m., EDT.

**Committee on External Relations Members present were:**

David L. Brandon (Chair), Charles B. Edwards, Robert G. Stern, Cory M. Yeffet. Trustees Jason J. Rosenberg and James W. Heavener was unable to attend.

**Committee on Strategic Initiatives Members present were:**

Christopher T. Corr (Chair), Susan M. Cameron, Paul W. Davenport, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker

**Others present were:**

President Kent Fuchs, Provost and Senior Vice President for Academic Affairs Joseph Glover, Senior Vice President for Health Affairs David Guzick, Senior Vice President and Chief Operating Officer Charles Lane, Senior Vice President for IFAS Jack Payne, Jane Adams, Vice President for University Relations, and Jamie Lewis Keith, Vice President, General Counsel and University Secretary, and other members of the President's Cabinet, members of the University of Florida Community, and other members of the public and the media.

**3.0 Review and Approval of Minutes**

External Relations Committee Chair David Brandon asked for a motion to approve the minutes from the April 2, 2015 Committee meeting, which was made by Trustee Edwards, and a Second, which was made by Trustee Stern. The Committee 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.

Strategic Initiatives Committee Chair Christopher Corr asked for a motion to approve the minutes from the April 2, 2015 Committee meeting, which was made by Trustee Cameron, and a Second, which was made by Trustee Thomas. The Committee 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**

The Committees did not have any action items on the agenda.

#### **5.0 Discussion/Informational Items**

##### **5.1 Metrics Dashboard**

Provost Joseph Glover provided a PowerPoint presentation and explained various sets of metrics for the University's performance toward its preeminence and top national university goals in preparation for the Board's retreat the next day.

##### **5.2 Strategic Development Plan Update**

Senior Vice President Charles Lane provided a PowerPoint presentation showing a comparison of plans: the Master Plan vs the Strategic Development Plan. The Master Plan concerns the campus, while the Strategic Development Plan considers the relationship between UF and the surrounding community.

#### **6.0 New Business**

There was no New Business to discuss.

#### **7.0 Adjourn**

After asking for any further discussion and hearing none, External Relations Committee Chair David L. Brandon and Strategic Initiatives Committee Chair Christopher T. Corr asked for a motion to adjourn the Committees' joint meeting, which was made by Trustee Stern and a Second by Trustee Thomas. The Chairs asked for all in favor of the motion and any opposed, and the motion was approved unanimously. The joint meeting of the Committees on External Relations and Strategic Initiatives was adjourned at 1:43 p.m. EDT.

# Strategic Development Plan Update

December 2015



WORKING TOGETHER

FOR THE  
Page 6/33

**GATOR GOOD**



# Timeline of events

- June 2014 BOT meeting – concept introduced
- December 2014 BOT meeting – concept launched
- July 2015 – RFQ posted
- August 2015 – Pre-proposal conference meeting
- September 2015 – Proposal close date
- September 2015 – 5 finalists identified
- November 2015 – 5 finalists presentation/interviews
- November 2015 – Firm selected



# Selection Committee

- Charlie Lane – SVP & COO
- Lee Nelson – Real Estate
- Carlos Dougnac – Planning, Design & Construction
- Linda Dixon – Planning, Design & Construction
- Brad Pollitt – UF Health

# RFQ Areas of Interest

- Support of UF's preeminence goals
- Identifying university town benchmarks
- Transportation, housing, and retail
- Real estate and Gainesville's built environment
- Infrastructure challenges and problem areas
- Current and planned uses of campus buildings

# RFQ Areas of Interest (cont.)

- UF's geographic location within Florida
- Trends related to growth, density, and livability
- The Gainesville/Alachua County economic climate
- UF's relationship to Gainesville/Alachua County
- University and community brand
- 40-50 year planning horizon

# Deliverables

- 3-phased plan
- Services to be provided
  - Strategic planning/branding
  - Urban planning/design
  - Campus planning integration
  - Transportation planning
  - Real estate
  - Economic analysis

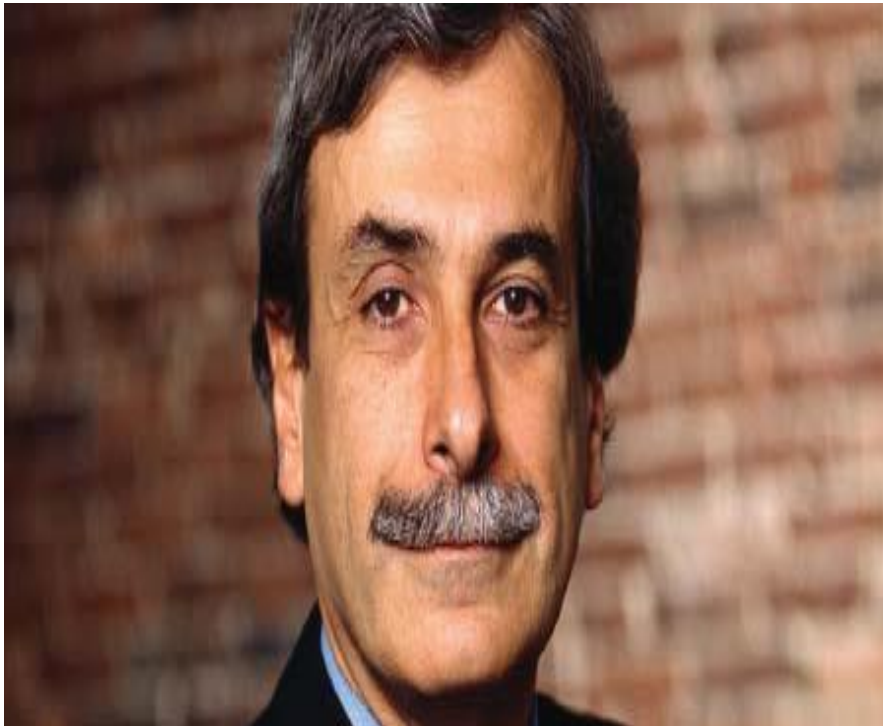
# Response to RFQ

- 14 firms bid
- 5 finalists interviewed
  - Elkus Manfredi Architects—Boston, MA
  - Skidmore Owings & Merrill/U3 Advisors—NY, NY
  - Sasaki Associates, Inc.—Watertown, MA
  - Fu Wilmers Design / Architecture + Urbanism—NY, NY
  - Studio Libeskind /AGA Public Realm Strategists— NY, NY



# Elkus Manfredi

**David Manfredi**



**Ricardo Dumont**





# Ohio State University North residential District Study



# MIT Kendall Square



# Boston Innovation District Planning and Design



# East Baltimore District Development Plan

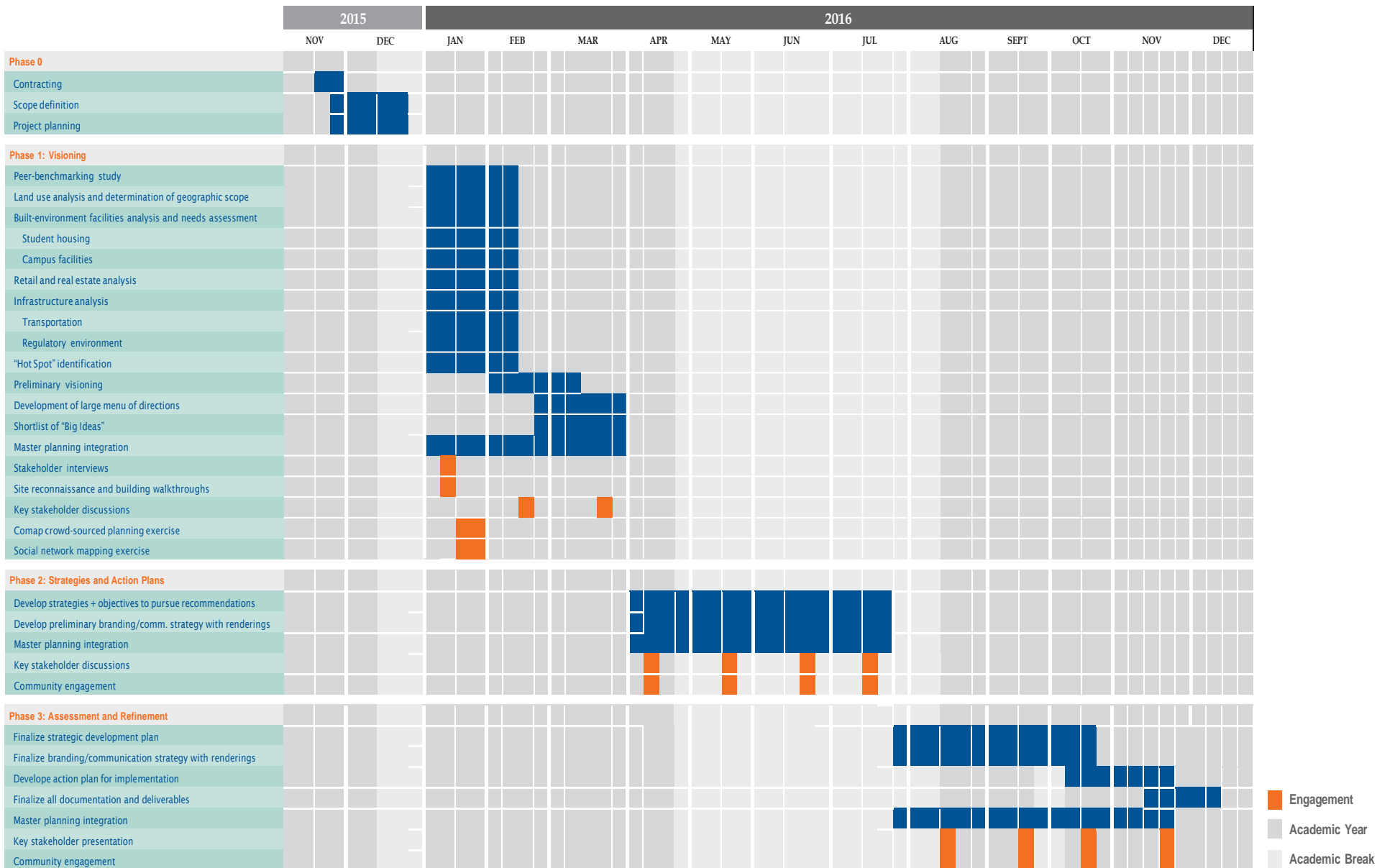




# Next steps

- Engage the consultant
- Identify stakeholder engagement groups
  - Working group
  - Executive group
  - Campus stakeholder group
  - Community stakeholder group
  - Virtual engagement
- Develop 12-month scope of work
- Tentatively begin work January 2016

# Preliminary Project Schedule



# UF ONLINE

UNIVERSITY *of* FLORIDA

# Successes & Accolades

## Savings for Florida Residents

	<i>Credit Hours* x In-State Tuition &amp; Fees</i>	<i>Total</i>
UF Face-to-Face Students	44,600 x \$210.43 =	\$9,385,178
UF Online Students	44,600 x \$129.18 =	\$5,761,428
Savings for In-State Students:		\$3,623,750



- **#1 Top College for Criminology Offered Online**  
College Factual
- **#7 Top Smart Choice Schools for Online Bachelors in Business Administration**  
Super Scholar
- **#1 Top Online Psychology Degree**  
Affordable Colleges Online
- **#2 Best Online Psychology Program**  
The Best Schools

\* From spring 2014 to fall 2015, in-state UF Online students have enrolled in over 44,600 credit hours

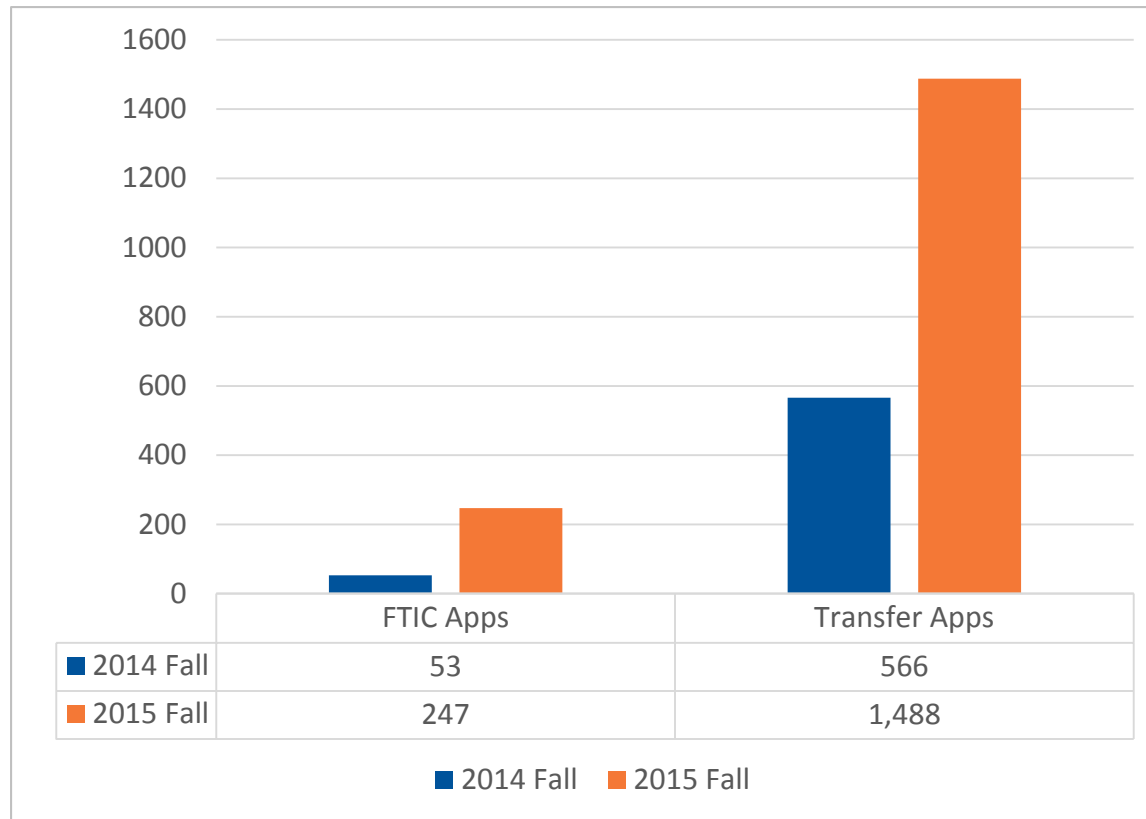
# Continued Growth

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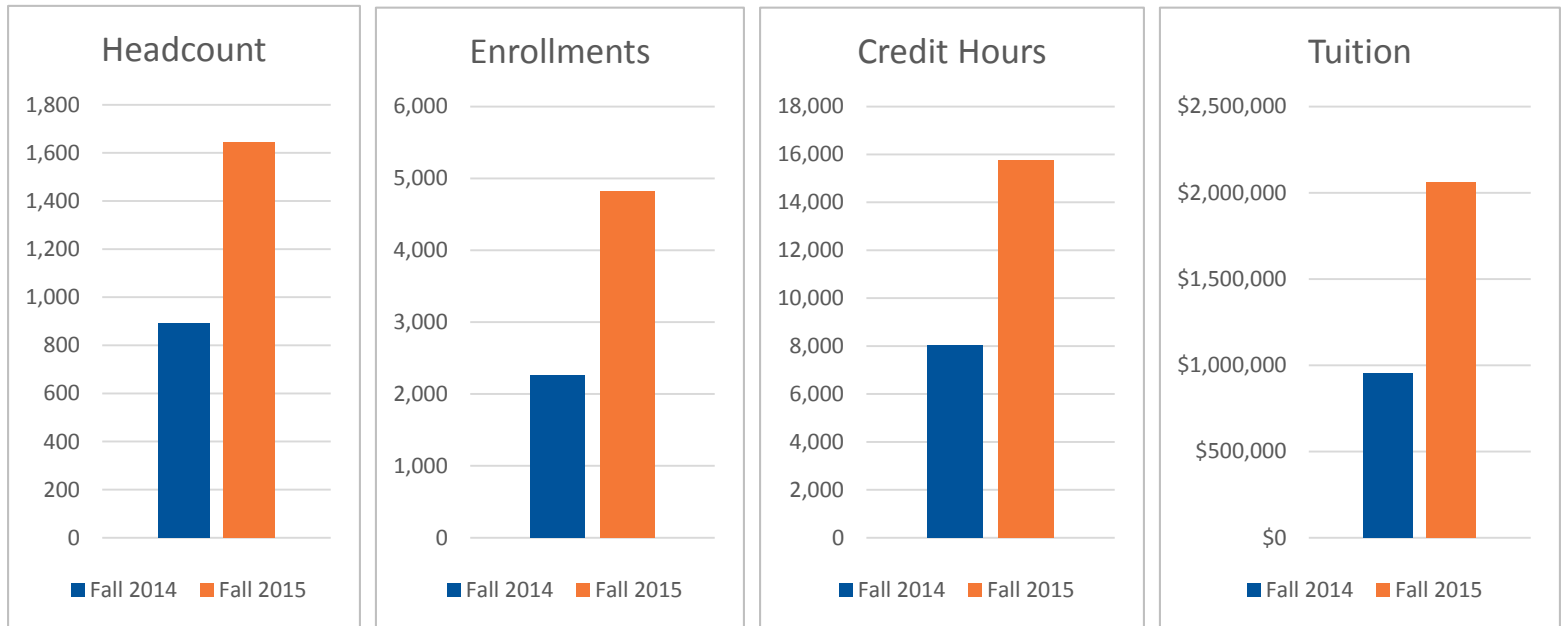
- ▶ UF Online continues to expand offerings
  - 13 online majors and 2 minors right now
  - 17 total online majors and 4 minors available Fall 2016
- ▶ Growth in student applicants and enrollments
  - UF launch of PaCE program
- ▶ Time now to integrate into core operations
  - Large transition under way to stand up recruitment center, bolster advising and admissions staff levels and engage a new marketing firm.
- ▶ Updating UF Online business plan and strategic goals to reflect program maturity and national trends

# Admissions and Enrollment Numbers

# Fall Application Comparisons



# Comparing Fall 2014 to 2015



	Headcount	Enrollments	Credit Hours	Tuition
Fall 2014	895	2,260	8,052	\$950,000
Fall 2015	1645	4,817	15,744	\$2,060,000
% Growth	84%	113%	96%	117%



# Online Academic Excellence: Curriculum and Course Production

# UF Online Majors

College	Major	2014-2015 Academic Year	2015 Fall	2016 Spring	2016 Fall
CLAS	Anthropology		Y	Y	Y
CLAS	Biology	Y	Y	Y	Y
WCBA	Business Administration	Y	Y	Y	Y
CLAS	Computer Science	Y	Y	Y	Y
CLAS	Criminology & Law	Y	Y	Y	Y
Arts	Digital Arts & Sciences				Y
CALS	Environmental Management	Y	Y	Y	Y
WCBA	Finance				Y
CLAS	Geology	Y	Y	Y	Y
CLAS	Geography		Y	Y	Y
HHP	Health Education & Behavior	Y	Y	Y	Y
NR	Nursing			Y	Y
CLAS	Psychology	Y	Y	Y	Y
JM	Public Relations				Y
CLAS	Sociology		Y	Y	Y
HHP	Sport Management	Y	Y	Y	Y
JM	Telecommunication Media & Society	Y	Y	Y	Y

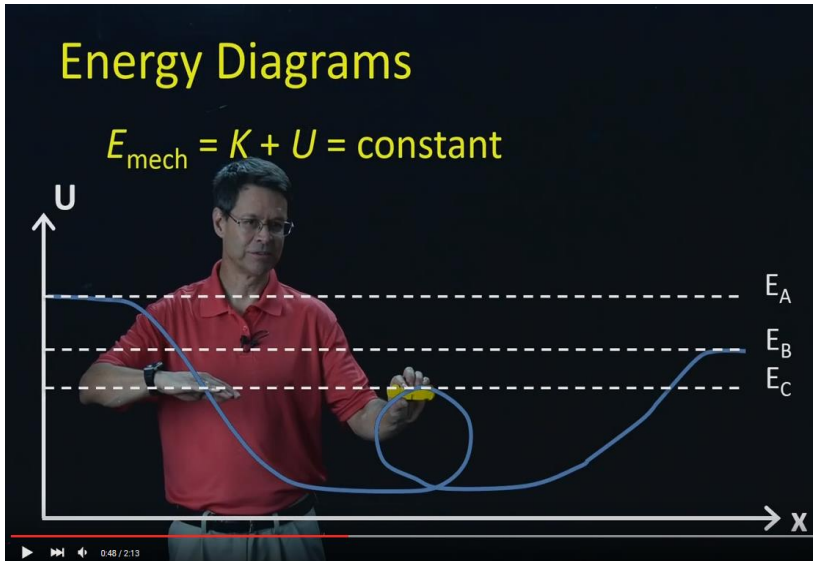
By fall 2016, four minors will offered in UF Online:

- Accounting
- Business Administration
- Mass Communications
- Sociology

# Faculty Leadership in Pedagogy

## Innovative Technology

A Lightboard is a glass chalkboard pumped full of light used for recording engaging video lecture. Lecturers face their viewers as they present topics and annotate content.



<http://bit.ly/ufonline-lightboard>

## Committed Faculty

Faculty such as Megan Mocko, Master Lecturer in the Department of Statistics, produce courses of the highest quality.

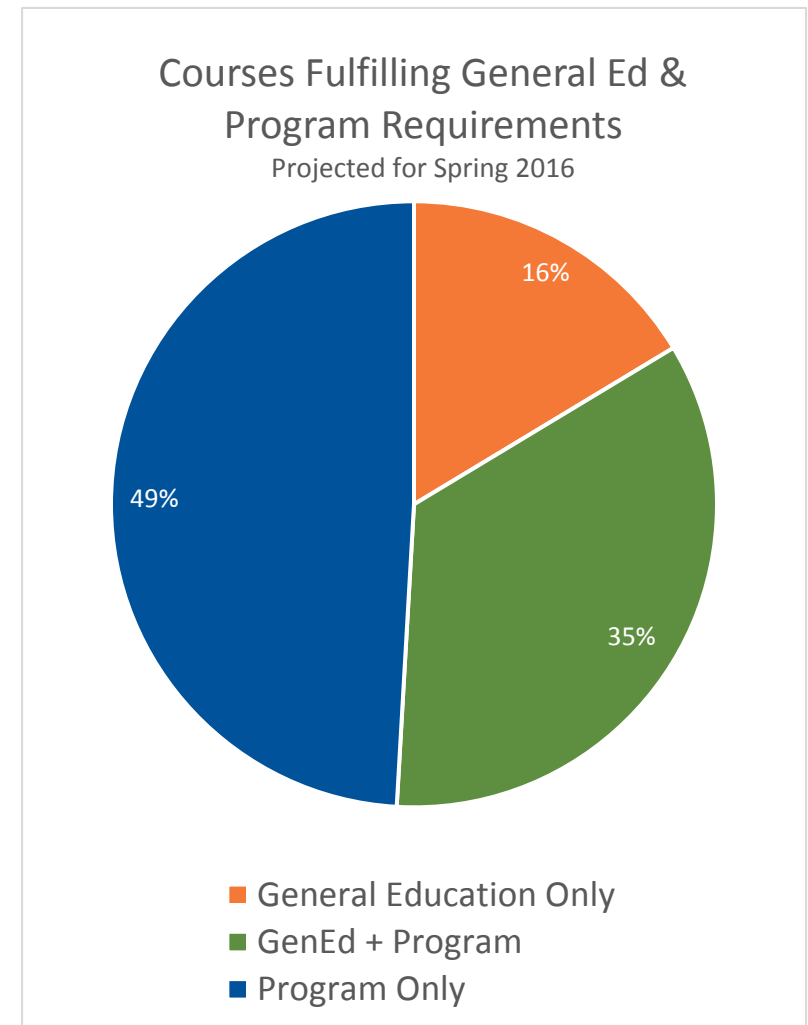


<http://bit.ly/ufonline-sta2023>

# Curriculum and Course Production

	Plan	Actual
<b>Number of Courses</b>	160	176
<b>Average Cost per Course</b>	\$21,250	\$19,744

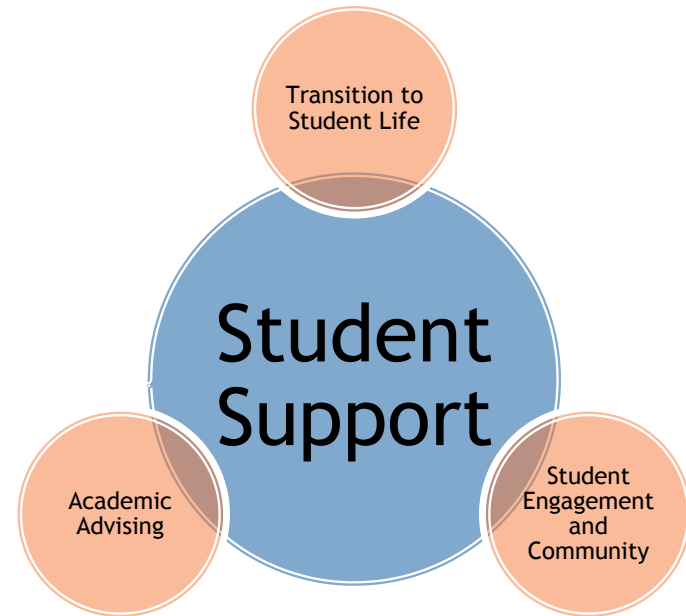
- Average cost to produce an online course has been approx. 20K
- 46 additional courses to be offered in spring of 2016 bringing the **projected total to 222.**
- **Robust quality management and peer review system in place to ensure online academic excellence.**
- **Cost per course will rise** due to increased complexity of production for more STEM courses and lab projects.



# Student Services and Advising

# Student Services and Advising

- For new Students and Families:
  - Improving LINKS online orientation
  - New, in person “Preview” session for First Time in College online students in fall 2016
- Specialized and dedicated advisors for online students in the colleges
  - Hiring 2 new advisors now
- Student engagement opportunities
  - Career counseling
  - Virtual job fairs
- Fostering Online Student Community
  - An online student community forum to launch next fall 2016 to enhance networking and online peer to peer learning.



“There are a lot of resources available to me even though I'm not in Gainesville.”

*Carrie, 1HH, Sport Management major*

“I really appreciate the extra effort y'all put in to make sure we know what we're doing and how to do what needs to be done.”

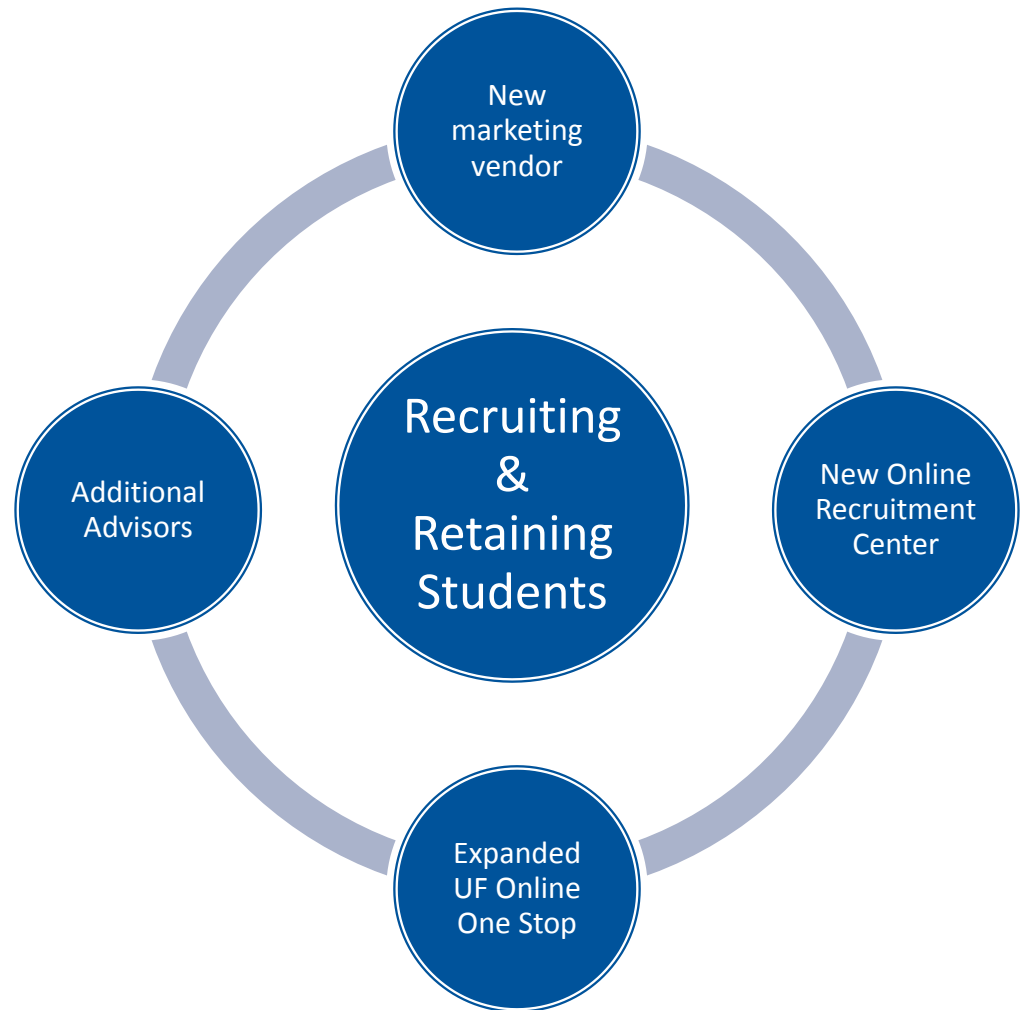
*Selena, 3LS, Criminology major*

# A New Chapter for UF Online Operations

# Integrating UF Online into core services

With the termination of the contract with Pearson, UF is shifting resources and developing internal capacity to continue to ensure effective recruitment and retention of students.

UF Online is also shifting marketing needs to a new vendor.





# Looking Ahead

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## 1. Engage on the future of UF Online

- Campus wide dialogue on how to shape the future of UF Online as *the top online undergraduate program in the country*
- Fresh look at Business Plan and strategic goals informed by national trends in online learning.

## 2. Sustain & grow enrollment

- Continue our strategic marketing: in-state market saturation; boost out of state and global awareness
- Augment our offerings with additional, meaningful majors and courses

## 3. Boost the online student experience

- Foster community and opportunities to connect, collaborate, and network
- Continue to tailor student orientation and to ensure continued support for the online student

## 4. Lead online learning through innovation & discovery

- Ensure UF Online is a learning program, able to grow and adapt, informed by the latest research to deliver dynamic programs.
- Explore innovative pilots with faculty leaders (e.g., virtual labs).

## 5. Continued operational excellence and transition of services in-house

- Stand up Recruitment Center, bolster staff for admissions and advising. New marketing team.
- As we grow, continue to gain strategic efficiency and find savings
- Ensure critical feedback loops across operations to continually improve and to guide growth

# Goal-Setting Task Force

## Goals and Objectives

(As Posted on the Web – <http://president.ufl.edu/initiatives/goal-setting-task-force/>)

### Aspiration

The University of Florida will be a premier university that the state, nation, and world look to for leadership.

### Goal 1

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty, and staff who have diverse experiences and backgrounds.

- Objective 1. UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.
- Objective 2. A university climate that is inclusive, supportive and respectful to all.
- Objective 3. Diverse, robust educational and interdisciplinary areas of excellence.
- Objective 4. Increased globalization to enhance our effectiveness as world citizens.

### Goal 2

An outstanding and accessible education that prepares students for work, citizenship and life.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

### Goal 3

Faculty recognized as preeminent by their students and peers.

- Objective 1. An increased number of faculty recognized by distinguished awards, fellowships, and memberships.
- Objective 2. An increased number of high-impact scholarly publications and creative works.
- Objective 3. An increased professional and public visibility of UF faculty.
- Objective 4. An increased faculty participation in professional service and leadership.
- Objective 5. A nurturing and invigorating academic and professional environment for all faculty across the research, teaching, and service missions of the university.

## Goal 4

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

- Objective 1. Documented advances in productivity and recognition of UF research programs.
- Objective 2. Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.
- Objective 3. Increased extramural and intramural funding that enhance both basic and translational research.
- Objective 4. Processes and systems that facilitate excellence in research and scholarship.

## Goal 5

A strengthened public engagement of the university's programs with local, national, and international communities.

- Objective 1. Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.
- Objective 2. Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.
- Objective 3. Increased technology translation and entrepreneurial activities.

## Goal 6

Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida.

- Objective 1. Alumni who make significant contributions to their professions and society.
- Objective 2. Alumni who engage with and support the University's educational, research, and service missions.

## Goal 7

A physical infrastructure and efficient administration and support structure that enable preeminence.

- Objective 1. A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure.
- Objective 2. An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations, and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.
- Objective 3. An attractive, sustainable and safe, campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.