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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE AGENDA
September 1, 2016
10:15 a.m. EDT
Emerson Alumni Hall, University of Florida, Gainesville, FL

Committee Members:
Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, Rahul Patel, Marsha D. Powers, Steven M. Scott, Nicole LP Stedman, Robert G. Stern, David M. Thomas, Susan D.C. Webster, Anita G. Zucker

1.0 Verification of Quorum ..... Jamie Lewis Keith, VP/General Counsel/University Secretary

2.0 Call to Order and Welcome .....Jason J. Rosenberg Chair

3.0 Review and Approval of Minutes.....Jason J. Rosenberg, Chair
June 6, 2016 (Pre-BOT conference call/meeting)
June 9, 2016
June 9, 2016 (Special Session for Strategic Development)
June 9, 2016 (Special Session for 7 UF Goals)
August 30, 2016 (Pre-BOT conference call/meeting) [To be provided after the call.]

4.0 Action Items .....Jason J. Rosenberg, Chair
EP1. Tenure Upon Hire
EP2. University Press of Florida Annual Report 2015-2016
EP3. Performance Funding – Choice Metric #10
EP4. Textbook Adoption Compliance Report
EP5. University of Florida Regulations Amendment

5.0 Discussion/Informational Items.....Jason J. Rosenberg, Chair
None due to the Retreat.

6.0 New Business .....Jason J. Rosenberg, Chair
None due to the Retreat.

7.0 Adjourn .....Jason J. Rosenberg, Chair

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE MINUTES
Meeting/Telephone Conference Call Meeting
June 6, 2016
123 Tigert Hall, University of Florida, Gainesville, Florida
Time Convened: 11:03 a.m. EDT
Time Adjourned: 11:33 a.m. EDT

1.0 Verification of Quorum

Vice President, General Counsel and University Secretary Jamie Lewis Keith confirmed a quorum of the Committee on Educational Policy and Strategic Initiatives, with all members present except Trustees Hosseini, Scott and Rosenberg.

2.0 Call to Order and Welcome

Committee Chair David M. Thomas called the meeting to order at 11:03 a.m. EDT.

Members present were:

David M. Thomas, Chair, David L. Brandon, James W. Heavener, Rahul Patel, Jason J. Rosenberg, Steven M. Scott, Nicole LP Stedman, Robert G. Stern, Susan D.C. Webster, and Anita G. Zucker. Trustees Mori Hosseini, Leonard H. Johnson, and Marsha D. Powers were unable to attend this meeting, which is an informational preview of the regular meeting only and at which no business is conducted.

Others present were:

Provost and Senior Vice President for Academic Affairs Joseph Glover, Vice President for Student Affairs David Parrott, Vice President, General Counsel and University Secretary Jamie Lewis Keith, Vice President for Research David Norton, Vice President for Enrollment Management Zina Evans, Assistant Vice President and Director of Housing and Residence Education Norbert Dunkel, Assistant Vice President for Media Relations and Public Affairs Janine Sikes, Senior Director of Governmental Relations and Assistant University Secretary Melissa Orth, Executive Assistant Brigit Dermott, Senior Administrative Assistant Sandy Mitchell, members of the University of Florida Community, and other members of the public and the media.

3.0 Review and Approval of Minutes

Committee Chair Thomas stated that the minutes will be reviewed for approval at the June 9, 2016 meeting.

4.0 Public Comment

There are no requests for public comment at the June 9, 2016 meeting.

5.0 Action Items

Committee Chair Thomas stated that no action would be taken, as the conference call/meeting is for informational purposes only. Committee Chair Thomas then asked Provost Joseph Glover to go through each item on the agenda for the June 9th meeting and allow time for discussion.

EP1. Annual Tenure Awards

Provost Glover explained that annual tenure awards are for faculty who have gone through the complete tenure process, who have been reviewed by the Department, College Dean, Academic Personnel Board, and who have been recommended for the award of tenure by the Provost. At the time of this meeting, Human Resource Services was preparing the final chart to be uploaded into the Board materials prior to the meeting.

EP2. Tenure Upon Hire

Provost Glover stated that there are 9 newly hired faculty members who have been reviewed and recommended for tenure upon hire by the Dean and the Provost, noting Dr. Joerg Rekittke may be a 10th but had not yet accepted the employment offer and would not be considered at the June 9th meeting if he does not do so by then. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment. The individuals recommended for tenure upon hire are as follows:

1. Dr. Roger Kjelgren, who has been hired from Utah State University as a Professor of Environmental Horticulture in the College of Agricultural and Life Sciences
2. Dr. Chimay J. Anumba, who has been hired from Pennsylvania State University as Professor of Construction Management in the College of Design, Construction and Planning
3. Dr. Rachael D. Seidler, who has been hired from the University of Michigan as a Professor of Applied Physiology and Kinesiology in the College of Health and Human Performance
4. Dr. Zhongwu Guo, who has been hired from Wayne State University as a Professor of Chemistry in the College of Liberal Arts and Sciences
5. Dr. Laurence Ralph, who has been hired from Harvard University as an Associate Professor of Anthropology in the College of Liberal Arts and Sciences
6. Chengguo Xing, who has been hired from the University of Minnesota as a Professor of Medicinal Chemistry in the College of Pharmacy
7. Chenglong Li, who has been hired from The Ohio State University as a Professor of Medicinal Chemistry in the College of Pharmacy

8. Dr. Russell T. Hepple, who has been hired from McGill University as a Professor of Physical Therapy in the College of Public Health and Health Professions
9. Dr. Andrew J. Lotto, who has been hired from the University of Arizona as a Professor of Speech, Language, and Hearing Sciences in the College of Public Health and Health Professions

EP3. University of Florida Work Plan 2016

Provost Glover reviewed the Work Plan that the University must submit to the Board of Governors, which sets forth UF's goals and projections for the next five years. The Committee discussed the metrics for the Key Performance Indicators (pages 8 and 9 of the Work Plan), in particularly those that are considered "stretch goals." Provost Glover and the Trustees discussed concerns that the Board of Governors' computational method for awarding performance funds is not fair to UF. UF, unlike other universities, set a real stretch goal for research, one of many areas where UF already performs at the highest level compared to others in the State University System, to demonstrate our seriousness about advancement to premier national public research university stature. This stretch goal cost UF approximately $700,000 in performance funding, even though UF still received the most total funding.
It was agreed that the Board will discuss the goals and metrics in greater detail at an upcoming meeting. Provost Glover agreed to provide a graphic to illustrate the scoring method for total research funding at that meeting, Provost Glover then brought the Committee's attention to page 15 of the Work Plan, which projects no increase in University Tuition and Fees and projects a small increase in the cost of housing. He noted that the Work Plan includes projections and does not bind the Board, which still needs to act to approve any changes in tuition, fees and many costs.

EP4. University of Florida Regulation Amendments

General Counsel Jamie Lewis Keith stated that the only regulation amendment was the annual regulation setting forth tuition for the coming academic year. She noted that there was no increase or change in fees or tuition for the 2016-2017 academic year, with the exception of a few pennies decrease in the statutorily required fee for undergraduates taking the same course more than twice.

EP5. Facility Security Clearance

Vice President Norton stated that the Department of Defense requires the Board to appoint a management committee to have access to classified information that UF uses in certain research, and to adopt a resolution that Trustees will not require such access, listing all Trustees, if the Trustees do not want to be individual security-cleared. This action is required whenever new Trustees are appointed or begin their service on the Board. Trustee Mori Hosseini has been appointed and Faculty Trustee Nicole Stedman and Student Trustee Susan Webster have begun their service, prompting the need for this resolution.

6.0 Discussion/Informational Items

Committee Chair Thomas stated that the Discussion and Informational Items will be presented at the June 9, 2016 meeting.

7.0 New Business

None

8.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Thomas thanked everyone for participating on the call. The Committee on Educational Policy and Strategic Initiatives call/meeting was adjourned at 11:33 a.m. EDT.

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE MINUTES
June 9, 2016
Time Convened: 11:34 a.m. EDT
Time Adjourned: 1:05 p.m. EDT
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, Florida

1.0 Verification of Quorum

After a roll call, Vice President, General Counsel and University Secretary Jamie Lewis Keith confirmed a quorum, with all members present.

University of Florida Board of Trustee Members present:

David M. Thomas (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Steven M. Scott, Nicole LP Stedman, Robert G. Stern, Susan D.C. Webster, Anita G. Zucker

Others present:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charles Lane, Senior Vice President and Chief Operating Officer; David Guzick, Senior Vice President for Health Affairs and President of UF Health; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; David Parrott, Vice President for Student Affairs; Zina Evans, Vice President for Enrollment Management; David Norton, Vice President for Research; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; Rebecca Holt, Executive Assistant; Sandy Mitchell, Senior Administrative Assistant; and other members of the University community and the media.

2.0 Call to Order and Welcome

Committee Chair David M. Thomas called the meeting of the Committee on Educational Policy and Strategic Initiatives to order at 11:34 a.m. EDT and welcomed the Committee members and all those in attendance.

3.0 Review and Approval of Minutes

The Committee on Strategic Initiatives did not meet in March and was terminated by the Board of Trustees at the April 1, 2016 meeting, with that Committee's purpose being incorporated into the charter of the Committee on Educational Policy and Strategic Initiatives. Also, service on the Board of some members of the now defunct Committee on Strategic Initiatives has ended. Committee Chair Thomas asked for a motion from the remaining former members of the Committee on Strategic Initiatives to approve the minutes of the December 3, 2015 Committee meeting, which was made Trustee Zucker and a second from those former members by Trustee Patel. Mr. Thomas asked for further discussion, after which he asked for all former members in favor of the motion and any opposed and the motion was approved unanimously.

The Committee Chair then asked for a motion to approve the minutes of the March 11, 2016 meeting (which was a joint meeting of the Board of Trustees and Educational Policy and Strategy Committee, March 18, 2016 meeting (which was a joint meeting of the Board of Trustees and Educational Policy and Strategy Committee), March 18, 2016 meeting (which was a meeting of the Educational Policy and Strategy Committee to prepare for the March 30, 2016 meeting) and the March 31, 2016 Committee meeting, which was made by Trustee Johnson. Committee Chair Thomas asked for a second, which was made by Trustee Rosenberg. 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 Public Comment

There were no requests for public comment.

The Committee considered the following Action Items:

5.0 Action Items

Committee Chair Thomas noted that the Committee discussed all of the Action Items on its June 6th call and asked Provost Joe Glover to briefly present them and entertain further questions and discussion if desired by the Committee.

EP1. Annual Tenure Awards

Provost Glover noted that there are 57 annual tenure cases that have gone through the complete process and each has been recommended for tenure by the Provost. Trustee Hosseini asked President Fuchs and Provost Glover when the tenure process was last reviewed by them. Provost Glover noted that the process is reviewed annually and President Machen had made a change to the Academic Personnel Board structure, to enhance the effectiveness of its advice. In response to a request by Trustee Hosseini, President Fuchs agreed that he and Provost Glover would review the process to confirm that no further adjustments are needed.

The Committee Chair asked for a motion approve Action Item EP1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Heavener, and a

second, which was made by Trustee Stern,. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

EP2. Tenure Upon Hire

Provost Glover noted that there are 9 tenure upon hire cases that are being recommended to the Board for approval. He noted that, for those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointments. Dr. Glover stated that Dr. Joerg Rekittke would not be included on the list because he had not accepted the offer of employment.

Provost Glover presented the names and appointments of each tenure upon hire case:

1. Dr. Roger Kjelgren-College of Agricultural and Life Sciences
   Professor, Environmental Horticulture
2. Dr. Chimay J. Anumba-College of Design, Construction and Planning
   Professor, Construction Management
3. Dr. Rachael D. Seidler-College of Health and Human Performance
   Professor, Applied Physiology and Kinesiology
4. Dr. Zhongwu Guo-College of Liberal Arts and Sciences
   Professor, Chemistry
5. Dr. Laurence Ralph-College of Liberal Arts and Sciences
   Associate Professor, Anthropology
6. Chengguo Xing-College of Pharmacy
   Professor, Medicinal Chemistry
7. Chenglong Li-College of Pharmacy
   Professor, Medicinal Chemistry
8. Dr. Russell T. Hepple-College of Public Health and Health Professions
   Professor-Physical Therapy
9. Dr. Andrew J. Lotto-College of Public Health and Health Professions
   Professor, Speech, Language, and Hearing Sciences

The Committee Chair asked for a motion to approve Action Item EP2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Johnson, and a second, which was made by Trustee Rosenberg. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

EP3. University of Florida Work Plan 2016

Provost Glover pointed out that the Annual Work Plan is a forward-looking report submitted by the University to the Board of Governors and projects expected outcomes for the coming year and the four years thereafter, tying the University's long-term forward-looking Strategic Plan goals to its backward-looking Annual Accountability Report. Provost Glover and the Committee discussed certain highlights of the Work Plan.

First, as planned at the June 6th Committee call/meeting, Provost Glover presented UF's institution specific stretch goal related to research funding and explained the scoring, which is determined in relation to performance of other AAU institutions. He noted that a portion of performance funding (that is not awarded to the three bottom-scoring universities) is reallocated to the three top-scoring universities. Other universities chose institutional goals that they knew they would achieve; UF, which already far exceeds other State University System institutions in research, chose a stretch goal in research, tied to UF's performance against AAU institutions, as a demonstration of UF's seriousness to advance to premier national public university stature. However, this unfairly cost UF several hundred-thousand dollars of performance funding and a number one ranking, even though UF is in fact most accomplished. Trustees Thomas and Hosseini expressed an interest in working with the Board of Governors (BOG) to address these fairness concerns, which the BOG would do in collaboration with other universities as well. Provost Glover indicated that he would have a conversation with Tim Jones at the BOG to initiate the discussion.

Provost Glover then addressed projected housing fees, noting that an increase in housing fees, tied to the cost to operate housing and justified in the market, is projected. Living in UF housing is optional and the fees apply only to those who elect to live in UF housing. Assistant Vice President and Director of Housing and Residence Education Norb Dunkel provided an assessment of the need for the increase and a comparison of 2016-2017 rates for housing on and off campus.

Trustee Hosseini, while acknowledging funding needs to address costs over time, requested that, at this time, the 4.4% increase in the housing fee be removed from the Annual Work Plan in keeping with UF's important goal of maintaining a low cost of attendance. President Fuchs indicated that the University is willing to make this change to the Work Plan. Provost Glover noted that the Work Plan will project the 1.2% increase in the cost of optional dining services due to the external vendor contract with Aramark, but the projected increase for University housing will be removed from the Work Plan.

The Committee Chair asked for a motion to approve Action Item EP3 for recommendation to the Board for its approval on the Consent Agenda, eliminating the projected increase in University housing fees in FY17-18 and FY 18-19, as described by Provost Glover, which was made by Trustee Hosseini and Seconded by Trustee Johnson. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously**.**

EP4. University of Florida Regulation Amendments

General Counsel Jamie Lewis Keith presented the annual revision to the regulation setting the tuition and certain fees for the coming academic year. The references to the academic year have been updated to 2016-17. The existing provisions on tuition and fees are unchanged, with the exception of a few pennies reduction in the statutorily required fee for taking an undergraduate course more than twice.

The Committee Chair asked for a motion to approve Action Item EP4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Rosenberg, and, a

second, which was made by Trustee Stern. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

EP5 Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Managerial Group for Classified Information

Vice President David Norton explained that the Department of Defense requires the Board to appoint a management committee to have access to classified information necessary in certain contracts and research, and to adopt a resolution that Trustees will not require such access, listing all Trustees, if the Trustees do not want to be required to obtain individual security-clearances. The Board takes this action each time a new Trustee is appointed or begins service. With the appointment of Trustee Mori Hosseini and the commencement of service of Trustees Nicole Stedman and Susan Webster, this action is required.

The Committee Chair asked for a motion to approve Action Item EP5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and a second, which was made by Trustee Zucker. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

6.0 Discussion/Informational Items

Committee Chair Thomas turned the Committee's attention to the information items and asked each presenter to address a topic in turn:

6.1 Admissions Update – Vice President for Enrollment Management Zina Evans presented an overview of the 2016 Freshmen Admission: Summer, Fall, Innovation Academy, and PACE confirmations.

6.2 Faculty Senate Update - Faculty Senate Chair Nicole Stedman made her report and expressed her enthusiasm for serving the Senate and the Board in the coming year.

6.3 Student Government Update – Student Body President Susan Webster provided a handout highlighting the accomplishments and initiatives of Student Government. She expressed her enthusiasm for serving all students and the Board in the coming year.

6.4 House Bill 7019 – Provost Glover indicated that HB 7019 makes the Board of Trustees responsible for required actions under the textbook affordability statute and that the University is waiting for additional guidance from the Board of Governors' Office.

6.5 Early Decision Policy – In response to a request from the Trustees at the March 31, 2016, Committee meeting, Vice President for Enrollment Management Zina Evans and Provost Joseph Glover provided information about early decision policies. Ms. Evans noted that UF informs students of admissions decisions in February, earlier than most institutions. Despite this early notification, most students decide where they will attend after they have received all offers. She further noted that early decision programs disadvantage students who require financial aid as financial aid decisions are made later and these students are more likely to need to compare costs across institutions rather than committing to one institution before receiving

other offers and their financial aid packages. For this reason, UF, like most public universities, does not have an early decision program.

6.6 Changes in Major/Degree Program

6.6.1. Name Change: Recreation, Parks and Tourism to Tourism and Recreation Management in the College of Health and Human Performance

6.6.2. New Major in Construction Productivity in the College of Design, Construction and Planning

6.7 New Center/Institutes

6.7.1 Florida Institute for Cyber Security Research (FICS Research)

Provost Glover provided information about programs and center name changes. All have been approved by the Faculty Senate. They do not require Board action but were presented for information.

Provost Glover asked if there were any questions and there were none.

6.8 Lake Nona Transaction – A handout was provided with questions from the Office of the Governor and answers from the University regarding the proposed Sanford Burnham transaction, which were recently given to the Office of the Governor. President Fuchs noted that he was engaging Trustee Hosseini in the discussions. He indicated that if the state wants to go forward, when ready, a Term Sheet would be brought to the Board.

7.0 New Business

There was no new business to come before the Committee.

8.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Thomas asked for a motion to adjourn, which was made by Trustee Zucker, and a second, which was made by Trustee Corr, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Educational Policy and Strategic Initiatives was adjourned at 1:05 p.m., EDT.

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE MINUTES
Meeting/Telephone Conference Call Meeting
August 30, 2016
123 Tigert Hall, University of Florida, Gainesville, Florida
Time Convened: 10:32 a.m. EDT
Time Adjourned: 10:59 a.m. EDT

1.0 Verification of Quorum

This was an informational meeting and a quorum was not required; however, Vice President, General Counsel and University Secretary Jamie Lewis Keith confirmed all members were present except for Trustee Steven M. Scott and Trustee Nicole LP Stedman.

University of Florida Board of Trustee Members present:

Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, Rahul Patel, Marsha D. Powers, Robert G. Stern, David M. Thomas, Susan D.C. Webster, Anita G. Zucker

Others present:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; other members of the President's Cabinet; Angel Kwolek-Folland, Associate Provost; Cheryl Gater, Assistant Provost; Brigit Dermott, Executive Assistant; Becky Holt, Executive Assistant; Sandy Mitchell, Senior Administrative Assistant; and other members of the University community and members of the media.

2.0 Call to Order and Welcome

Committee Chair Jason J. Rosenberg called the meeting of the Committee on Educational Policy and Strategic Initiatives to order at 10:32 a.m. EDT and welcomed the Committee members and all those in attendance.

3.0 Review and Approval of Minutes

Committee Chair Rosenberg stated that the minutes will be reviewed for approval at the September 1, 2016 meeting.

4.0 Action Items

Committee Chair Rosenberg stated that no action would be taken, as the conference call/meeting is for informational purposes only. Committee Chair Rosenberg then asked Provost Glover to go through each item on the agenda for the September 1st meeting and allow time for discussion.

EP1. Tenure Upon Hire

Provost Glover noted that there are five tenure upon hire cases that are being recommended to the Board for approval. He noted that, for those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointments. He also noted that each individual has been recommended for tenure upon hire by his or her college and department.

Provost Glover presented the names and appointments of each tenure upon hire case:

1. Kyle A. Riding has been hired from Kansas State University as an Associate Professor in the Department of Civil and Coastal Engineering in the College of Engineering.
2. Alina Zare has been hired from the University of Missouri as an Associate Professor in the Department of Electrical and Computer Engineering the College of Engineering.
3. Bryony C. Bonning has been hired from Iowa State University as an Eminent Scholar in the Department of Entomology and Nematology in the College of Agriculture and Life Sciences.
4. Tanya L. Saunders has been hired from The Ohio State University as an Associate Professor in the Center for Women's Studies and Gender Research in the College of Liberal Arts and Sciences. Her particular field is African studies.
5. Amy J. Hoffman has been hired from Michigan State University as an Associate Professor in the Department of Biobehavioral Nursing Science in the College of Nursing.

EP2. University Press of Florida Annual Report 2015-2016

Provost Glover explained that UF submits an annual report on the University Press of Florida to the Board of Governors upon the UF Board of Trustees' approval, and the proposed Annual Report is the report for the fiscal year just ended. Provost Glover indicated that the system-wide Press is an academic infrastructure support organization that is managed by UF on behalf of the State University System, and UF has invested in the Press when needed in the past. He indicated that the Press has had financial difficulties in recent years but has been able to turn over a new page economically. They have published 211 books, have had good sales and have moved into the area of journal publications. The University of Florida has launched an imprint of the Press called the University of Florida Press, which puts the UF brand on publications. This is consistent with the practice of premier universities and is important for the University's reputation.

EP3. Performance Funding – Choice Metric #10

Provost Glover noted that the Board discussed in June 2016 the reasons why UF lost some points in the performance funding scoring of its UF Board-chosen metric, total research expenditures,

even though UF is by far the most accomplished state university in this area. While still among the top three universities and still the recipient of the most total dollars, this caused UF's performance funding rank to be lower than what would fairly reflect its stature, and caused UF to lose several hundreds of thousands of dollars of performance funding. The Board recognized the unfairness of this result and asked the President and Provost to propose a solution. The Board of Governors evaluates state universities for performance funding based on ten metrics, eight of which are applied to all universities, one of which is chosen by the BOG (in the case of UF, faculty awards), and one of which—the 10th metric—is proposed by the university's Board of Trustees. The UF Board-chosen metric of total research expenditures is an important metric for the advancement of UF as a premier national public research university, and UF intends to continue to strive to advance against this metric and to track progress. However, the Board of Governors' most recent scoring of UF against AAU peer institutions (in a regime that provides 100 possible points, rather than the prior 50 points), makes this a stretch goal for UF. Whereas, other universities' chosen metrics are ones they know they can easily meet. To remedy the inequity, the University is recommending to the Board that it consider proposing to the Board of Governors for approval at its September meeting, that the 10th metric for UF be "licenses and options completed with companies commercializing researchers' discoveries." If UF remains in the top 10 for this metric as determined by the Association of University Technology Managers (AUTM), UF should receive a "10" score. If UF were in the top 11-20, UF should receive a "9" score. UF has consistently been a top performer nationally in this area and most recently (in 2013-14) was ranked 7th in the nation. ..... While UF would no longer be scored for performance funding under the total research expenditures metric, UF would also propose to report to the Board of Governors and to track progress against this metric as an 11th metric that is a recognized stretch goal and important to UF's advancement.

Trustee Hosseini indicated that he had spoken with the Board of Governors staff and they are supportive of making this change and adding the additional (11^{th}) metric on research expenditures for tracking but not funding purposes.

EP4. Textbook Adoption Compliance Report

Provost Glover noted that under a new statutory provision enacted last legislative session (Section 1004.085, Florida Statutes), the Board of Trustees is required to the report to the Board of Governors by September 30 of each year on the University's compliance with policies regarding textbook adoption. The report prepared for the Board's adoption and referenced by Provost Glover at the meeting addresses the following:

(a) The selection process for general education courses with wide cost variance among sections of the same course and high enrollment courses. Each instructor adopts the materials and textbooks for his or her section of the course, regardless of enrollment size or cost variance. Wide cost variances (i.e., as defined by UF, $100 and at least 20% variance) will be monitored every semester. If there are three consecutive semesters of wide cost variances in the same course, the department will be required to provide a written justification or find alternative instructional materials closer to the course's average costs.

(b) Specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials. In Fall 2016, the university is piloting an e-reader program in combination with e-text materials in multiple sections of the IUF 1000 course.

In Spring 2016, the university will pilot Ximera in MAC 2311. Ximera is open access instructional materials focused on calculus providing homework and quizzes. This will be available to students at no cost and will replace the current system of WebAssign which costs $70 for each student. If successful, Ximera will replace WebAssign across MAC 2311, MAC 2312, and MAC 2313. Each of the approximately 2,000 students taking calculus will save this $70 in the fall semester.

(c) Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class. UF achieved the goal in 95.3% of course sections (9,817 of 10,302 sections total) and 92.2% of courses (4,303 of 4,665 total courses) in the fall semester of 2016.

(d) The number of courses and course sections that were not able to meet the posting deadline for the previous academic year. Out of 10,302 total sections, 485 sections or 4.7% did not meet the posting deadline and out of 4,665 total courses, 362 courses or 7.8% did not meet the posting deadline.

Provost Glover indicated that UF was continuing to look for ways to save students money.

EP5. University of Florida Regulation Amendments

General Counsel Keith noted that the only regulation change concerns the adoption of a new regulation that confirms the University's intended use of the St. Augustine historic properties for education, research and historic preservation—and activities that raise revenue for support of the University's mission of education, research and historic preservation. The public is encouraged to visit the museums, monuments and certain other properties for this purpose. But, as is the case with other properties operated by UF for educational and research or related revenue-raising purposes, UF does not intend to operate the properties as any kind of open forum. In the event that a limited, designated forum is intended on a particular occasion, it would be explicitly and formally announced. Also, as part of consistent revenue-raising activities and when not inconsistent with the primary use and restoration of properties, UF may rent facilities for events. This is not a change for UF, but merely confirms the purpose and manner of our operations since we took over operations of these historic properties to advance their preservation and educational value.

6.0 Discussion/Informational Items

There were no Discussion/Informational Items to come before the Committee.

7.0 New Business

There was no new business to come before the Committee.

8.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Rosenberg adjourned the University of Florida Committee on Educational Policy and Strategic Initiatives at 10:59 a.m., EDT.

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The Foundation for The Gator Nation

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND
STRATEGIC INIATIVES SPECIAL SESSION ON
STRATEGIC DEVELOPMENT PLAN WITH ELKUS
MANFREDI AND DUMONT JANKS
JUNE 9, 2016
8:30 am EDT
Warrington Conference Room, Emerson
Alumni Hall
University of Florida, Gainesville, Florida

University of Florida Board of Trustees Members present:

David M. Thomas (Committee Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Steven M. Scott, Nicole LP Stedman, Robert G. Stern, Susan D.C. Webster and Anita G. Zucker

Others present:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charles Lane, Senior Vice President and Chief Operating Officer and Consultants David Manfredi of Elkus Manfredi and Gregory Janks of Dumont Janks ; David Guzick, Senior Vice President for Health Affairs and President of UF Health; Thomas Mitchell, Vice President for Advancement; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; other members of the President's Cabinet; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Deans and other members of the University community; and members of the media and Gainesville community.

1.0 Call to Order and Welcome

Committee Chair David Thomas called the meeting to order at 8:30 am EDT and welcomed all Trustees, the Administration, and others in attendance at the meeting.

2.0 Special Session on Strategic Development

Senior Vice President and Chief Operating Officer Charles Lane provided an overview of the strategic development planning initiative underway at the University of Florida including robust community engagement and participation. He then introduced special guests David Manfredi of Elkus Manfredi and Gregory Janks of Dumont Janks, who have been engaged by the University as consultants for the strategic development plan.

Mr. Manfredi and Mr. Janks gave a presentation to the Board of a long-term, ambitious plan to prepare UF and the surrounding community for the future, identifying optimal trends related to growth, intensity/density, economic viability, and livability to support UF's goal to become a premier national public research university. Key points included:

- "Plus One": a concept that great universities have an additional factor in their communities that advances their stature and mission, such as the size and urbanity of their community or their colocation with a Fortune 500 company or another great university. It was suggested the UF's academic health center can be a "plus one" that will advance the university's greatness.
- Density: Floor Area Ratio (FAR) of the campus and community is an important driver of physical collaboration and a key factor in attracting talent to an area.
- One Gainesville: The current east-west divide in the community is a limiting factor. Efforts to re-center, unite and sustain Gainesville will help foster a community that supports the university's vision and help the university to benefit the community. University Avenue and Newell Drive were identified as key corridors to connect the campus and the community.

Some means to achieve these goals include supporting on-campus residency, improving transportation, encouraging investment by venture capitalists to spur development, and development to ideal FAR along existing corridors on campus and in the community.

The Board engaged in discussion throughout. Slides of the presentation are incorporated in these minutes.

3.0 Adjourn

The special session on strategic development was adjourned at 10:02 a.m. EDT.

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INIATIVES SPECIAL SESSION ON 7 UF-WIDE GOALS / PROCESS FOR ADVANCEMENT
JUNE 9, 2016
10:17 am EDT
Warrington Conference Room, Emerson Alumni Hall
University of Florida, Gainesville, Florida

University of Florida Board of Trustees Members present:

David M. Thomas (Committee Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Steven M. Scott, Nicole LP Stedman, Robert G. Stern, Susan D.C. Webster and Anita G. Zucker

Others present:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charles Lane, Senior Vice President and Chief Operating Officer; David Guzick, Senior Vice President for Health Affairs and President of UF Health; Thomas Mitchell, Vice President for Advancement; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; other members of the President's Cabinet; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Deans; and other members of the University community and members of the media.

Special guests of the Board included: Dean Michael Good of the UF College of Medicine and Dean David Richardson of the UF College of Liberal Arts and Sciences

1.0 Call to Order and Welcome

Committee Chair David Thomas called the meeting to order at 10:17 am EDT and welcomed all Trustees, the Administration, and all in attendance at the meeting.

2.0 Special Session on 7 UF-Wide Goals / Process for Advancement

President Fuchs presented two documents to set the context for the special session on the UF-wide strategy for advancement: the Decade Ahead, which presents the aspirations for the University at the highest level, and a booklet prepared for incoming State Senate President Negron that presents key statistics about the university as compared to its aspirational peers. President Fuchs noted that the university strategic goal-setting process identified UF-wide over-arching strategic goals, with specific objectives, for the advancement of the university, and called on the colleges and major units to develop related strategies and plans to achieve these goals. The Board of Trustees previously engaged in the UF-wide strategic goals process at two retreats and two meetings in April, June, September and December 2015.

Provost Joe Glover provided an overview of the college-level process to develop strategies and plans to achieve UF-wide strategic goals, and introduced two deans to present their colleges' strategies. He noted that the College of Liberal Arts and Sciences (CLAS) is the largest in terms of students and the College of Medicine (COM) is largest in terms of faculty. He then introduced CLAS Dean David Richardson, who gave a presentation about the college's strategic plan and emphasized the value of liberal arts and sciences education, including its relationship to a range of careers. President Fuchs noted that the success of CLAS is a necessary condition for the university to achieve its mission of excellence and premier national stature.

Dr. David Guzick, Senior Vice President for Health Affairs, introduced COM Dean Michael Good, who gave a presentation about the College of Medicine's strategic plan. Illustrating the importance of cutting edge facilities for the advancement of a college's reputation and productivity, Dean Good noted that, with the completion of the Harrell Medical Education Building (the result of an aggressive capital campaign), applications to the medical school jumped 40 percent. Noted goals for the college are to grow the scholarship endowment to allow students to pursue their passions and to foster preeminent programs and faculty.

The Trustees engaged the deans in discussion and expressed support for the UF-wide strategic goals and related college strategic planning process. Slides are incorporated in these minutes.

3.0 Adjourn

The special session on strategic development was adjourned at 11:15 a.m. EDT.

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP1
September 1, 2016

SUBJECT: Tenure Upon Hire

BACKGROUND INFORMATION

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

PROPOSED COMMITTEE ACTION

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

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached Biographies and Spreadsheet and see BoardVantage for Tenure Packets.

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

Approved by the University of Florida Board of Trustees, September 1, 2016.

_____ _____

James W. Heavener, Chair W. Kent Fuchs, President and Corporate Secretary

Dr. Kyle Riding – Herbert Wertheim College of Engineering
Associate Professor, Civil & Coastal Engineering

Dr. Kyle Riding received his B.S. in Civil and Environmental Engineering at Brigham Young University in 2002, his M.S. in Civil and Environmental Engineering at University of Texas at Austin in 2004, and Ph.D. in Civil, Architectural and Environmental Engineering at University of Texas at Austin in 2007. His research is devoted to understanding the effects of temperature on concrete durability including thermal stress and early-age cracking. He was previously an Associate Professor at Kansas State University. His laboratory is developing new materials for concrete that are more durable, environmentally friendly, and lower cost than existing materials based on Portland cement. In 2011 he was awarded the Wason Medal for Materials Research by the American Concrete Institute. In 2013 he was presented with the ACI Young Member Award for Professional Development.

Dr. Alina Zare – Herbert Wertheim College of Engineering
Associate Professor, Electrical & Computer Engineering

Dr. Alina Zare received her B.S. Cum Laude in Computer Engineering from the University of Florida in 2003 and her Doctor of Philosophy in Computer Engineering in 2008 from the University of Florida. Her teaching format is an excellent form of student-centered active learning. Her course materials were viewed on the Blackboard web site, and MATLAB, where it would cover images processing using Choquet and Sugeno integrals. She explains the theory and algorithms of Choquet and Sugeno integrals on the white board and run test images to see filtering results. She asked the students to prepare the project report using IEEE journal paper format, which gives the student a unique training on how to write technical papers in their future research. She was previously an Associate Professor at University of Missouri-Columbia.

Dr. Bryony C. Bonning - College of Agriculture & Life Sciences
Eminent Scholar, Entomology and Nematology

Dr. Bryony Bonning received her B.S. in Zoology with Honors from the University of Durham in 1985and her Ph.D. in Entomology from London School of Hygiene and Tropical Medicine, University of London in 1989. Her doctoral research dealt with insecticide resistance in mosquitoes and included field work in Italy and also in Sri Lanka in conjunction with the Anti-Malaria Campaign. She addressed pest management from a more pro-active standpoint to explore the use of recombinant baculovirus insecticides for management of lepidopteran pest species. In 1994 she took the position of Assistant Professor within the Department of Entomology at Iowa State University and was promoted to Full Professor in 2005. She has

established a large and productive research laboratory with research focused on development of novel solutions for insect pest management.

Dr. Tanya L. Saunders – College of Liberal Arts & Sciences
Associate Professor, Center for Women's Studies and Gender Research
Dr. Tanya Saunders received a Certificate of Hispanic Studies from the University of Salamanca (Spain) in 1996, her B.A. from St. Mary's College of Maryland in 1998, her Master of Public Policy from the Gerald R. Ford School of Public Policy from the University of Michigan in 2001, and her Master of Arts/Ph.D at University of Michigan in the Department of Sociology in 2008. She was previously an Associate Professor at The Ohio State University. She is involved in research on intersections of race, gender, and sexuality with the context of music and other cultural production in the Caribbean and Latin America, particularly Cuba and Brazil. She served as an advisor to graduate students. She completed her first book "Cuban Underground Hip Hop: Black Thoughts, Black Revolution, Black Modernity." It was published by University of Texas Press in November 2015. Her second book project expands her work on Cuba to offer a comparative analysis of arts-based activism and social change in Brazil.

Dr. Amy Jude Hoffman – College of Nursing
Associate Professor, Biobehavioral Nursing Science
Dr. Amy Hoffman received her Nursing diploma from Mercy Central School of Nursing in 1985, her B.S in Nursing from Grand Valley State University in 1991, her M.S. in Nursing from Grand Valley State University in 1991 and a Ph.D. in Nursing from Michigan State University in 2007. She was a recipient of the National Oncology Nursing Society 2016 Excellence in Surgical Oncology Award. Most of her professional career has been dedicated to advancing the health and well-being of understudied cancer populations, specifically undergoing surgery for non-small cell lung cancer. When completing her doctoral education at Michigan State she undertook an extended clinical oncology rotation to gain increased theoretical and management expertise for the lung cancer population. She has consistently made contributions to nursing science through a series of important studies to gain insight during critical transitions in care among the surgical lung cancer population. Her work addresses the pre and post-surgical needs of non-small cell lung cancer patients. She was previously an Associate Professor at Michigan State University. She has focused her program of research on designing novel interventions for individuals undergoing thoracotomy for lung cancer, and complex treatment plans to improve post-surgical symptom self- management as a means of optimizing functional status and quality of life.

TENURE UPON HIRE CASES SEPTEMBER 2016				
Name	**College**	**Department**	**Rank**	**Previous Institution**
Kyle A. Riding	Engineering	Civil & Coastal Engineering	Associate Professor	Kansas State University
Alina Zare	Engineering	Electrical & Computer Engineering	Associate Professor	University of Missouri
Bryony C. Bonning	Agriculture & Life Sciences	Entomology & Nematology	Eminent Scholar	Iowa State University
Tanya L. Saunders	Liberal Arts & Sciences	Center for Women's Studies and Gender Research	Associate Professor	The Ohio State University
Amy J. Hoffman	Nursing	Biobehavioral Nursing Science	Associate Professor	Michigan State University

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP2
September 1, 2016

SUBJECT: University Press of Florida Annual Report 2015-2016

BACKGROUND INFORMATION

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

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to approve the University Press of Florida Annual Report for 2015-2016 for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

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

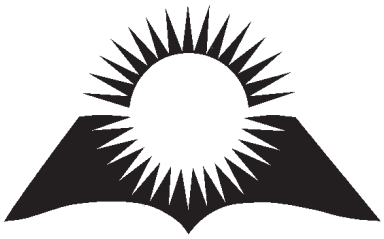
Supporting Documentation Included: See the report in the Appendix.

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

Approved by the University of Florida Board of Trustees, September 1, 2016

_____ _____

James W. Heavener, Chair W. Kent Fuchs, President and Corporate Secretary



University Press of Florida

ANNUAL REPORT

2015–2016

Approval Date by
(Board of Trustees or designee):

_____

Review Date by
Council of Academic Vice Presidents:

_____

Date of Submission to
Board of Governors Office:

_____

CONTENTS

1. Statement of Purpose 3
2. Executive Summary of FY 2016 Performance 4
3. FY 2016 Goals and Performance 13
4. FY 2016 Year End and Proposed FY 2016 –2017 Budgets 16
5. Goals for FY 2016–2017 17

Appendix A: UPF Editorial Advisory Board, 2015–2016 19

Appendix B: New Titles Published in FY 2016 20

Appendix C: UPF Strategic Plan 22

Appendix D: Best Sellers By Title 23

Appendix E: "96 Things Publishers Do (2016 Edition)," by Kent Anderson, *The Scholarly Kitchen* 24

Statement of PURPOSE

ESTABLISHED in 1945, the University Press of Florida (UPF) is emerging as one of the most innovative and forward-thinking university presses of its size. With 3,569 titles currently in print and digital form, 111 print titles and 107 e-book titles in production, and 167 additional titles under contract, UPF has been an important element in enhancing the scholarly reputation and worldwide visibility of the State University System (SUS). UPF attracts manuscripts from the world's foremost scholars, writers, artists, and public intellectuals, and about one-tenth of our authors are affiliated with the SUS. These publications, written by an international group of authors representing a broad range of intellectual perspectives, reflect the academic and institutional strengths of the SUS. The press is a member of the Association of American Publishers and the Society for Scholarly Publishing. UPF's director is now serving a three-year term as Association of American University Presses' (AAUP) President and Executive Council member.

UPF, the designated scholarly publishing arm of the state university system, is an essential agent of the scholarly credentialing ecosystem. Our goals seem simple but are quite complex in execution:

GOALS

- **TO PUBLISH PEER-REVIEWED WORKS OF ACADEMIC DISTINCTION,** with exceptional editorial and production quality, in nine subjects: Archaeology/Anthropology, American History, Latin American/Caribbean Studies, Natural History, Literary Criticism, Geology, Dance, Political Science, Florida Studies
- **TO ESTABLISH A CULTURE OF MEANINGFUL EMPLOYMENT AND PROFESSIONAL DEVELOPMENT,** one that emphasizes clear communication as well as respect for the ideas and opinions of all staff members
- **TO OPERATE IN A FINANCIALLY RESPONSIBLE MANNER** that encourages planned, deliberate growth in productivity and sales
- **TO BE A PREMIER PRESS IN OUR SUBJECTS,** continuing to advance our reputation and standing in the scholarly and publishing communities

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

Executive Summary of

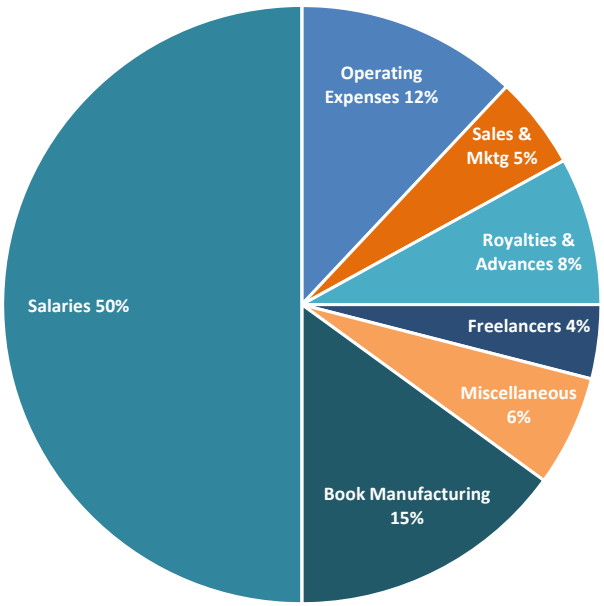
FY 2016 PERFORMANCE

THIS YEAR has been remarkable in two very important ways. Allow me to begin by praising the extraordinary efforts of all the UPF staff this year as I served as president of the Association of American University Presses. Not only did the wheels stay on, but we experienced record-setting efforts in products into production, social media success, and on-site exhibit sales. Serving on our trade association's national board was rewarding, exhausting, and intellectually challenging, and I would not trade a moment of it. UPF now has increased recognition around the world among publishers, learned societies, faculty groups, granting agencies, and federal agencies. Our global profile has been enriched by this service.

The second most important outcome of this past year was the enthusiastic support of UPF that came in the form of a two-year increase in our annual subsidy from the SUS Council of Academic Vice Presidents. The recognition, as UPF continues its evolution from a traditional academic publisher to one of the most innovative and entrepreneurial publishing houses in America, is profound and appreciated. It feels good to have all of our hard work recognized in such a tangible manner.

UPF once again was able to squeak out a profitable operating budget, but the toll of the past years with no investment show us fraying at the edges. While our sales were off projection by 2.5 percent, primarily due to larger returns from Amazon (almost 27 percent of sales revenue in December alone), other university presses, especially the largest presses, such as Oxford, Chicago, Duke, and California, saw sales differ from projection by as much as 11 percent. Our strategy to diversify our revenue streams was a lifeline this year. The top-selling titles for the fiscal year can be found in Appendix D. Please note that the very first title is an open access title created for a class at FAU; a freely available downloadable title was our top seller. This just reinforces that the open access model can work and that students do want texts in a variety of ways.

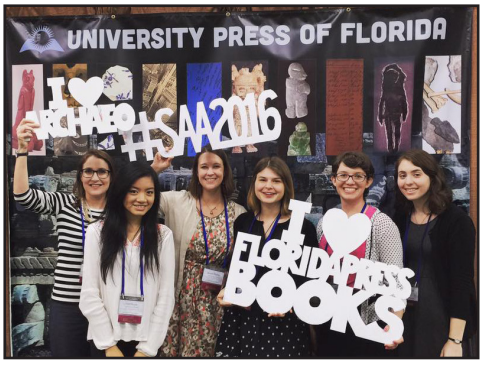
REVENUE DOLLARS USED FOR EXPENSES



Our biggest accomplishment, though, was the creation of a five-year strategic plan for the press. It was apparent that our various revenue streams and different imprints required us to get a firm grip on the mission and future of the "Florida Press." The plan's four strategies, which are informed by our core values, and some of the proposed tactics are outlined in Appendix C. The performance metrics created by the CAVP to monitor the strategic plan are highlighted at the top of this appendix and will serve as our measurements of progress over the next two fiscal years. One tactic has already been completed—the hiring of our new deputy director and editor-in-chief. A reduction in the number of new titles, especially the trade, general-interest titles, we now publish has been one budget struggle for UPF. Combine that with the newly formed journals division, and we quickly realized UPF needed someone to lead that part of the operations full-time. I am pleased to announce the hiring of Linda Bathgate, who began July 1, 2016. Linda comes to us from Taylor and Francis and brings much-needed experience in the journals world.

Our production team did outstanding work, creating over 452 distinct products for the various publication options we now pursue. Our designers typeset 65 books and 63 covers in a single year, the average AAUP designer doing half as much. Schedules were updated and automated, procedures were revamped and created, and the entire EDP department worked like a well-oiled machine throughout the year.

Marketing and sales did yeoman's work with five people and a small army of interns to churn out creative and remarkable publicity and social media. They held a postcard coloring contest online to promote the book about the hand-colored photographs of E. G. Barnhill. Our largest academic discipline, archaeology, held its annual meeting in Orlando, and, as host press, UPF pulled out all the stops with a photo booth, a new banner just for archaeology meetings, and discounts that resulted in record-breaking $14,000 in sales at an academic meeting. These social media pushes, especially post-conference follow-up tweets and blogs, have catapulted our website sales by $28,000 over last year. The website now has a new, modern splash page that shows real-time sales! Our investment into a sustained subsidiary rights push is paying off with close to $95,000 earned in permissions and rights income.



UPF photo booth at the Society for American Archaeology annual conference

The University of Florida Press held its first meeting on May 12, 2016, where it approved two journals and four books. Ten new Gatorbytes were submitted for publication, and the sales have been steady if not robust. However, four GB authors were contacted by national media outlets (NPR, *New York Times*) for quotes about timely topics. They were found via the Gatorbytes publications, so mission accomplished. As a vehicle for getting UF researchers out into the world, they work. As revenue mechanisms, they do not.

The coming year will begin the full implementation of the strategic plan with performance goals concentrating on the SUS metrics for increasing UPF's global profile. We will reserve publication services for SUS units only in the coming year, allowing us to get back on track with UPF-created projects. Continued investments in the journals program, strategic alliances with other units on SUS campuses, and identifying areas of growth in the STEM disciplines will be our focus in FY 2017.

DIVISIONS OF THE UNIVERSITY PRESS OF FLORIDA

UNIVERSITY PRESS OF FLORIDA

Oldest, most prolific publisher in the state

UF PRESS

Imprints of UF Press

Gatorbytes

Library Press @ UF

Orange Grove Texts Plus

PUBLICATION SERVICES

Provides first-rate publishing services to the State University System

SEASIDE PUBLISHING

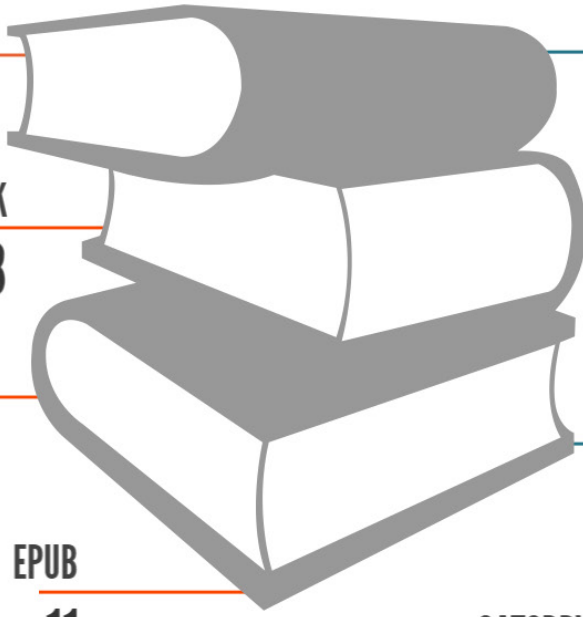
General interest titles for the gift market

UNIVERSITY PRESS OF FLORIDA

YEAR IN REVIEW

JULY 2015–JUNE 2016

BOOKS PUBLISHED
211



NEW TRADE HARDCOVER
12

NEW SCHOLARLY HARDCOVER
66

NEW TRADE PAPERBACK
3

NEW-TO-PAPER, SCHOLARLY
38

NEW-TO-PAPER or NEW EDITION, TRADE
10

EPDF
55

EPUB
11

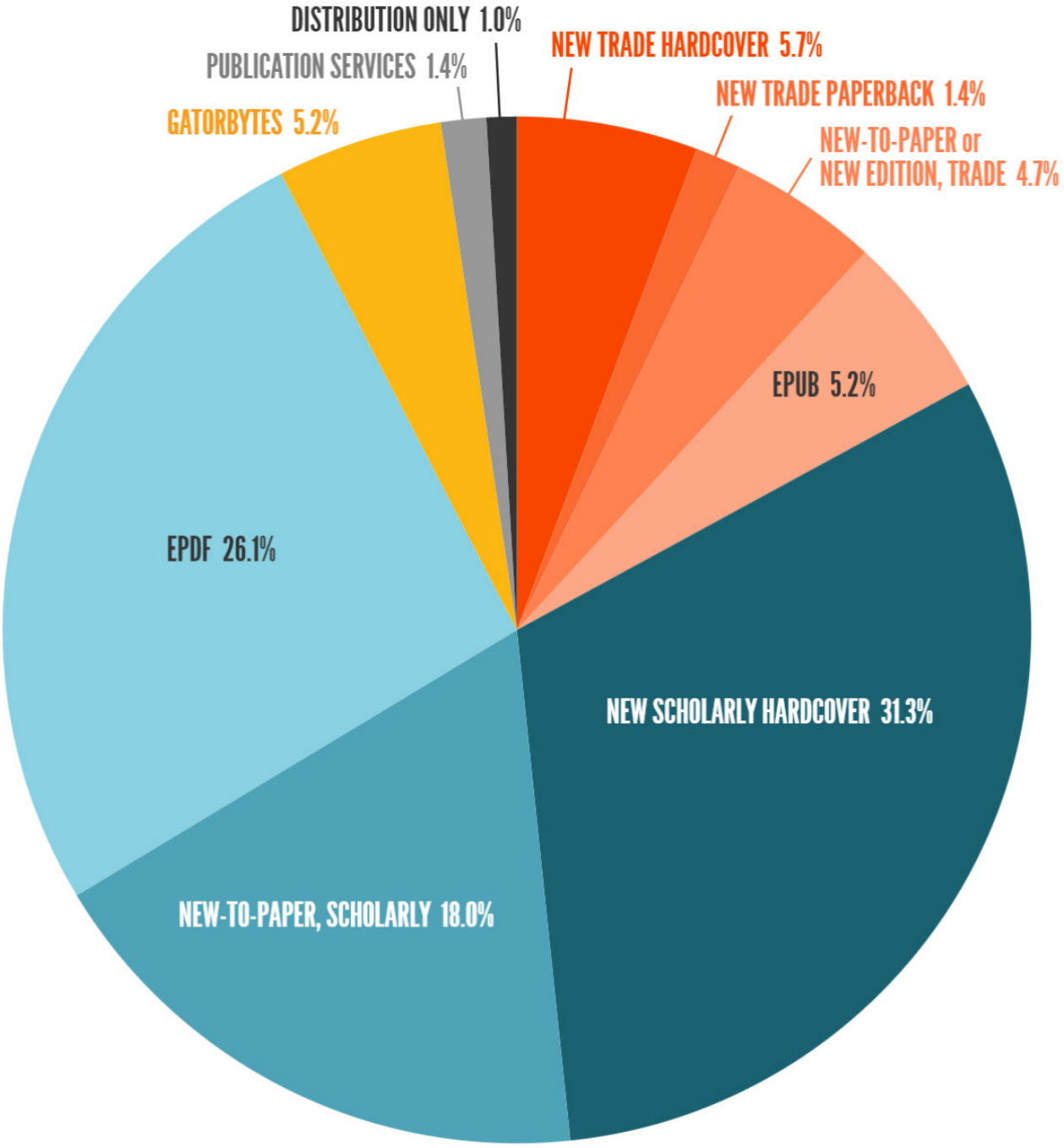
GATORBYTES
11

PUBLICATION SERVICES
3

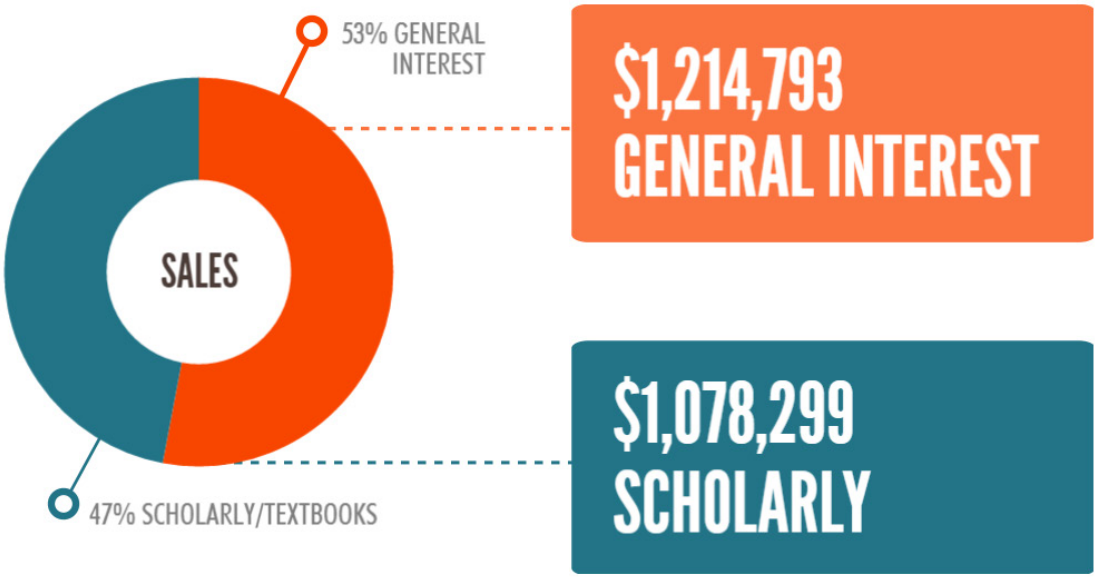
DISTRIBUTION ONLY
2

Total products delivered: 452
(Includes reprints, e-versions, & print-on-demand conversions of older titles)

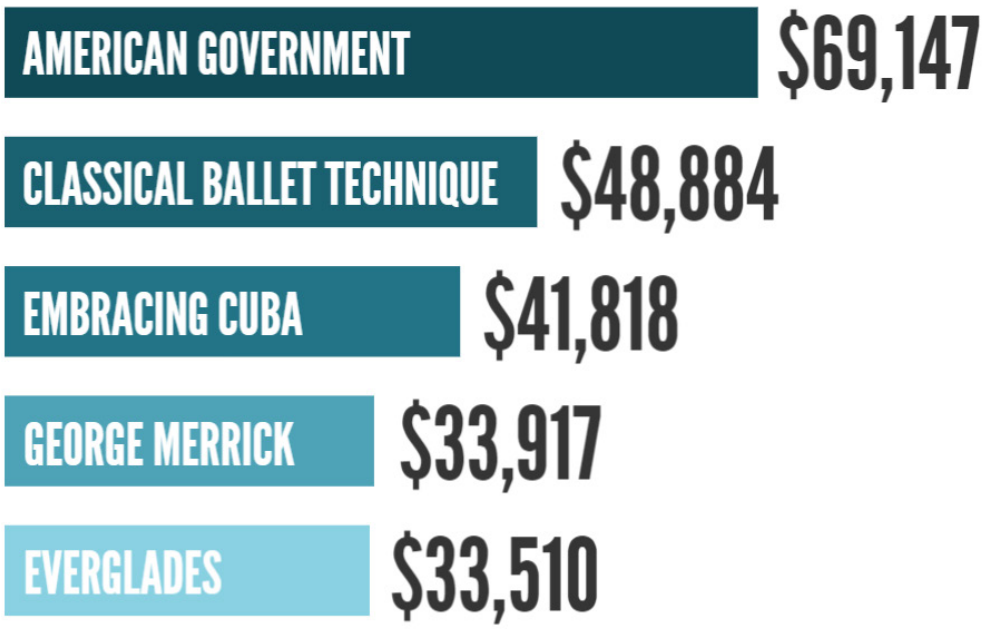
BOOKS PUBLISHED



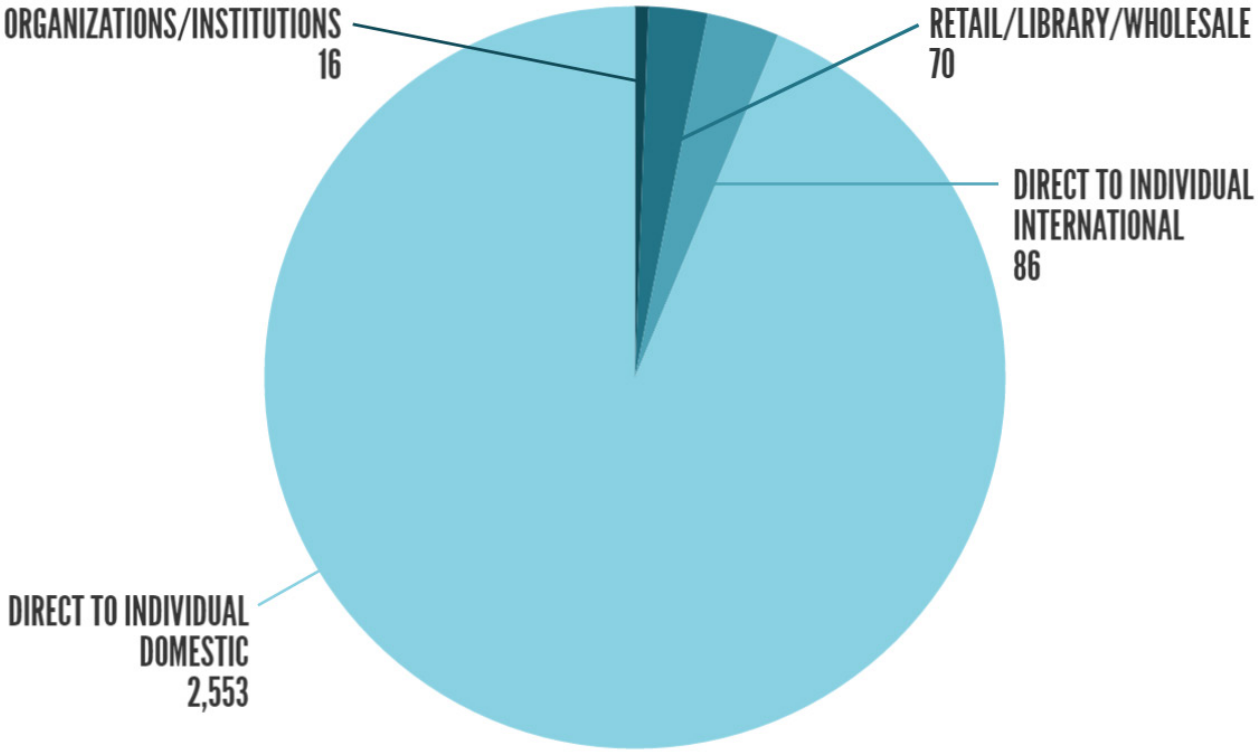
$2,321,936 NET SALES



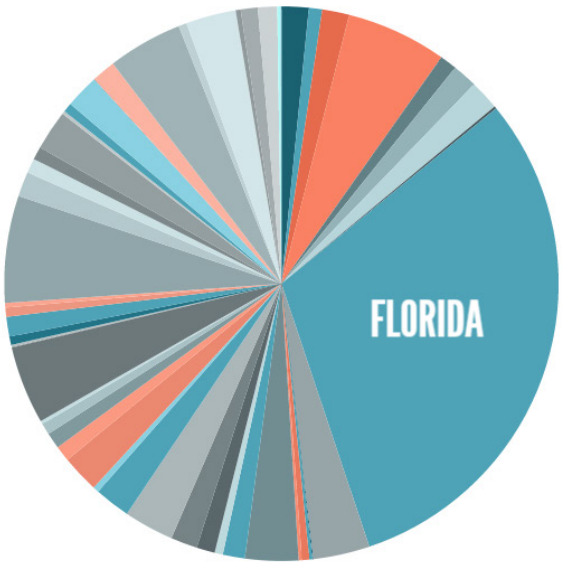
TOP 5 BESTSELLERS



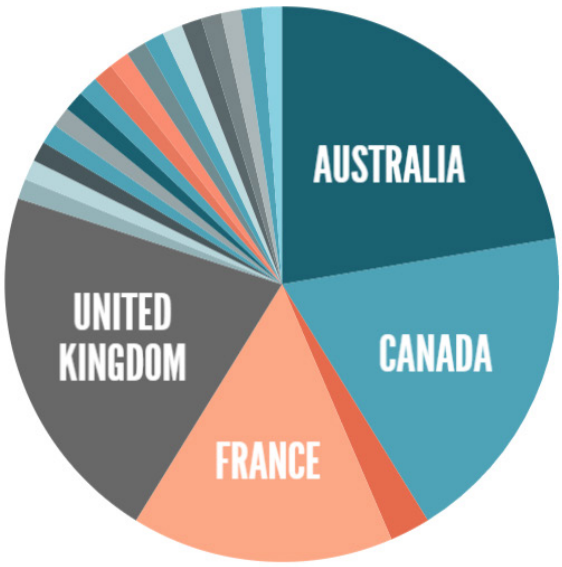
2,725 NEW DIRECT CUSTOMERS



NEW CUSTOMERS BY STATE



NEW CUSTOMERS BY COUNTRY

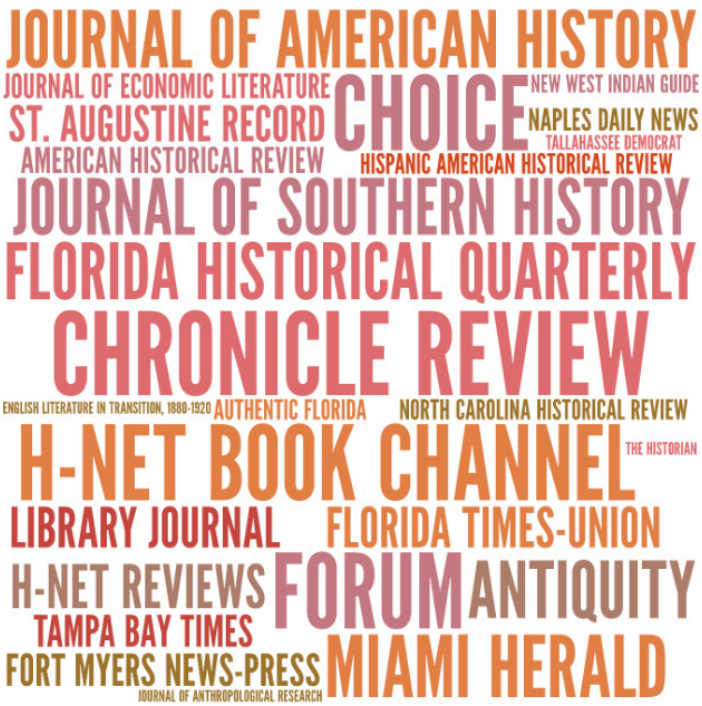


11,113 ORDERS SHIPPED

396 ROYALTY PAYMENTS PROCESSED

747 REVIEWS RECEIVED

MOST FREQUENT REVIEW OUTLETS

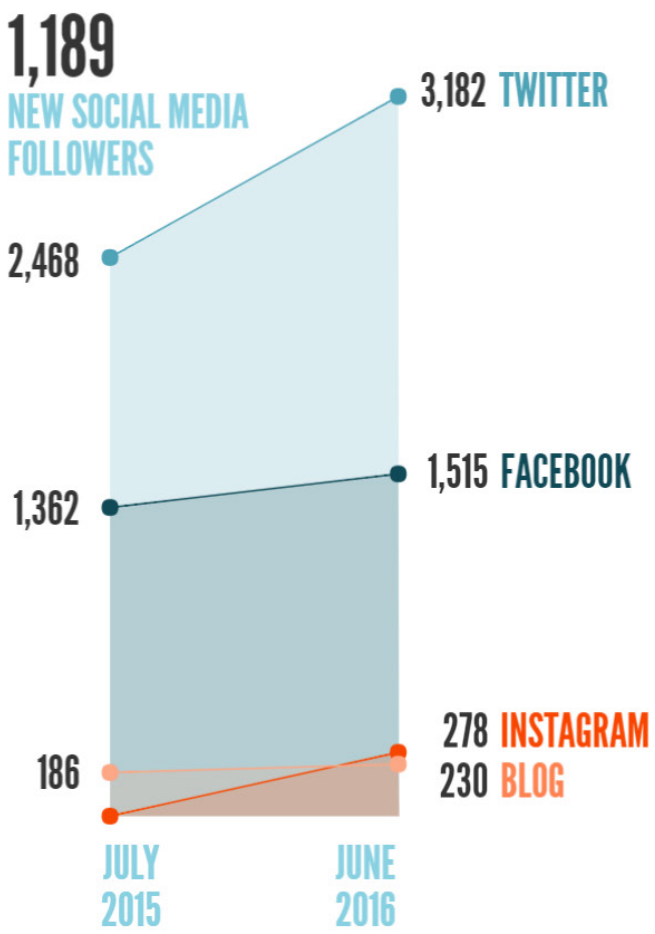


BOOKS MOST FREQUENTLY REVIEWED

22 AWARDS WON

22 EXHIBITS STAFFED
21 EXHIBITS UNSTAFFED
$60,468 EXHIBIT SALES

127 ADVERTISEMENTS



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FY 2016

GOALS AND PERFORMANCE

THE GOALS for the staff in FY 16 were to begin moving up to the next level of excellence among university presses. Despite UPF's lack of operating capital, investments were made to our infrastructure. UPF and its staff have achieved the highest level of operational efficiencies and are in a position to offer their services to any entity in the SUS. UPF believes in its abilities, its mission, its commitment to the SUS, and to the advancement of higher education goals in the State of Florida.

QUANTITATIVE GOALS

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

The acquisitions department had 74 projects approved for publication with an additional 71 projects signed to advance contracts for a total production of 145. UPF put 111 new titles into the warehouse; however, with electronic distribution and e-books, the total number of products produced this past fiscal year was 452.

b. Utilize digital technology and third-party vendors to increase efficiencies.

The editorial department began testing and using InCopy, a part of the Adobe Creative Suite™ that allows in-house editors to make corrections, freeing up time for designers to typeset more books. Our electronic file distributor, CoreSource, increased the number of international distribution channels, allowing for more global dissemination of our titles. The press purchased ScholarOne manuscript submission software for the new journals program. We now utilize print-on-demand technologies (Lightning Source through Ingram and TextStream through Baker & Taylor) for all scholarly titles. Most scholarly titles will now be published eventually in three formats; print, e-pdf, and e-book.

c. Move to reduce existing surplus inventory.

UPF reduced standing inventory by 39,000 units this year, freeing up warehouse space for newer titles and other distribution clients.

d. Grow the publication services division to 12 projects per year.

Publication services, outside clients, and UF Press—which now includes titles published for Orange Grove, Gatorbytes, and Library Press @ UF—produced sixteen new projects.

e. Begin the journals program with five journals.

Three journals were signed to contract this year.

f. Work with UF to create strategic plan for UF Press; create an editorial board.

The UF Press board was formed and had its first meeting in May 2016. The journals program, the Ripley Bullen series, and the Cofrin Asian Art series have all moved to UF Press. UF Press has approved four books and two journals for publication.

QUALITATIVE GOALS

a. Win major awards for scholarly excellence.

UPF was awarded seventeen awards and five notable mentions and/or finalists of the ninety-three awards entered.

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

747 reviews in 370 media outlets mentioned UPF.

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

Print advertising is waning as an effective tool for reaching our audiences. This year we placed 62 print ads and 65 digital ads. Additionally, we sent 362 promotional e-mails and attended 43 exhibits.

d. Expand and diversify online marketing efforts through social media, email campaigns, website-hosted solutions, and increased analytics.

UPF's e-mail contacts have grown 17 percent to 3,817; UPF wrote 151 blog posts, had 1,515 Facebook "likes," increased Twitter followers to 3,182, and even acquired a book through a Twitter exchange. Individual staff Twitter followers total over 6,500.

e. Maintain status as Florida's preeminent publisher of regional books.

UPF took three medals this year in the Florida Book Awards general non-fiction and Florida non-fiction categories.

FINANCIAL GOALS

a. Manage the Press budget so as to achieve no less than the budgeted surplus, or no more than the budgeted deficit.

The press ended with an operating surplus of $12,624, on reduced sales of 2.5 percent below projection.

b. Rebuild the operating surplus.

The surplus increased by 2.8 percent.

c. Manage cash flow effectively to maintain adequate operating capital to cover expenses through seasonal fluctuations and lags in cash flow.

UPF typically operated negative cash flows for 11 of the 12 months of the year, but by controlling spending by each department and capping the use of cash reserves, UPF covered expenses throughout the slow sales months.

d. Increase revenue through active fundraising and grant writing.

UPF received $280,693 in grants and publication subsidies.

e. Increase revenue through other opportunities, such as publication services.

Revenue from publication services increased by $65,000. Our website sales increased to $83,874 (50 percent increase), and sales from the Florida Book Warehouse (our Amazon vendor account where we sell our own returns and damaged copies) were $18,283.

OPERATIONAL GOALS

a. Increase SUS investment in UPF's operating funds and infrastructure so that UPF can grow to the next level of excellence.

The CAVP of the SUS granted UPF a two-year increase of $150,000 per annum.

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

Full commitment to print-on-demand technologies has reduced our inventory as well as preserved our cash flow with less investment in inventory assets. We have streamlined our processes for submitting the myriad of file types and their accompanying metadata into a solid workflow.

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

UPF staff participated in four AAUP-hosted webinars, reviewed five different journals software programs, and sent seven employees to the AAUP annual meeting.

d. Build a proactive subsidiary rights program that will contribute to revenue.

Sales of subsidiary rights to UPF titles brought in an additional $95,000, with eight titles sold for translation rights. UPF also secured the translation rights to two bioarchaeology books from a French publisher.

e. Find innovative ways to highlight SUS research.

Gatorbytes produced 11 more born-digital products, and discussions are under way with USF and FSU to begin their own imprints.

f. Continue our green initiative program to reduce our carbon footprint.

UPF continues to participate in UF's recycling program for printer cartridges, used paper towels, cans, bottles, and office paper.

FY 2016 Year End Budget and
PROPOSED FY 2017 BUDGET

	BUDGET FY 2015–2016	ACTUAL FY 2015–2016	BUDGET VARIANCE FY 2015–2016	BUDGET FY 2016–2017
REVENUE:				
General Revenue	$553,428.00	$553,428.00	$ -	$703,428.00
UF Additional Appropriations	$305,000.00	$150,000.00	$(155,000.00)	$150,000.00
Interest	$2,000.00	$422.84	$(1,577.16)	$1,500.00
Sales Proceeds	$2,350,875.00	$2,270,591.16	$(80,283.84)	$2,273,200.00
P/H Charged to Customers	$35,000.00	$34,814.06	$(185.94)	$35,000.00
Miscellaneous	$275,000.00	$376,343.86	$101,343.86	$300,309.00
Total Revenue	$3,521,303.00	$3,385,599.92	$(135,703.08)	$3,463,43.00
EXPENSES:				
Salaries	$1,567,986.58	$1,491,672.36	$76,314.22	$1,624,715.87
Regular OPS	$214,513.43	$176,790.31	$37,723.12	$187,457.47
Freelancers (design & editorial)	$229,000.00	$134,187.25	$94,812.75	$223,028.50
Operating Expenses	$345,286.99	$371,840.37	$(26,553.38)	$340,054.35
Gatorbytes	$92,000.00	$180,314.62	$(88,314.62)	$0.00
Journals Expenses	$25,400.00	$31,285.03	$(5,885.03)	$71,965.00
Equipment	$1,000.00	$0.00	$1,000.00	$0.00
Sales & Marketing	$200,000.00	$182,848.75	$17,151.25	$174,300.00
Book Manufacturing	$545,295.00	$479,772.85	$65,522.15	$527,707.80
Manuscript Evaluation	$24,000.00	$23,030.10	$969.90	$27,000.00
Royalties & Agency Royalties	$245,948.00	$253,023.69	$(7,075.69)	$247,585.00
Computer Operations	$117,000.00	$48,210.53	$68,789.47	$65,700.00
Total expenses	$3,607,430.00	$3,372,975.86	$234,454.14	$3,489,513.99
OPERATING SURPLUS/(DEFICIT)	($86,127.00)	$12,624.06	$98,751.06	($26,076.95)

Fiscal Year 2016–2017

GOALS

THE GOALS for the coming year are based on our new strategic plan (Appendix C) as well as the metrics created by a subset of the CAVP to measure the national profile and influence of the press.

Metric #1: Increase the number of publication alliances within the SUS

Increase the number of contacts with campus-based centers

Metric #2: Increase preference of UPF among SUS faculty

Social media campaign during University Press Week

Metric #3: Increase number of contracts signed in targeted areas

Target areas in medical geography, medical education, forensics, international studies, earth sciences

Metric #4: Increase number of journals in targeted areas

Goal will be 5 new journals each year

Metric #5: Target research areas and other identified gaps (emerging interdisciplinary)

Metric #6: Increase national and international reputation and impact

Contract with more senior scholars at AAU institutions
Track number of referred scholars to UPF/those who got tenure with UPF books
Increase number of disciplines where UPF is considered top-tier for promotion and tenure

STRATEGIC PLAN

Financial Stability

- Develop a new title budget
- Create balanced budgets; promote stable growth to rebuild surplus
- Collect, analyze, and review financial data to ensure alignment of financial and strategic goals.

Modernization

- Create full standard-operating-procedure documents for all departments
- Optimize warehouse capacity
- Review and select new inventory/royalty-management software
- Move archived files to cloud-based storage
- Create scheduling and contact-based system to track copy editor availability
- Implement InCopy
- Strategic use of vendors to minimize press resources

Build Sales and Reputation

- Data management
- Better identify our customers (D2C) and what they are buying
- Create more useful data points for our products and their markets
- Improve the capture, organization, visualization, and analysis of data
- Increase discoverability and brand management
- Expand community impact
- Grow global presence
- Increase digital footprint

Strengthen Commitment to Staff

- Fill the editor-in-chief position
- Increase diversity in office and internship program
- Invest in employee development
- Secure vital positions
- Celebrate staff

Appendix A

UPF EDITORIAL ADVISORY BOARD, 2015–2016

Earle Trayham, Chair (2015–2016)
Provost and Vice President for Academic Affairs
University of North Florida

Uzi Baram (2016–2018)
Professor of Anthropology
Division of Social Sciences
New College of Florida

John Belohlavek (2014–2016)
Professor of History
Department of History
University of South Florida

Melody Bowden (2014–2016)
Professor, Writing and Rhetoric
University of Central Florida

Matthew Corrigan (2016–2018)
Professor and Chair
Department of Political Science
and Public Administration
University of North Florida

Allen Josephs (2014–2016)
University Research Professor
Department of English and World Languages
University of West Florida

Nicola Foote (2016–2018)
Associate Professor of Latin American History
Department of Social and Behavioral Sciences
Florida Gulf Coast University

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

David Jackson (2014–2016)
Professor of History, Associate Provost for Graduate
Education and Dean of the Graduate School
Florida A&M University

Bill Link (2016–2018)
Richard J. Milbauer Professor of History
Department of History
University of Florida

Nancy K. Poulson (2016–2018)
Professor of Spanish and Latin American Studies
Department of Languages, Linguistics,
and Comparative Literature
Florida Atlantic University

John Stack (2016–2018)
Founding Dean, Steven J. Green School of
International and Public Affairs
Florida International University

Appendix B

NEW TITLES PUBLISHED IN FY 2016

PUBLICATION AND DISTRIBUTION SERVICES

Anatomy of a Dream: The Making of FIU Herbert Wertheim College of Medicine, 2006–2016
edited by Thomas A. Breslin and Barbra A. Roller

Revolutionary Chinese Paper Cuts from the Newark Museum
by Han Huirong

Under the Sun: Traditions and Innovations in Sustainable Architecture and Urbanism in the Sub-Tropics
by Sonia R. Chao

The University of Florida College of Medicine: A Legacy of Innovation and Collaboration since the 1950s
edited by Cecilia Botero, Joseph C. Fantone, Michael L. Good, David Guzick, Murray D. Laurie, and Nina C. Stoyan-Rosenzweig

GATORBYTES

Building a Better Tomato: The Quest to Perfect "The Scandalous Fruit"
by Jeff Klinkenberg

The Democracy Machine: How One Engineer Made Voting Possible for All
by Jon Silman

The Disease Detectives: Unraveling How Viruses Go Viral
by Kris Hundley

No Student Left Behind: Transforming Education in the Online Classroom
by Jon Silman

When the Seas Rise: Global Changes and Local Impacts
by Heather Dewar

The Wind Engineers: Building a Hurricane-Safe House
by Jeff Klinkenberg

UNIVERSITY PRESS OF FLORIDA

African-Brazilian Culture and Regional Identity in Bahia, Brazil (new in paper)
by Scott Ickes

Afro-Politics and Civil Society in Salvador da Bahia, Brazil
by Kwame Dixon

Allusions in Omeros: Notes and a Guide to Derek Walcott's Masterpiece
by Maria McGarrity

The Ancient Urban Maya: Neighborhoods, Inequality, and Built Form
by Scott R. Hutson

The Archaeology of Ancestors: Death, Memory, and Veneration
edited by Erica Hill and Jon B. Hageman

Archaeology of Early Colonial Interaction at El Chorro de Maíta, Cuba
by Roberto V. Rojas

The Archaeology of the North American Fur Trade
by Michael S. Nassaney

Becoming Virginia Woolf: Her Early Diaries and the Diaries She Read (new in paper)
by Barbara Lounsberry

Beneath the Ivory Tower: The Archaeology of Academia (new in paper)
edited by Russell K. Skowronek and Kenneth E. Lewis

Bid Me to Live by H.D. (new in paper)
edited by Caroline Zilboorg

The Bioarchaeology of Classical Kamarina: Life and Death in Greek Sicily
by Carrie L. Sulosky Weaver

Black Miami in the Twentieth Century (new in paper)
by Marvin Dunn

Black Power in the Caribbean (new in paper)
edited by Kate Quinn

Building a Nation: Caribbean Federation in the Black Diaspora
by Eric D. Duke

Constructing Histories: Archaic Freshwater Shell Mounds and Social Landscapes of the St. Johns River, Florida
by Asa R. Randall

Creating and Consuming the American South
edited by Martyn Bone, Brian E. Ward, and William A. Link

Crossing the Line: Women's Interracial Activism in South Carolina during and after World War II (new in paper)
by Cherisse Jones-Branch

Deconstructing the Cherokee Nation: Town, Region, and Nation among Eighteenth-Century Cherokees (new in paper)
by Tyler Boulware

Developing the Dead: Mediumship and Selfhood in Cuban Espiritismo
by Diana E. Santo

Discovering Florida: First-Contact Narratives from Spanish Expeditions along the Lower Gulf Coast (new in paper)
edited and translated by John E. Worth

Ditch of Dreams: The Cross Florida Barge Canal and the Struggle for Florida's Future (new in paper)
by Steven Noll and David Tegeder

E. G. Barnhill: Florida Photographer, Adventurer, Entrepreneur
by Gary Monroe

An Ecotourist's Guide to the Everglades and the Florida Keys
by Robert Silk

Embracing Cuba
by Byron Motley

Emergent Brazil: Key Perspectives on a New Global Power
edited by Jeffrey D. Needell

Everyday Life Matters: Maya Farmers at Chan (new in paper)
by Cynthia Robin

Excavating Memory: Sites of Remembering and Forgetting
edited by Maria T. Starzmann and John R. Roby

Extremism in America (new in paper)
edited by George Michael

Flora of Florida, Volume III: Dicotyledons, Vitaceae through Urticaceae
by Richard P. Wunderlin and Bruce F. Hansen

Fort San Juan and the Limits of Empire: Colonialism and Household Practice at the Berry Site
edited by Robin A. Beck, Christopher B. Rodning, and David G. Moore

Gathering at Silver Glen: Community and History in Late Archaic Florida
by Zackary I. Gilmore

Georgia Democrats, the Civil Rights Movement, and the Shaping of the New South (new in paper)
by Tim S. Boyd

Healing Plants: Medicine of the Florida Seminole Indians (new in paper)
by Alice M. Snow and Susan E. Stans

Hillforts of the Ancient Andes: Colla Warfare, Society, and Landscape (new in paper)
by Elizabeth N. Arkush

How to Do Archaeology the Right Way, 2nd edition
by Barbara Purdy and Robert J. Austin

In Defiance of Boundaries: Anarchism in Latin American History
edited by Geoffroy de Laforcade and Kirwin R. Shaffer

Indians and Wannabes: Native American Powwow Dancing in the Northeast and Beyond (new in paper)
by Ann M. Axtmann

The Invention of the Beautiful Game: Football and the Making of Modern Brazil
by Gregg Bocketti

Jefferson's Poplar Forest: Unearthing a Virginia Plantation (new in paper)
edited by Barbara J. Heath and Jack Gary

Joyce's Allmaziful Plurabilities: Polyvocal Explorations of Finnegans Wake
edited by Kimberly J. Devlin and Christine Smedley

La Florida: Five Hundred Years of Hispanic Presence (new in paper)
edited by Viviana Díaz Balsera and Rachel A. May

Mary Edwards Bryan: Her Early Life and Works
by Canter Brown Jr. and Larry E.

Migration and Disruptions: Toward a Unifying Theory of Ancient and Contemporary Migrations
edited by Brenda J. Baker and Takeyuki Tsuda

The Migration of Peoples from the Caribbean to the Bahamas (new in paper)
by Keith L. Tinker

Music Everywhere: The Rock and Roll Roots of a Southern Town
by Marty Jourard

Negotiating Respect: Pentecostalism, Masculinity, and the Politics of Spiritual Authority in the Dominican Republic
by Brendan J. Thornton

No Jim Crow Church: The Origins of South Carolina's Bahá'í Community
by Louis Venters

The Odyssey of an African Slave by Sitiki (new in paper)
edited by Patricia C. Griffin

Pickled, Fried, and Fresh: Bert Gill's Southern Flavors
by Bert Gill with Erika Nelson

A Pioneer Son at Sea: Fishing Tales of Old Florida by Gilbert L. Voss
edited by Robert S. Voss

Priest Under Fire: Padre David Rodríguez, the Catholic Church, and El Salvador's Revolutionary Movement
by Peter M. Sánchez

Race and Class in the Colonial Bahamas, 1880–1960
by Gail Saunders

Remembering Paradise Park: Tourism and Segregation at Silver Springs
by Lu Vickers and Cynthia Wilson-Graham

Rethinking Moundville and Its Hinterland
edited by Vincas P. Steponaitis and C. Margaret Scarry

Revolutionary Cuba: A History (new in paper)
by Luis Martínez-Fernández

Seams of Empire: Race and Radicalism in Puerto Rico and the United States
by Carlos Alamo-Pastrana

Site Formation Processes of Submerged Shipwrecks
edited by Matthew E. Keith

Slavery behind the Wall: An Archaeology of a Cuban Coffee Plantation
by Theresa A. Singleton

Thatched Roofs and Open Sides: The Architecture of Chickees and Their Changing Role in Seminole Society
by Carrie Dilley

To Render Invisible: Jim Crow and Public Life in New South Jacksonville (new in paper)
by Robert Cassanello

Trance and Modernity in the Southern Caribbean: African and Hindu Popular Religions in Trinidad and Tobago (new in paper)
by Keith E. McNeal

Unequal Freedoms: Ethnicity, Race, and White Supremacy in Civil War–Era Charleston
by Jeff Strickland

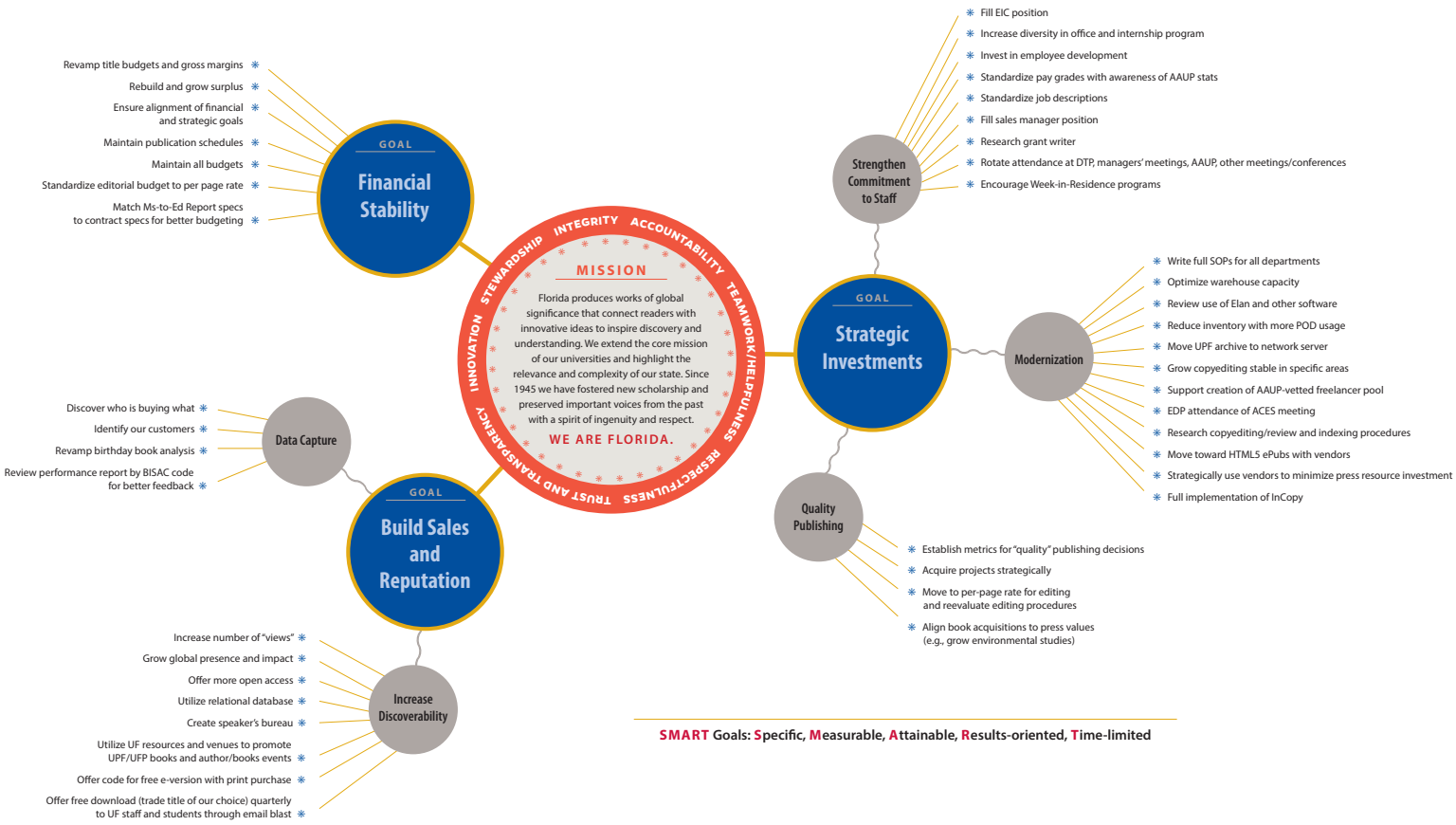
Victims of Ireland's Great Famine: The Bioarchaeology of Mass Burials at Kilkenny Union Workhouse
by Jonny Geber

We Will Always Be Here: Native Peoples on Living and Thriving in the South
edited by Denise E. Bates

Within the Walls and What Do I Love? by H.D. (new in paper)
edited by Annette Debo

Appendix C

UPF STRATEGIC PLAN



SMART Goals: Specific, Measurable, Attainable, Results-oriented, Time-limited

Appendix D

FY 2016 BESTSELLERS BY TITLE

	OVERALL SALES RANK	FRONTLIST SALES		BACKLIST SALES	
1	American Government (OGT+)			1,804 copies	$69,147
2	Classical Ballet Technique			2,450 copies	$48,884
3	Embracing Cuba	2,254 copies	$41,818		
4	George Merrick, Son of the South Wind	1,927 copies	$33,917		
5	Everglades: America's Wetland	145 copies	$3,541	1,318 copies	$29,970
6	Columbia Rest Spanish Cookbook			2,740 copies	$33,444
7	Cuban Revelations PBK	2,249 copies	$22,884	385 copies	$3,848
8	These Truly Are the Brave	346 copies	$23,023		
9	Music Everywhere	1,993 copies	$21,561		
10	Allure of Immortality	1,441 copies	$19,259		
11	Highwaymen			1,061 copies	$19,259
12	History of Florida			1,003 copies	$18,701
13	Versailles Restaurant Cookbook	433 copies	$6,617	721 copies	$11,281
14	Florida's Edible Wild Plants			1,978 copies	$17,387
15	Pickled, Fried, and Fresh	1,173 copies	$17,137		
16	Truth Lies and O-Rings PBK			1,139 copies	$17,126
17	Havana Hardball	1,230 copies	$15,910		
18	Good Catch	242 copies	$3,172	889 copies	$12,713
19	Remembering Paradise Park	750 copies	$14,589		
20	Hotel Ponce de Leon	605 copies	$14,325		
21	Art of Maintaining a FL Native Lndscp	1,043 copies	$14,196		
22	Sustainable Gardening for the SE	880 copies	$13,955		
23	Walking St. Augustine	1,344 copies	$10,139	441 copies	$3,314
24	Ecotourists Gd to ENP & Keys	1,534 copies	$13,442		
25	Columbia Restaurant			694 copies	$13,353
26	Origins of the Dream CLOTH	502 copies	$11,209	69 copies	$1,873
27	Tokaido Texts and Tales	236 copies	$12,904		
28	Returning North with the Spring	968 copies	$12,754		
29	Rescuing Our Roots	236 copies	$12,706		
30	Migration and Disruption	206 copies	$12,636		
31	Florida Cowboys			531 copies	$12,611
32	Mission Control	976 copies	$12,200		
33	Islam's Jesus PBK	827 copies	$10,582	91 copies	$1,259
34	Democracy Abroad, Lynching at Home	247 copies	$11,626		
35	No Jim Crow Church	262 copies	$11,593		
36	Organic Methods for Vegetable Gardening	871 copies	$11,422		
37	Theatrical Worlds BETA (OGT+)			710 copies	$11,372
38	Challenge & Change	195 copies	$11,213		
39	Unlikely Dissenters	209 copies	$11,007		
40	Jazz Dance PBK	656 copies	$9,473	104 copies	$1,419
41	We Will Always Be Here	415 copies	$10,791		
42	Impossible Returns	203 copies	$10,748		
43	Vegetable Gardening in Florida			1,269 copies	$10,700
44	Ft. San Juan and the Limits of Empire	196 copies	$10,606		
45	New Orleans Voudou Priestess PBK			809 copies	$10,423
46	Joyce's Allmaziful Plurabilities	180 copies	$9,834		
47	Contrary Destinies	207 copies	$9,813		
48	They Dared to Dream	435 copies	$9,530	15 copies	$273
49	Polygyny	274 copies	$9,620	3 copies	$157
50	Monet & Amer Impressionism (DISTRIB)	410 copies	$8,991	29 copies	$771
			$520,744		**$349,284**
	% of sales from top 50 bestsellers		60%		40%
	Previous fiscal year: FY14-15		$589,364		$274,631

Appendix E

96 THINGS PUBLISHERS DO (2016 EDITION)

Guest Post: Kent Anderson
POSTED BY *THE SCHOLARLY KITCHEN* | FEB 1, 2016

THE FIRST version of this list was created back in the summer of 2012, at a time when publishers were being repeatedly challenged to prove they added value beyond managing peer review and some basic copy editing and formatting. The first post outlined 60 things publishers do. The post was revised again in 2013 to reflect 13 more things, bringing the total to 73. In 2014, it was updated once more, to add nine more things and update others, bringing the total number of things most publishers do to 82. Now, after more than a year since its last revision, here we are with a new post, adding yet more things to what publishers often do for authors, readers, and as part of their work.

It's worth noting that we are adding an average of just more than 12 new items per year. While some of this is capturing things I failed to include in prior lists, some of these additions represent efforts and work that was once hardly noticeable but which has quickly grown. At this rate, we will be doing more than 200 things by 2025. How pushing more work into the publishing enterprise squares with reducing costs and increasing efficiency remains a conundrum.

The past few years have introduced a new level of infrastructure building—ORCID, CHORUS, and FundRef are just a few examples. Moving more of the publishing workflow and infrastructure online is also creating opportunities for entrepreneurs like Publons and Overleaf. Publishers are constantly monitoring, integrating, and advising these groups, a new level of activity with unclear payback for publishers, but clear added costs to the publishing endeavor.

Often, authors are the ones asserting that journal publishers do so little, which is understandable, as authors only experience a small part of the journal publishing process, and care about the editing and formatting bits the most, making those the most memorable. In fact, publishers' service mentalities often include deliberately limiting the number of things authors have to worry about, which further limits their view of what it actually takes to publish a work and remain viable to publish the next one.

To update this list, the Scholarly Kitchen Chefs were asked for ideas and advice (they came through in spades, by the way, so this is a special thanks to them), I brought a few of my own, and I went through the list to update items as I saw fit. Comments are open, however, and this is an ongoing build. Despite every new service promising to make life simpler, the opposite seems to be the trend.

All new items are marked with a [NEW] flag, and expanded or edited items are marked with [ENHANCED]. The concepts of "Difficulty" and "Duration" are used to express some of the qualitative aspects of building, running, or managing various aspects of a publishing enterprise.

1. Audience/field detection and cultivation. This is why you start a journal—there's a new field emerging, a field splintering, or a field growing beyond the outputs currently available. Detecting and cultivating these forks and leaps in scientific progress is what a good publisher does. It's not just about new audiences, but new audience needs within fields. In addition, publishers can create fields of study that weren't apparent to the practitioners until disparate research outputs were pulled together into a salient journal property. Finally, with the emergence of general open access (OA) journals, publishers can start journals to capture the marginal increase in research outputs across many specialties at once. So, this activity covers many things,

but for the sake of economy, we'll count it as one thing. Expense level: $-$$$. Difficulty: Moderate to difficult. Duration: Variable.

2. Journal launch and registration (ISSN, Science Citation Index, and PubMed, for example). [ENHANCED] A small but detailed job, with follow-up being important. Both PubMed and MEDLINE are proving more labyrinthine and unpredictable than before, requiring more time and more iterations even for top publishers. Fortunately, ISSNs can be registered online now. Other systems requiring registration are emerging, adding to the list of items to tick and the details to manage in order to establish a new title. Expense level: $. Difficulty: More difficult than ever. Duration: Longer than it used to take.

3. Create and establish a viable brand (including filing, protecting, and maintaining trademarks). [ENHANCED] This is a step many take for granted, but it's potentially expensive and time- consuming. First, what is your brand? How do you decide? Some use consultants, some use internal brainstorming, some use individual inspiration. Once you have an idea, you have to express it visually. If you want to protect it, you have to register trademarks in many markets, and renew them every so often. The initial registration is usually the most time-consuming part. Failure to do so may limit your ability to own your brand. Defending a trademark is part of the deal. The trend toward cascading journal portfolios and new OA-oriented brand extensions points to the ongoing importance of brand management. Expense level: $$. Difficulty: Hard. Duration: Continuous.

4. Make money and remain a constant in the system of scholarly output. [ENHANCED] Making enough money to remain viable and avoid cash pinches is a fundamental goal for any business. It seems even more important for a system based on subtle signaling of quality and prestige. This requires publishers to make enough money to remain in business while doing these other things, and that means making a profit, surplus, or gain sufficient to cover downturns, major technology transitions (capital expenditure budgets are ballooning for many organizations), field expansions, and parent organization (society or university) downturns. Believe it or not, but making money matters even for non-profit publishers – governance bodies become unpredictable if the money isn't coming in, and investment funds are protected reflexively. Expense level: $$. Difficulty: Hard. Duration: Continuous.

5. Plan and create strategies for the future. [ENHANCED] A famous joke is that the second book Gutenberg printed was entitled, "Now What? The End of Publishing is Nigh." Publishers are famous worriers, and for good reason. Content has long been scarce, technological change is a constant, and risk is our shadow. Now more than ever perhaps, planning for the future is vital to survival. This level of planning has also gained new dimensions, including a global perspective that may be more urgent, technology strategies that are more central, and higher levels of uncertainty as new entrants create new constraints and opportunities. Expense: $$. Difficulty: Moderate to difficult. Duration: Variable.

6. Establish, cultivate, and maintain a good reputation (this is vital to attracting papers and conveying prestige to authors). [ENHANCED] A brand is a brand, but a reputation is even more important. You might say that Nature and Science are equivalent brands in some ways, but to many, they have slightly nuanced reputations. Organizations also have layers of reputation – editorial, commercial, management, and so forth. Reputations diverge significantly in some fields, and can take a hit before brands will. A strong editorial reputation combined with a weak commercial reputation requires a different strategic approach. Keeping your reputation requires a lot of good management throughout the organization. Expense level: $$. Difficulty: Moderate. Duration: Continuous.

7. Funding of new initiatives, books, journals, and educational initiatives (3-5 years typically before break-even, and even longer before payback). [ENHANCED] This is where risk becomes real — expenditures are made, financial projections activated, and staff hired. Without this stage, there is no new publishing initiative or journal. One of the main roles of publishers is to assume risk for authors. Expense level: $$$$$. Difficulty: Moderate to difficult. Duration: Sporadic.

8. Establish, integrate, upgrade, and monitor infrastructure systems and contracts. [ENHANCED] Establishing these systems involves a lot of choices, and is often repeated as the years go by. The growing number of new infrastructure requirements and options has increased the obligations here, as well as the costs in both management time and financial outlays. Vendor selection is more vexing. Expense level: $$$. Difficulty: Increasingly difficult. Duration: Ongoing.

9. Solicitation of materials. [ENHANCED] How do you get those first papers? This is often the responsibility of a thought leader or a set of them. As new journals have (over)used email, and trust in new journals has diminished for a variety of reasons, established publishers have to rely more on meetings and personal contacts. This increases expenses. Also, as portfolios become more robust, cascades more common, and authors more jaded, the option to stop soliciting materials is less viable. Expense: $-$$. Difficulty: Moderate to difficult. Duration: Ongoing.

10. Rejection of submissions (and in some cases multiple rejections). Some of the first papers will be rejected, and if you're successful, you'll attract more papers than you can use, papers that aren't appropriate, and papers of low quality. These have to be rejected, sometimes more than once. Communications with authors, a fair system to determine what makes it through, and ways to know what you've seen before are all important. Expense: $-$$$. Difficulty: Moderate to difficult. Duration: Constant.

11. Cascading of rejected manuscripts from one journal to another. [NEW] While certainly not a new practice, the past few years, and the past 24-36 months in particular, have witnessed many more concerted efforts to keep submitted papers within a portfolio of journals. Developing the systems to accomplish this, the editorial practices to support it, and the policies to explain it to authors, are all new costs and initiatives. The practice is not without its costs, as well, but it beats having to source everything anew for each title. Expense: $. Difficulty: Highest at first. Duration: Constant.

12. Acceptance of submissions. [ENHANCED] Luckily, some submissions are really good, and they deserve more attention. That's when a lot more work starts. But notice how much has gone on before even the first paper is accepted. But accepting a paper is becoming more complex, as mandates, disclosures, various ethical aspects of authorship attestation, and so forth gain prominence, and as integrations with online infrastructure (e.g., ORCID) becomes the norm. Most of these are covered below. Expense: $ (act of acceptance only). Difficulty: Easy. Duration. Ongoing.

13. Tracking of submissions throughout. [ENHANCED] Infrastructure at the submission level is becoming more complex, in keeping with more complex submission requirements. But systems and technologies aren't enough. Authors need a lot of handholding, materials can spring surprises on you, new requests from editors can come in, and so forth. The increasing utilization of cascading review systems is also increasing complexity and cost. Expense: $-$$. Difficulty: Moderate. Duration: Endless.

14. Tracking changes in the authorship environment. In many fields, rules around authorship requirements, funding disclosures, technical requirements, and funder requirements can change, and authors often don't know this has occurred. Publishers have to keep track of these changes so they can provide useful advice and plan for the implications. This includes keeping authors compliant with funder mandates and ensuring domain normalization through compliance with broader standards. Expense: $. Difficulty: Easy. Duration: Sporadic.

15. Plagiarism detection. [ENHANCED] Thanks to new tools and expectations, comparing manuscripts using plagiarism detection software has become the norm for many publishers, yet it often ends with steps involving human judgment. Other functions have included figure manipulation detection initiatives created and propagated by publishers. Expense: $. Difficulty: Moderate. Duration: Usually sporadic.

16. Rights registration and protection. [ENHANCED] While many publishers allow licenses to suffice, most still require or prefer copyright transfer. This is a highly valuable service for authors, I believe, as it alleviates

them of monitoring something that has peak value when published, and is otherwise a burden to manage. Surveys seem to bear this out. New licensing options, and their shifting nature, also adds to the burden of documenting and monitoring. Expense: $$. Difficulty: Easy (registration) to difficult (protection). Duration: Ongoing.

17. Recruitment and retention of editors and reviewers. [ENHANCED] Editors and reviewers don't grown on trees. They are usually busy people with a lot of demands on their time and professional options. How do you get them to head up a journal or provide expert review of submitted manuscripts? New systems being implemented to grant and track credit for reviewers and editors add to the complexity and management overhead here. Expense: $-$$$. Difficulty: Moderate to difficult. Duration: Sporadic.

18. Care and feeding of reviewers. [ENHANCED] A list of reviewers isn't enough. They need to be acknowledged, communicated with, helped, and supported. Publishers are good at this, or try to be. Now, they also have to integrate with more new reviewer-credit systems, which are coming up to speed and being adopted. Expense: $. Difficulty: Easy. Duration: Consistent.

19. Training of peer reviewers. Peer reviewers have to be trained. They don't arrive knowing how to use the systems, either technical or categorical, and they often deviate from one another in unhelpful ways within both systems. Expense: $$. Difficulty: Moderate. Duration: Sporadic.

20. Manage statistical reviewers and reviews. This varies by domain. Some don't use statistical reviewers, especially when direct observations are possible. Others, like medicine and public health, use them all the time. They are often more integral than peer reviewers, and have significant decision-making authority. Expense: $$$. Difficulty: Easy. Duration: Ongoing.

21. Manage technical reviewers and reviews. See above.

22. Training of editors. It may be surprising, but a subject-matter expert needs to learn how to be a good editor. This comes naturally enough to some, but others struggle with it, and a few never quite get it. Staff provide a lot of training and monitoring, and this is an area of some confidentiality as to what actually goes on. After all, nobody wants to lose face. Expense: $$-$$$. Difficulty: Moderate. Duration: Ongoing.

23. Editorial meetings. [ENHANCED] Another level of editorial support, this often involves meetings that include selected high-level reviewers, a tier of editors, statisticians or technical reviewers, and editors. Staff have to plan, run, and manage these, along with editorial leaders. New expectations of a global editorial workforce—for diversity of opinions, to attract papers, and to ensure market presence—are increasing expenses and logistical complexity. Expense: $-$$$$. Difficulty: Easy to difficult. Duration: Sporadic.

24. Management of peer review process. The peer review process isn't static. New elements come in—like new disclosure rules, new grading or evaluation approaches, and new media forms. How these are integrated matters a good deal, and it takes work. Expense: $-$$. Difficulty: Easy to moderate. Duration: Constant.

25. Ethics investigations. [NEW] When someone alleges malfeasance or misconduct, publishers lead the investigation. While not always productive, these investigations are always time-consuming and complex, involving multiple stakeholders within the publishing organization and at outside organizations. If lawyers get involved, hold on. Expense: $-$$$$. Difficulty: Moderate to difficult. Duration: Sporadic.

26. Staff training. [NEW] With all the changes in publishing practices, policies, technologies, and business models, training staff is more important than ever, especially as they are interacting with authors, readers, and editors. Expense: $-$$. Difficulty: Moderate. Duration: Ongoing.

27. Conflicts of interest and disclosures. As noted above, conflicts of interest and disclosures are becoming more important in many fields (and should be very important in most). Keeping current with the state of the art, collecting and organizing the forms from dozens of authors, matching them with manuscripts,

and following up with reluctant or forgetful authors all requires a lot of work. Expense: $. Difficulty: Variable. Duration: Constant.

28. Implement and enforce editorial policies and procedures. There is an increasingly long list of editorial policies to implement and enforce, which has led to much longer and more convoluted instructions to authors. Enforcing these for each manuscript is hard work and requires diligent, trained, experienced staff. Policies often need to be revisited frequently, and instructions to authors modified regularly. Expense: $. Difficulty: Difficult. Duration: Constant.

29. Compliance. [NEW] Increasingly, journals are serving as key players in ensuring researcher compliance with funder and institutional access policies. For instance, approximately 75% of what comes into PubMed Central comes from publishers. Without publishers, PMC would be far less useful and viable. CHORUS, which serves many US funding agencies and can support other public or private funders, was established by publishers, and is maintained by publishers. Policies are constantly being updated and revised to help authors stay in compliance. Expense: $$. Difficulty: Moderate. Duration: Continuous.

30. Author attestations. Scandals around fake or shadow authorship have made it necessary to get authors to attest that they indeed wrote the paper submitted under their name, and were in a position to control the data and write freely. With growing author lists, this can involve a lot of attestations for the average paper. Expense: $. Difficulty: Moderate. Duration: Ongoing.

31. Dealing with authorship problems. Authors get things wrong. Authors make mistakes. Authors commit fraud. Editors and publishers deal with allegations, try to understand their veracity, collaborate on what to do if claims have merit, and then implement a response—perhaps a retraction, perhaps an expression of concern, perhaps letters to the editor. In extreme cases, authors can be banned from publishing for a period of time, and the publisher has to keep track of these bans. Expense: $-$$$. Difficulty: Difficult. Duration: Sporadic.

32. Copy editing, proofreading, and styling of materials. [ENHANCED] Generally thought of as a lighter form of editing, there is a spectrum—from extremely light to very rigorous. A good copy editor or proofreader can catch important inconsistencies and errors, flaws in logic, and problems with data. Applying uniform style guides also aid readers while occasionally revealing problems in a manuscript. Expense: $-$$$. Difficulty: Moderate. Duration: Constant.

33. Language and substantive editing. [NEW] Some journals employ experienced subject-matter editors who have gained such deep experience in a field that they are able to push authors to be clear and precise, revise their writing with confidence, and catch errors and logical elisions. Manuscripts handled by these editors are typically heavily revised, shorter, clearer, and easier to read at the end of the day. But they don't come cheap. And in the humanities, the work in this area is extremely important, to both the quality of the final work and the reputation of the press and authors/editors. Expense: $$-$$$$. Difficulty: Difficult. Duration: Constant.

34. Illustration. Some high-end journals provide illustration staff to authors of selected papers, particularly review articles or review journals. Some improve the basic illustrations authors provide, for the sake of clarity and consistency. Expense: $$$. Difficulty: Moderate to difficult. Duration: Ongoing.

35. Art handling. Authors don't always follow instructions, sometimes submit the wrong figures, sometimes submit too many figures, or need to supply new figures after review and editing have uncovered ways to improve their materials. Expense: $. Difficulty: Moderate. Duration: Sporadic.

36. Multimedia handling. See above. A new area, so slightly different. Expense: $$. Difficulty: Difficult. Duration: Sporadic.

37. Layout and composition. Whether the journal in question is still printed, the PDF is still in high demand, and typesetting and layout still occur. Luckily, computers make this relatively easy, but it's not automatic.

Figure-sizing, pagination, and other factors demand knowledgeable human intervention and skills. Expense: $$-$$$. Difficulty: Moderate. Duration: Ongoing.

38. Design print and various online versions. Design for journals has exploded as an issue, with print designs revisited in light of online trends, online designs at the home page and article level in flux, and mobile/tablet/social designs all needing attention. Keeping these complementary and coordinated takes a lot of work, not to mention the creative process behind the designs. Finally, some journals design each issue in print and online to some degree, to improve user experience. Expense: $$-$$$$. Difficulty: Moderate to difficult. Duration: Sporadic to ongoing.

39. XML generation and DTD migration. Now, in addition to making pages, publishers spit out XML, and track DTD migrations as they occur. DTD migrations can be minor (new elements to reflect a change somewhere in the pipeline) or extreme (a new DTD requirement, like the NLM DTD was). Expense: $-$$$$. Difficulty: Difficult. Duration: Ongoing (generation) and sporadic (migration).

40. Format migrations. Just in the past two decades, we've moved from SGML to XML to NLM DTD and now to JATS. Flipping your content from one to the other is not a trivial exercise, and it's not cheap. It takes planning, money, and management to do it right. Content stores are becoming larger, as well. Expense: $$-$$$$. Difficulty: Difficult. Duration: Longer than you think.

41. Tagging. [ENHANCED] To generate good metadata, articles and elements are often tagged using either semantic, custom taxonomies, or both. Sometimes, tagging is manual, sometimes automated, and sometimes a little of both. But it doesn't happen all by itself. And it isn't maintained, enhanced, expanded, migrated, or corrected all by itself, either. The emergence of new social collaboration networks like Mendeley, Academia.edu, and ResearchGate are adding pressures to tag every element, from figures to PDFs. Expense: $-$$$. Difficulty: Moderate. Duration: Ongoing.

42. DOI registration. A minor task usually, and easily accomplished. But a task. Expense: ¢. Difficulty: Easy. Duration: Ongoing.

43. Search engine optimization. [ENHANCED] Ah, Google, how you vex us! The black magic of SEO can drain teams and budgets. And Google keeps things interesting. Just in the past year, Google began discounting content that wasn't optimized for a mobile version or use https. Many publishers who failed the test (https://www.google.com/webmasters/tools/mobile-friendly/) had to perform a lot of expensive work or see their traffic decline sharply. But authors want their papers to be found, so publishers stay on top of this. Expense: $$$. Difficulty: Moderate to difficult. Duration: Sporadic.

44. Search engine marketing. [NEW] More and more content means more noise, so some publishers are cutting through the clutter with search engine marketing (SEM). While the cost of acquisition remains high, the lifetime value can make sense, and practice often drives down the cost-per- acquisition. Expense: $$. Difficulty: Moderate. Duration: Sporadic to ongoing.

45. Integrate and track metrics and, increasingly, altmetrics. The Internet throws off data, and now publishers are running more data-intensive businesses. In addition, these data are shared with more constituencies, from librarians (COUNTER reports) to authors (usage metrics and altmetrics). Expense: $$. Difficulty: Moderate to difficult. Duration: Ongoing.

46. Rapid publication practices. More common than ever, most journals have a custom path for rapid publication. This often involves special staff and processes. Expense: $$. Difficulty: Moderate to difficult. Duration: Sporadic.

47. Data publication. [NEW] Data is the new frontier of research publication, and publishers are the least constrained players (compared to governments, funders, and universities), making them a driving force in finding new ways to create the kind of transparency, infrastructure, incentives, and requirements that will make data publication work. Expense: $$-$$$$. Difficulty: Too soon to tell. Duration: Probably ongoing.

48. Publication. Ah, at last, we're published! This involves more now than ever (the next few steps at least). Expense: $$$. Difficulty: In total, difficult. Duration: Ongoing.

49. Printing. Yes, many journals still print, and it's not getting less complicated, as presses, paper mills, and mailing facilities adjust to a shrinking print world. Expense: $$-$$$$. Difficulty: Moderate. Duration: Ongoing.

50. Physical distribution. [ENHANCED] Mailing is more complex in some ways, because the mail streams are less robust, and public postal systems are struggling in the face of austerity and changing consumer economics. Reduced print runs have made postal expenses lumpy. Expense: $$-$$$$. Difficulty: Moderate. Duration: Ongoing.

51. Vendor management. [NEW] As publishing has grown more complex and technology-driven, and as cost pressures have mounted with limited library and research budgets, publishers have had to outsource more. This has created a new, complex, and not inexpensive internal task of managing all these vendors. Given that many are international, travel is sometimes involved, and issues can arise at all hours. Expense: $-$$. Difficulty: Easy to difficult. Duration: Constant with spikes of activity.

52. Media relations and publicity. Press coverage drives awareness, and important authors of important studies expect to be in the mediasphere. Also, if there's a scandal, you'd better know who to call and what to say. Expense: $$$. Difficulty: Easy to excruciating. Duration: Sporadic.

53. Social media distribution and management. [ENHANCED] Twitter and Facebook have created a new alerting expectation and outlet. YouTube is increasingly valuable. More editorial and marketing time is being spent on these outlets now. New technologies to measure things like sentiment, traffic sourcing, and value are being taken up, requiring staff time, even dedicated staff. Expense: $$. Difficulty: Easy to moderate. Duration: Ongoing.

54. Depositing content and data. [NEW] Downstream deposit of articles and data to help authors comply with funder requirements or community norms is a growing function of publishers, who are responsible for the majority of compliance overall. Initiatives like GenBank and others wouldn't be nearly as robust if publishers were not requiring authors to deposit data as part of the publication process or, in some cases, providing deposit services on behalf of authors. Requires setup and monitoring of related production systems and workflows, and ongoing management, as well as occasional interventions when things go off the rails. Expense: $-$$. Difficulty: Easy to moderate. Duration: Ongoing.

55. Integrating new standards. [NEW] As new standards emerge (e.g., CHORUS, ORCID, Credit, FundRef, institutional identifiers), these have to be integrated into various parts of the workflow and technology stack. Revisions to standards, which are inevitable and unpredictable, require repeated work. Expense: $-$$$. Difficulty: Moderate. Duration: Episodic.

56. Third-party licensing and negotiation. [ENHANCED] Your direct audience is not your only audience. Some companies want to pay you to include the content in their offerings, or try to sell the content into adjacent markets. Negotiating and managing these deals and relationships takes time. Aggregators like EBSCO, OVID, ProQuest, and JSTOR remain popular, as well. Expense: $. Difficulty: Moderate. Duration: Sporadic.

57. Hosting and archiving. Hosting platforms can be expensive because they support many of the functions above. Archiving is a new expectation that comes with the digital age, and one that is not trivial or simple to do well. However, solutions provided by the likes of CLOCKSS and Portico certainly help. Expense: $$-$$$$. Difficulty: Moderate. Duration: Sporadic

58. Platform upgrades and migrations. [ENHANCED] Ah, the fun of either upgrading your platform or moving to another provider. It's a lot of work, and the fear of downtime makes it a delicate task. Recent changes in the landscape have accelerated activity for many publishers, as they are evaluating their options. Expense: $$$$. Difficulty: Hair-raising. Duration: Longer than you think.

59. Native search engine improvements. A bane to every journal web site, the native search engine is an ongoing source of strife, as users, editors, authors, and others constantly find "problems" and report them, expecting easy fixes. The variability of the underlying content combined with the variability of user search practices makes this a difficult area to resolve. Expense: $-$$. Difficulty: Moderate to difficult. Duration: Sporadic.

60. Journals packaging and sales. Increasingly, journals are sold in bundles or as database packages, at least to certain customer segments (institutions, corporations). Publishers have to understand the sales process and approach, package and price their offerings to match, and conduct and complete sales. Database offerings are distinctly more complex to create. Expense: $-$$$$. Difficulty: Easy to difficult. Duration: Variable.

61. Comment moderation. [ENHANCED] Sure, nobody comments on articles—until they do. Then what? The publisher has to staff for it and establish policies around it. The technology itself isn't cheap, and making it work for academic publishing adds work and expense. Expense: $-$$. Difficulty: Easy. Duration: Sporadic.

62. Implementing and managing interlinking services. With the Web, linking became a new expectation, and publishers had to work with vendors to implement linking options at various points in their content sets and across their service offerings. These links need to be reevaluated periodically, and some of the data they throw off tracked. Expense: $. Difficulty: Easy. Duration: Sporadic.

63. Anti-piracy efforts. [NEW] Authors, editors, and publishers are all concerned with piracy, and publishers are on the front line. Identifying pirated materials, sending takedown notices, enforcing these, and reviewing related reports all take effort and attention. Occasionally, a piracy incident escalates. On a broader scale, publishers collaborate to ensure they operate in a framework that decreases the likelihood of piracy. Expense: $. Difficulty: Usually low, sometimes high. Duration: Sporadic.

64. Supplement proposals. Some journals allow supplements. Dealing with proposals alone is a chore. Publishing supplements delves into many of the steps that precede and follow. But because these can come from core authors, they have to be handled delicately. Expense: $. Difficulty: Political. Duration: Sporadic.

65. Managing or implementing CE/CME/CLE or other educational offerings. Many journals have integrated or related educational offerings, either in the health, medicine, or legal space. Others support less formal certification courses. Developing, implementing, and managing these programs can be involved and requires a lot of meticulous work and interactions with editors and oversight bodies. Expense: $$-$$$. Difficulty: Moderate to difficult. Duration: Ongoing, with periods of intense effort.

66. Analytics and abuse monitoring. Is your site under attack? Has someone stolen a paper and reversed its meaning on a commercial site? A good publisher watches for these things, and has a network that will notify when there's a problem. And then there are the more mundane analytics editors and business units need. Expense: $$-$$$$. Difficulty: Moderate. Duration: Sporadic.

67. Managing and protecting financial records. [ENHANCED] Yes, publishers and their platforms get hacked, so everyone involved has to create firewalls, protect credit card transactions, guard payroll records, and so forth. The pace of these attacks have increased as our modern Cold War in cyberspace escalates, and as hackers continue to find success in other sectors. Expense: $$-$$$. Difficulty: Increasing. Duration: Constant.

68. Managing and protecting subscriber records. If you have subscribers, you have to keep their records from prying eyes, or risk violating your privacy policy. Expense: $. Difficulty: Increasing. Duration: Ongoing.

69. Managing and protecting editorial records. [ENHANCED] Peer reviews are confidential. Records showing which manuscripts you rejected are confidential and definitely touchy. With new entrants allowing reviews to be posted or anonymous conversations about papers, monitoring these third party sites is becoming another chore. Expense: $. Difficulty: Increasing. Duration: Ongoing.

70. Responding to legal actions. Sometimes, authors are sued, and publishers get entangled. Or vice- versa. In either case, things get interesting. Expense: $-$$$$. Difficulty: Variable, usually difficult. Duration: Sporadic.

71. Basic management functions. Publishers have to do HR, legal, facilities, corporate compliance, and so forth. Expense: $$-$$$. Difficulty: Easy to difficult. Duration: Constant.

72. Construct annual budgets and financial projections. A basic function overlooked on this list until now, every year entails publishing staff working in a coordinated manner to submit their expense budgets and revenue projections, then responding as senior management provides further guidance. The process has become more complex in the online world. Expense: $. Difficulty: Increasing. Duration: Annual.

73. Extended management functions. Many publishers exist inside a society of some sort, and have extended management roles that include internal reporting, strategic consultation, internal resource negotiations, basic office interactions, and more complicated contracts. Expense: $. Difficulty: Easy to difficult. Duration: Constant.

74. Society/association partnership. [NEW] The financial support a publisher provides a society or association is only part of the support they lend. Most publishers actively work to help drive membership and the society's agenda, serve as a supplemental marketing wing, help shape strategy, create opportunities for members (peer review training, publication opportunities, editorial opportunities), and lend additional business expertise. Expense: $. Difficulty: Variable. Duration: Ongoing.

75. Organizational education. [NEW] Various stakeholders in an organization—from colleagues to leadership to governance—can bring to the table stereotypical or outdated concepts of what publishers to and what publishing is now. In a high-change environment, it is more important than ever to educate the entire organization about what is going on in publishing. Expense: $. Difficulty: Moderate. Duration: Ongoing.

76. Board interactions. Publishers have Boards of Directors or Trustees, and interact with these bodies around budgetary, strategic, and other issues. As strategies have become less certain, these interactions are becoming more frequent and perhaps more fraught. A good Board can provide strong support for good strategies and leadership. Expense: $$. Difficulty: Easy to difficult. Duration: Sporadic.

77. Create and maintain e-commerce systems. Whatever your revenue model (subscription, OA [APCs], or some hybrid [page charges, color charges, subscription]), you have to take online orders. These systems can be simple or very complex, but they have to be robust enough to comply with credit card processing requirements, which have become much more stringent. In addition, the international scope of e-commerce has many publishers wrestling with VAT compliance. Expense: $$-$$$$. Difficulty: Difficult. Duration: Ongoing.

78. Sell advertising, reprints, and single copies. Not all publishers or journals can make a significant amount of money from selling ads, reprints, or single articles, but when they can, their subscription prices or APCs can be—and often are—lower. Therefore, there is a mutual win if this can occur—publishers diversify their risk, readers or authors pay less. Expense: $$. Difficulty: Increasing. Duration: Ongoing.

79. Manage sales forces. Whether you sell subscriptions, advertising, ancillary products, sponsorships, or licenses, you have either an internal, outside, or mixed sales force. Expense: $$. Difficulty: Increasing. Duration: Ongoing.

80. Reporting. [ENHANCED] There are days when it seems the reporting will never end. Marketers must report on the efficacy of their campaigns. Production departments must report on their performance. Publishers with must report regularly to their society partners, university owners, parent corporations, or shareholders. Reports are due to advertisers on impressions and clicks, reports are due to librarians on COUNTER traffic. Care must be taken to report accurately and sufficiently for taxation and other government requirements. Non-profits must report annual 990s and other required documents — some novice non-profit journals have lost their non-profit status because they didn't comply with this obligation, but it's part of the deal. Expense: $. Difficulty: Moderate. Duration: Ongoing.

81. Interact with agents for institutional and individual sales. [ENHANCED] In addition to direct sales forces, agents provide another layer of sales support, and often offer different services and approaches, from telemarketing to storefronts. And when agents like SWETS go belly up, publishers have a track record of stepping in and picking up the pieces. Expense: $-$$$. Difficulty: Easy. Duration: Sporadic.

82. Create or integrate with educational offerings. In some fields, CME or CE credits are commonly tied to journal publication in one way or another. In others, separate publishing initiatives are built around educational modalities of some sort, often relying on a journal or periodical product as their backbone. Expense: $$. Difficulty: Moderate to difficult. Duration: Sporadic.

83. Funding academia. [NEW] Some academic publishers are affiliated with universities, and provide direct funding. Others provide funding assistance through scholarships or unrestricted grants, or through matching funds. Expense: $-$$. Difficulty: Easy. Duration: Sporadic to ongoing.

84. Conduct financial projections and set prices accordingly. [ENHANCED] Aside from annual rollover budgets, Publishers have to constantly reforecast and create projections based on changes in the market. New product development, funding of upgrades and infrastructure, hiring new personnel into new roles, and many other functions require financial projections, which can lead to price increases or decreases, depending on the situation. Like every organization, Publishers want to be around for a long time, and that requires planning. Expense: $. Difficulty: Moderate to difficult. Duration: Sporadic.

85. Maintain facilities. Publishers have to live somewhere, and often the expectation is that they have inspiring and impressive offices. It's part of the prestige factor so important to the mutual aspirations of authors and editors as well. They should be at least as nice as the universities where so many work, or so it seems. Expense: $$-$$$$. Difficulty: Easy to difficult. Duration: Sporadic.

86. Engage in product development. Things change. Little changes like the Internet or the iPhone drive product changes. Somewhere, no matter what technology is emerging, some publisher somewhere is experimenting with it. In some cases, entire new product suites are developed and launched, as well. Expense: $$-$$$$. Difficulty: Moderate to difficult. Duration: Sporadic or ongoing.

87. Experiment with new technologies. [ENHANCED] This one goes back a good many years, from podcasts to Kindles to mobile to PowerPoints to RSS, journals have been tinkering with new technologies. Today, entities like Digital Science, SAGE investing in PeerJ and Publons, AAAS acquiring PRE, and Elsevier investing in Sciencescape and acquiring Mendeley all point to a growing trend toward aggressive experimentation by publishers, to the benefit of the overall scholarly communication system. Expense: $-$$$. Difficulty: Variable. Duration: Sporadic, moving to ongoing.

88. Conduct market research. [ENHANCED] This informs so many aspects of editorial and business planning, and success stories are becoming more common, increasing the interest in new and ongoing initiatives to understand customers of all types. Expense: $$-$$$. Difficulty: Moderate to difficult. Duration: Should be ongoing, usually sporadic.

89. Conduct renewal and retention marketing. [ENHANCED] Marketing and sales go hand in hand. Renewals keep the audience in place for future authors to reach. As marketing has moved online, new technologies have created new capabilities, requiring new measurement and management approaches. Expense: $$. Difficulty: Moderate. Duration: Ongoing.

90. Conduct new customer marketing. [ENHANCED] Growing the audience is also important, no matter the business model employed. SEM (covered above), social, email, and online marketing are all becoming more sophisticated, and the space is competitive. Expense: $$$-$$$$. Difficulty: Increasing. Duration: Ongoing.

91. Create, manage, and monitor customer data stores and databases. [NEW] Customer data has become central to publishers, whether those customers are authors, institutions, members, agents, advertisers, or individuals. As new players and requirements emerge, and new data sources are developed, supplementing

customer data becomes a new requirement to remain leading-edge and relevant. Expense: $$-$$$$. Difficulty: Difficult. Duration: Ongoing.

92. Buy and rent lists for various email and snail-mail marketing initiatives. To grow the audience, marketing experts have to source and secure lists of potential customers, and track results over time. Expense: $$-$$$. Difficulty: Moderate. Duration: Sporadic.

93. Comply with privacy, email CAN-SPAM, and other regulations affecting publishing. There are a lot of standards and rules about online advertising and marketing, and publishers know and live by these. Expense: $. Difficulty: Increasing. Duration: Sporadic.

94. Pay for and comply with terms of publisher insurance policies. Yes, authors can do things that make it even riskier for publishers presenting new findings to the world on their behalf, so we buy insurance. Expense: $$. Difficulty: Easy. Duration: Sporadic.

95. Work together to solve more general access and fairness issues. [ENHANCED] As pointed out in an earlier post by Alice Meadows, publishers have a great track record of working together to solve perceived inequities or general problems, from DOIs to CrossRef to CrossCheck to HINARI to Research4Life to INASP to free access to low-income countries to FundRef to CHORUS to Dryad to CASRAI, publishers generally aspire to fairness and accessibility, and have created an admirable legacy of working to implement these aspirations. Expense: $-$$$. Difficulty: Easy to difficult. Duration: Ongoing.

96. Benchmark and compare notes. Publishers like to check in with other publishers to make sure we're not falling behind, to get advice when the going gets rough, and to see if there are better ways to do things. We attend meetings and webinars to remain on the forefront. In a rapidly changing environment, the time needed to do this is increasing. Expense: $$. Difficulty: Easy to difficult. Duration: Sporadic.

This year, because of the large number of items, I wanted to also add a quick index to the work, with a few categories and my best effort to slot items into these categories. This is not a perfect exercise, especially as, over time, we've seen editorial mixing more with technology, publishing mixing more with community, and so forth. Boundary items are categorized strictly and not generously, for clarity and to prevent an absolute muddle.

Editorial: 1, 2, 4, 9, 10-25, 27, 30-40, 41-48, 52-54, 59, 61, 63-66
Marketing: 1, 3, 6, 14, 43, 44, 48, 49, 50, 52, 53, 60, 86-92
Community: 1-4, 6, 7, 9, 22, 23, 25-27, 29-31, 39, 42, 47-50, 52, 61-63, 74-76, 79-83, 86, 88, 94-95
Technology: 8, 40-45, 48, 51, 54-59, 62, 66, 77-78, 80, 82, 87, 92
Finances and Business: 5, 7, 48, 51, 56, 60, 67-73, 75, 77-81, 83-86, 93

In the big picture, having publishers doing these things means that scientists and policymakers don't have to do them and can focus on doing their work. We represent a set of trades and associated professionals who do all these things on their behalf.

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP3
September 1, 2016

SUBJECT: Performance Funding – Choice Metric #10

BACKGROUND INFORMATION

There are ten performance funding metrics used by BOG to evaluate performance and to distribute performance funds appropriated by the Legislature. Eight of the ten are common to all SUS institutions. A ninth metric was chosen specifically for each university by the BOG. The ninth metric assigned to UF is: Number of Faculty Awards. The tenth was chosen by the UF BOT and is: Total Research Expenditures. This tenth metric was adopted when the possible points for each university totaled 50. The scoring mechanism for performance funding was revised a year or so ago so that the possible points for each university total 100. In that revision, the Total Research Expenditures metric became a "stretch goal" in which UF's performance was measured against that of all AAU universities. UF aspires to become better in this area and recently scored seven out of ten possible points.

UF is the only university in the system to have such a "stretch goal" as its tenth metric. While this is laudable and perhaps something all universities should consider, it has a financial consequence. In awarding performance funds, a portion of the award is based on the total number of points earned, although the bulk of the performance funds are distributed proportionally to university base budgets. As a consequence, UF lost several hundreds of thousands of dollars that it would have earned had it scored an eight, nine, or ten on the tenth metric. All other universities scored "ten" on the tenth metrics they each chose.

In view of this inequity, the BOT may wish to propose changing UF's tenth metric. This will require concurrence of the BOG at their September meeting, and we recommend adoption of the following option as UF's tenth metric.

Licenses and options completed with companies commercializing researchers' discoveries.
UF has consistently been a top national performer in this area. In 2013-14, the Association of University Technology Managers (AUTM) ranked UF seventh in the nation. While UF remains in

the top 10 nationwide, it should receive a score of "10." If UF's ranking were to drop into the 11-20 range, then it should receive a score of "9."

If this option is adopted, UF should propose to maintain "Total Research Expenditures" as an "unscored eleventh metric" to underscore its continuing importance to UF's standing as a research institution.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to recommend the option as outlined above to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: None.

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

Approved by the University of Florida Board of Trustees, September 1, 2016

_____	_____
James W. Heavener, Chair	W. Kent Fuchs, President and Corporate Secretary

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP4
September 1, 2016

SUBJECT: Textbook Adoption Compliance Report

BACKGROUND INFORMATION

Pursuant to Section 1004.085, Florida Statutes, the University of Florida Board of Trustees is required to report to the Board of Governors by September 30 of each year, the following, as applicable:

a. The selection process for general education courses with a wide cost variance and high enrollment courses;
b. Specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials;
c. Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
d. The number of courses and course sections that were not able to meet the posting deadline for the previous academic year;
e. Any additional information determined by the Chancellor.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to approve the attached Textbook Adoption Compliance Report for recommendation to the Board of Trustees for its approval and adoption on the Consent Agenda and submission to the Board of Governors.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is required.

Supporting Documentation Included: Textbook and Instructional Material Affordability Report.

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

Approved by the University of Florida Board of Trustees, September 1, 2016

_____	_____
James W. Heavener, Chair	W. Kent Fuchs, President and Corporate Secretary

STATE UNIVERSITY SYSTEM of FLORIDA
Board of Governors

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Tallahassee, FL 32399
Phone 850.245.0466
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Textbook and Instructional Material Affordability Report

University of Florida University Submitting Report	Fall 2016 Semester(s) Reported

Date Approved by the University Board of Trustees		President	Date
Signature of Chair, Board of Trustees	Date	Vice President for Academic Affairs	Date

1) General Education Courses with Wide Cost Variance for Required and Recommended Textbooks and Instructional Materials

a) Explain the methodology used for identification of general education courses with wide cost variance, defining wide cost variance. At minimum, report wide cost variance by dollar amount and percentage.

Wide cost variance is defined as $100 or more and 20% or more over the average cost of a course's average textbooks or instructional materials. Each general education course's average cost of textbooks and instructional materials is calculated. This figure is used to compare each section of the course to determine if that section is the same, above, or below the average cost. If the section's costs are above the course average, the dollar amount and percentage above the average are calculated. If the dollar amount and percentage are $100 or more and 20% or more above the average, the course is identified as having wide cost variance.

b) Identify general education courses with wide cost variance among different sections of the same course. Is the cost variance justified with no actionable steps required or is follow-up required because the cost variance is not a justified variance? Describe the justification(s), if any.

- Required

One general education course for Fall 2016 was found to have wide cost variance of required textbooks, PCO 4930 (Introduction to Counseling Psychology). The cost variance is justified with no actionable steps required.

- Recommended

No general education courses were found to have wide variance in the recommended textbooks or instructional materials.

c) Describe the textbook and instructional materials selection process for general education courses with a wide cost variance among different sections of the same course.

The textbook and instructional materials selection process for general education courses is the same regardless if the course is found to have a wide cost variance among different sections of the same course. Each instructor adopts the materials and textbooks for his or her section of the course.

d) What measures, if any, will be taken by the university to reduce wide cost variance among different sections of the same general education course?

The university will continue to monitor wide cost variance among the difference sections of the same general education course each semester. If the same course is found to have wide cost variance for three or more consecutive semesters, the department will be asked to provide a written justification for the wide cost variance or find alternative textbooks and instructional materials that are closer the course's average costs.

2) Specific Initiatives of the University Designed to Reduce the Costs of Textbooks and Instructional Materials

a) Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

In Fall 2016, the university is piloting an e-reader program in combination with e-text materials in multiple sections of the IUF 1000 course.

In Spring 2016, the university will pilot Ximera in MAC 2311. Ximera is open access instructional materials focused on calculus providing homework and quizzes. This will be available to students at no cost and will replace the current system of WebAssign which costs $70 for each student. If successful, Ximera will replace WebAssign across MAC 2311, MAC 2312, and MAC 2313.

b) With implementation of the initiatives, has there been any reduction in cost of textbooks and instructional materials to the students? If there has been a reduction in cost, what is the average cost savings? Describe the average cost savings comparing fall semester to fall semester and spring semester to spring semester.

Piloting is currently taking place, cost savings will be analyzed in the future.

c) With implementation of the initiatives, describe any reduction in cost variance among different sections of the same general education course and high enrollment courses? Describe the reduction in cost variance comparing fall semester to fall semester and spring semester to spring semester.

Piloting is currently taking place, reduction in cost variance will be analyzed in the future.

4) University Policies for the Posting of Textbooks and Instructional Materials

a) Explain University policies implemented in accordance with posting prominently in the course registration system and on the university website at least 45 days prior to the first day of class for each term, a hyperlink to lists of required and recommended textbooks and instructional materials information for at least 95 percent of all courses and course sections.

Each semester a university wide memo is sent out notifying colleges, departments, and instructors that the UF Textbook Adoption system is open for the upcoming semester. The memo provides the link to the adoption system and the deadline for submitting adoptions.

Once the instructor adopts materials, the information is hyperlinked to the university's course registration system as well as the schedule of courses so students can see what

textbook and instructional materials with associated costs are needed for each course and section.

b) Report the number of courses and course sections and the total percentage of courses and course sections that were able to meet the textbook and instructional materials posting deadline for the academic year.

The university had 95.3% of all course sections that met the posting deadline of July 8, 2016 for the Fall 2016 semester. With 9,817 sections of 10,302 total sections meeting the deadline.

The university had 4,303 courses out of 4,665 total course meet the posting deadline for the Fall 2016 semester, for a percentage of 92.2% meeting the posting deadline.

c) Report the number of courses and course sections and the total percentage of courses and course sections that were not able to meet the textbook and instructional materials posting deadline for the academic year.

The university had 485 sections, 4.7%, that did not meet the posting deadline and 362 courses, 7.8%, that did not meet the posting deadline.

d) Report the number of courses that received an exception to the reporting deadline. Provide a description of the exception.

No exceptions were requested prior to the reporting deadline.

d) Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the university to increase faculty and staff compliance for meeting the reporting requirement?

Yes, the current university policies are effective in meeting the reporting requirement. Additional training and communication will be provided to ensure reporting requirements continue to be met and improve where needed.

Fall 2016 General Education Textbook Adoption Summary

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
AFA 2000	3	138	$ 197.50	$ -	$ 197.50	$ -
AFA 3110	3	76	$ 67.00	$ -	$ -	$ -
AFH 3100	1	20	$ 98.00	$ -	$ -	$ -
AMH 2010	12	141	$ 59.60	(-$44.10) to $60.66 (-74%) to 102%	$ -	$ -
AMH 2020	17	310	$ 47.67	(-$20.35) to $47.23 (-43%) to 99%	$ 72.78	(-$0.53) to $4.72 (-0.72%) to 6%
AML 2070	9	88	$ 15.21	(-$11.21) to $4.04 (-74%) to 27%	$ 14.66	(-$2.66) to $2.66 (-18%) to 18%
AML 2410	4	52	$ 14.63	(-$6.64) to $3.08 (-45%) to 21%	$ -	$ -
ANT 2000	4	406	$ 182.72	$ -	$ -	$ -
ANT 2301	26	549	$ 145.75	$ -	$ -	$ -
ANT 2410	8	294	$ 125.88	(-$11.63) to $3.88 (-9%) to 3%	$ -	$ -
ANT 3141	3	128	$ 157.95	$ -	$ -	$ -
ANT 3451	2	135	$ 30.98	$ -	$ -	$ -
ANT 3514C	9	116	$ 179.50	$ -	$ -	$ -
ANT 3860	2	19				
ANT 4525	2	30	$ 41.95	$ -	$ 62.98	$ -
APK 2100C	30	802	$ 223.00	$ -	$ -	$ -
APK 2105C	13	325				
ARC 1720	7	346	$ 153.00	$ -	$ -	$ -
ARH 2051	10	725	$ 175.55	$20.70 12%	$ 92.75	$ -
AST 1002	8	740	$ 196.19	(-$8.44) to $5.06 (-4%) to 3%	$ -	$ -
BCN 1582	4	164	$ 25.00	$ -	$ -	$ -
BCN 3012	3	81	$ 217.25	$ -	$ -	$ -
BOT 2800C	8	112	$ 194.00	$ -	$ -	$ -
BSC 2005	24	470	$ 109.38	$ -	$ -	$ -

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
BSC 2010	13	1114	$ 141.17	$ -	$ -	$ -
BSC 2010L	51	902	$ 50.14	(-$12.14) to $91.03 (-24%) to 182%	$ -	$ -
BSC 2011	3	867	$ 141.17	$ -	$ -	$ -
BSC 2011L	38	757	$ 38.00	$ -	$ -	$ -
CCJ 3024	3	238	$ 117.15	(-$18.20) to $16.35 (-16%) to 14%	$ -	$ -
CCJ 3701	3	95	$ 185.17	(-$49.17) (-27%)	$ 136.00	$ -
CHI 3410	2	15	$ 52.50	$ -	$ -	$ -
CHM 2045	42	2062	$ 98.00	$ -	$ 309.00	$ -
CHM 2045L	19	1912	$ 39.50	$ -	$ -	$ -
CHM 2046	24	832	$ 32.75	$ -	$ 309.25	$ -
CHM 2046L	18	630				
CHM 2095	10	291	$ 98.00	$ -	$ -	$ -
CJL 2000	2	94	$ 27.95	$ -	$ -	$ -
CLP 2001	3	83				
CLP 3144	5	555	$ 182.40	(-$119.40) to $79.60 (-66%) to 44%	$ -	$ -
CLT 3930	2	29	$ 24.95	$ -	$ 17.50	$ -
COM 1000	2	110				
COT 3100	4	251	$ 210.50	$ -	$ -	$ -
CPO 2001	10	314	$ 29.80	(-$2.30) to $9.18 (-8%) to 31%	$ -	$ -
CRW 2100	3	74	$ 15.24	(-$2.26) to $0.76 (-15%) to 5%	$ 15.95	$ -
CRW 2300	3	52	$ 70.77	(-$1.17) to $0.58 (-2%) to 1%	$ -	$ -
DAN 2100	3	64				
DEP 3053	5	580	$ 171.75	(-$4.50) to $1.50 (-3%) to 1%	$ -	$ -

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
DEP 4115	1	46	$ 199.75	$ -	$ -	$ -
EAB 3002	3	219	$ 173.65	(-$48.70) to $24.35 (-14%) to 28%	$ -	$ -
EAB 3764	2	102	$ 281.25	$ -	$ -	$ -
ECO 2013	8	799	$ 188.28	$ -	$ -	$ -
ECO 2023	8	1490	$ 170.12	(-$19.37) to $41.63 (-12%) to 25%	$ -	$ -
ECO 3101	4	158	$ 230.38	(-$55.63) to $55.63 (-24%) to 24%	$ -	$ -
EDF 2085	3	74	$ 133.60	$ -	$ -	$ -
EDF 3110	8	224	$ 167.25	$ -	$ -	$ -
EDF 3210	3	32	$ 141.00	$ -	$ -	$ -
ENC 1101	46	784	$ 68.00	$ -	$ -	$ -
ENC 1102	27	533	$ 60.13	(-$0.63) to $7.87 (-1%) to 13%	$ -	$ -
ENC 1145	2	55	$ 22.74	(-$2.75) to $3.75 (-12%) to 17%	$ 6.18	$ -
ENC 2210	2	14	$ 98.13	(-$58.13) to $58.13 (-59%) to 59%	$ -	$ -
ENC 2305	10	80	$ 41.13	$ -	$ -	$ -
ENC 3246	30	715	$ 81.00	$ -	$ -	$ -
ENC 3254	20	387	$ 64.35	(-$48.35) to $16.65 (-75%) to 26%	$ -	$ -
ENC 3453	2	36				
ENC 3464	4	16	$ 71.75	$ -	$ -	$ -
ENC 3465	3	197	$ 45.38	$ -	$ -	$ -
ENG 1131	3	68	$ 15.75	(-$1.51) to $0.25 (-10%) to 2%	$ 19.25	$ -
ENG 2300	5	92	$ 108.75	$ -	$ -	$ -
ENY 2040	3	27				
ENY 3005	5	89	$ 160.95	$ -	$ 29.50	$ -

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
ENY 4161	4	20	$ 378.25	$ -	$ -	$ -
ENY 4660	5	28	$ 99.95	$ -	$ -	$ -
EUS 3930	8	49	$ 25.63	$ -	$ -	$ -
EXP 3604	3	244	$ 222.13	(-$103.75) to $51.88 (-47%) to 23%	$ -	$ -
FOS 2001	3	427	$ 46.88	$ -	$ -	$ -
FOS 4321C	2	15	$ 89.98	$ -	$ -	$ -
FYC 3001	2	131	$ 169.25	$ -	$ -	$ -
FYC 3401	1	73				
GEB 3213	16	320				
GEO 2200	4	80	$ 215.75	$ -	$ -	$ -
GEO 2200L	3	25				
GEW 4731	2	8	$ 18.00	$ -	$ -	$ -
GLY 1000	3	1				
GLY 1102	4	106				
GLY 1880	4	149				
GLY 2010C	5	41	$ 125.13	$ -	$ -	$ -
GLY 2030C	4	47	$ 87.50	$ -	$ -	$ -
GLY 3105C	3	22	$ 70.00	$ -	$ -	$ -
GLY 3163	2	115	$ 125.00	$ -	$ -	$ -
GLY 3200C	3	26	$ 170.95	$ -	$ -	$ -
HIS 3931	2	18	$ 24.15	$ -	$ -	$ -
HSC 3102	5	264	$ 171.25	$ -	$ -	$ -
HUN 2201	13	281	$ 157.38	$ -	$ -	$ -
IND 1020	4	49	$ 75.00	$ -	$ -	$ -
IND 2100	2	31	$ 178.75	$ -	$ 125.00	$ -
INR 2001	11	335	$ 111.90	(-$15.95) to $92.60 (-14%) to 83%	$ -	$ -
ISS 2160	3	9	$ 61.00	$ -	$ -	$ -
ITA 2220	2	22	$ 184.38	$ -	$ -	$ -
IUF 1000	145	2790	$ 12.98	$ -	$ -	$ -

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
LEI 2181	3	86	$ 99.95	$ -	$ -	$ -
LIN 3010	8	129				
LIN 4930	3	37	$ 49.99	$ -	$ -	$ -
LIT 2000	5	143	$ 16.81	(-$2.57) to $6.16 (-15%) to 37%	$ 8.32	(-$5.32) to $5.32 (-64%) to 64%
LIT 2120	2	23				
LIT 4194	2	45	$ 17.65	(-$2.42) to $2.42 (-14%) to 14%	$ -	$ -
MAC 1105	3	20	$ 113.50	$ -	$ -	$ -
MAC 1114	8	140	$ 140.50	$ -	$ -	$ -
MAC 1140	26	572	$ 140.50	$ -	$ -	$ -
MAC 1147	44	976	$ 140.50	$ -	$ -	$ -
MAC 2233	5	77	$ 228.50	(-$115.00) to $28.75 (-50%) to (13%)	$ -	$ -
MAC 2311	65	1702				
MAC 2312	35	914				
MAC 2313	29	738				
MAN 3025	3	995				
MAP 2302	13	561	$ 220.75	$ -	$ -	$ -
MCB 3020	2	577	$ 123.50	$ -	$ -	$ -
MHF 3202	4	84	$ 39.99	$ -	$ -	$ -
MUH 2501	3	41	$ 188.50	$ -	$ -	$ -
MUH 3025	3	180	$ 99.95	$ -	$ -	$ -
MUH 4016	3	233	$ 150.00	$ -	$ -	$ -
MUL 2010	5	342	$ 92.85	(-$35.10) to $23.40 (-38%) to 25%	$ -	$ -
ORH 3513C	2	42	$ 22.95	(-$2.00) to $2.00 (-9%) to 9%	$ -	$ -
PCO 4930	6	157	$ 84.56	(-$69.09) to $137.69 (-82%) to 163%	$ 15.99	$ -

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
PHI 2010	15	358	$ 40.30	(-$20.74) to $9.70 (-51%) to 24%	$ -	$ -
PHI 3650	3	63	$ 10.99	$ -	$ -	$ -
PHY 2020	5	55	$ 278.63	$ -	$ -	$ -
PHY 2048	20	592	$ 128.25	$ -	$ -	$ -
PHY 2049	21	619				
PHY 2053	22	653	$ 136.00	$ -	$ -	$ -
PHY 2054	16	460				
PHY 2060	2	30	$ 214.75	$ -	$ -	$ -
PLP 3002C	2	37	$ 96.95	$ -	$ -	$ -
POS 2032	1	51	$ 28.30	$ -	$ -	$ -
POS 2041	11	275	$ 126.86	(-$47.04) to $17.64 (-37%) to 14%	$ -	$ -
PSB 3340	7	421		(-$54.00) to $27.00 (-24%) to 12%	$ 99.95	(-$5.45) to $2.72 (-5%) to 3%
PSY 2012	12	874	$ 172.64	(-$78.14) to $8.86 (-45%) to 5%	$ -	$ -
REL 2121	5	81				
REL 2300	5	128	$ 92.95	$ -	$ -	$ -
REL 2362	3	47	$ 54.95	$ -	$ -	$ -
REL 3938	3	15	$ 21.49	(-$1.51) to $1.51 (-7%) to 7%	$ -	$ -
RTV 3405	3	258	$ 71.45	$ -		$ -
RUT 3452	2	18	$ 19.19	$ -	$ -	$ -
SOP 3004	2	220	$ 186.94	(-$64.56) to $64.56 (-35%) to 35%	$ -	$ -
STA 3032	55	2365	$ 46.50	$ -	$ 226.61	(-$0.36) to $8.89 (-0.16%) to 4%
SWS 2007	2	245				
SWS 3022	5	146	$ 178.75	$ -	$ -	$ -
SWS 4116	8	33	$ 132.95	$ -	$ -	$ -

Fall 2016 General Education Textbook Adoption Summary

Course	Number of Sections	Total Enrollment	Average Required New Retail	Required Variance Range	Average Recommended New Retail	Recommended Variance
SYD 3700	2	90	$ 130.13	(-$7.63) to $7.63 (-6%) to 6%	$ -	$ -
SYD 4820	2	50	$ 14.99	$ -	$ -	$ -
SYG 2000	21	650	$ 70.98	(-$20.61) to $31.02 (-29%) to 44%	$ -	$ -
SYG 2010	3	110	$ 89.41	(-$44.42) to $26.84 (-50%) to 30%	$ -	$ -
SYG 2430	4	180	$ 117.00	$ -	$ -	$ -
THE 2000	15	585	$ 15.10	$ -	$ -	$ -
URP 3001	4	189	$ 190.25	$ -	$ -	$ -
WIS 2040	4	808				
WIS 2552	2	222				

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UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP5
September 1, 2016

SUBJECT: University of Florida Regulations Amendment

BACKGROUND INFORMATION

Under the Board of Governors regulations development procedure for State Universities, proposed regulations or amendments are adopted upon approval of the University Boards of Trustees. The only regulations amendment proposed to be approved by the Committee and full Board is a new regulation confirming the University's longstanding intended use of the St. Augustine historic district properties, which are under the University's master lease from the Florida Board of Trustees of the Internal Improvement Trust Fund to the University of Florida Board of Trustees. That intended use of these historic properties is only for UF's educational, research and historic preservation purposes pursuant to Florida Statute, sections 267.1735 and 267.1736, and within the educational and research mission of the University. As described in subsections 2 and 3 of the proposed regulation, the University does not intend to create or maintain a public forum of any kind on the properties. The public is invited to visit museums, monuments, and certain other properties for the purposes specified by the University (e.g., depending on the property, the University's needs and uses, and time, educational, research, or historic preservation purposes, or activities that raise revenue for support of the University's education, research and historic preservation). The University may, on a particular occasion and for a particular purpose, create a temporary and limited-in-nature, limited public forum by formally communicating its intent to do so, and stating with specificity the occasion, purpose, time and location of the forum.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to approve a new regulation 2.023 as an addition to the University of Florida's regulations, as shown in the attached summary and full text of the new regulation, for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

None. Board of Governors' approval is not required.

Supporting Documentation Included: See attached Notice of Regulation and the full proposed regulation.

Submitted by: W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, September 1, 2016

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James W. Heavener, Chair	W. Kent Fuchs, President and Corporate Secretary

NOTICE OF PROPOSED REGULATION

Date: August 1, 2016

REGULATION TITLE: St. Augustine Historic Properties **REGULATION NO.**: 2.023

SUMMARY: This regulation is being promulgated to confirm that the University's intended use of the St. Augustine historic district properties, which are under the University's master lease from the Florida Internal Improvement Trust Fund to the University of Florida Board of Trustees, is only for UF's educational, research and historic preservation purposes pursuant to Florida Statute, sections 267.1735 and 267.1736, and within the educational and research mission of the University, as more particularly described in subsections 2 and 3 of the proposed regulation.

AUTHORITY: BOG Regulation 1.001

COMMENTS CONCERNING THE PROPOSED REGULATION SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. The comments must identify the regulation you are commenting on.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED REGULATION IS: Sandra L. Mitchell, Senior Administrative Assistant, 123 Tigert Hall, Post Office Box 113125, University of Florida, Gainesville, Florida 32611, 352-392-1358 office, 352-392-4387 facsimile, regulations@ufl.edu.

NAME OF PERSON WHO APPROVED THE PROPOSED REGULATION: Curtis A. Reynolds, Vice President for Business Affairs.

THE FULL TEXT OF THE PROPOSED REGULATION IS ATTACHED TO THIS NOTICE.

REGULATIONS OF THE

UNIVERSITY OF FLORIDA

2.023 St. Augustine Historic Properties.

(1) As used in this section, "UF St. Augustine historic district properties" means those parcels of real property within the City of St. Augustine, St. Johns County, Florida, that are subject to Lease Agreement #2734 between the State of Florida Board Trustees of the Internal Improvement Trust Fund, as Lessor, and the University of Florida Board of Trustees, as Lessee, as amended from time to time, a generic list of which properties is posted at http://staugustine.ufl.edu/.

(2) University of Florida and its direct support organization, UF Historic St. Augustine, Inc., control and operate UF St. Augustine historic district properties (comprising both unimproved and improved land and improvements) for educational, research and historic preservation purposes pursuant to Florida Statute, sections 267.1735 and 267.1736, and within the educational and research mission of the University.

(3) This regulation confirms the University's intent from the commencement of its control and operations of the UF St. Augustine Historic properties is (a) to use the properties only for the purposes described in subsection (2), which include but are not limited to the related education of visitors to the properties, the related research, education and other University mission-tied activities and business of the University and its employees, students, agents, volunteers, and invitees whom the University assigns or invites to the properties, and to the extent determined by the University not to interfere with the purposes for which the properties are operated, at the University's sole discretion, for activities to raise revenues in support of these purposes and for

pedestrian or other public convenience, and (b) to not create or maintain a public forum of any kind on the properties, including but not limited to a forum for assembly, speech or expression.

(4) If the University should determine, on a particular occasion and for a particular purpose, to create a limited, public forum, the University shall formally communicate its intent to do so, stating with specificity the occasion, purpose, time and location of the forum. Any such forum shall be temporary and limited in nature.

Authority: BOG Regulation 1.001.

History—New 9- -16