



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

June 9, 2016

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

Time Convened: 1:36 p.m. EDT

Time Adjourned: 3:05 p.m. EDT

1.0 Verification of Quorum

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

University of Florida Board of Trustee Members present:

James W. Heavener (Chair), David L. Brandon, Mori Hosseini, Rahul Patel, Steven M. Scott, David M. Thomas, 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; Elias Eldayrie, Vice President and Chief Information Officer; Michael Ford, Senior University Counsel; Lee Nelson, Director, Office of Real Estate; Colt Little, Associate University Counsel; 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; 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 James W. Heavener called the meeting of the Committee on Governance to order at 1:36 p.m. EDT and welcomed the Committee members and all those in attendance. He particularly welcomed new Committee member, Mori Hosseini.

3.0 Review and Approval of Minutes

Committee Chair Heavener asked for a motion to approve the minutes of the March 31, 2016 Committee meeting, which was made by Trustee Brandon and a second which was made by Trustee Zucker. Committee Chair Heavener asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

4.0 Action Items

The Committee considered the following Action Items:

GV1. Update to Committee on External Relations Charter

Ms. Keith explained that the Governance Committee is responsible for review of all committee charter changes; this update to the Committee on External Relations' Charter incorporates donor and alumni relations in the scope of the Committee. The update codifies existing practice and was subject to approval by the Committee on External Relations.

Committee Chair Heavener asked for a motion to approve Committee Action Item GV1 for recommendation to the full Board for its approval on the Consent Agenda--which was made by Trustee Thomas and a second, which was made by Trustee Zucker. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV2. FY16 Performance Goals

Committee Chair Heavener asked President Fuchs and Board Chair Scott to present GV2—FY16 Presidential Performance Goals—an assessment of the President's performance against the Board-approved Presidential Performance Goals for FY2016. President Fuchs asked Ms. Keith to provide brief context.

Ms. Keith began by noting that there are three Action Items—GV2, 3 and 4—that relate to the President's Performance Goals and the University-wide Strategy to achieve premier national public research university stature to enhance UF's already high-level of contributions to the state, nation and world.

Ms. Keith explained that Committee Action Item GV2 was a final action, which did not require further action from the Board, confirming the Board Chair's and the President's assessment that the seven Board-approved FY16 Presidential Performance Goals were achieved at the 100 percent level. All Trustees received a copy of the assessment. It was noted in connection with the endowment growth goal that the University broke its historic high fundraising record in FY16 and is going to break that new high record again this year. The target value for endowment growth was reached during the year as well, although market fluctuations caused the value to rise and fall. Chair Steve Scott pointed out, and Committee members concurred,

that endowment growth will be driven by fundraising success, which the Committee celebrated as historic. It was also acknowledged that Chair Scott provided the assessment to Board of Governors' Chair Tom Kuntz for his input, which was favorable.

She continued that GV3 addresses the requirement that the President and Board Chair develop--the Committee on Governance finalize and recommend--and the Board determine and finally approve--Presidential Performance Goals each year. These goals are to be tied to advancement of the University to premier national public research university stature and to satisfaction of Board of Governors' system and institution metrics. The President and Board Chair are to propose--and the Committee and Board also are to establish-- the measures for 100 percent and 75 percent accomplishment of these goals. This was done for the first time last June 2015 for FY16. In GV3, the Committee was to be asked to recommend and the Board was to be asked to approve the Presidential Performance Goals for FY17 on the Consent Agenda.

Finally, Ms. Keith explained that the Presidential Performance Goals were intended to advance a UF-wide Strategy, the development of which was also a requirement of Dr. Fuchs contract and, over the last year, Dr. Fuchs and the Board have called this the UF-wide Strategic Goals. She noted that the development of these UF-wide Strategic Goals was also the first Presidential Performance Goal of FY16. GV4 was the Committee's action on the proposed UF-wide Strategic Goals for recommendation to the full Board for its final endorsement on the Consent Agenda. This UF-wide Strategy was the subject of this morning's second strategic session and was previously addressed and favorably reviewed at two Board meetings in April and December 2015 and two Board retreats in June and September 2015.

President Fuchs then addressed GV2 and reviewed performance under each goal with the Committee, demonstrating 100 performance.

Committee Chair Heavener asked for a motion to approve Committee Action Item GV2 as a final action, which was made by Trustee Thomas and a second, which was made by Trustee Brandon. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV3. FY17 Performance Goals

President Fuchs presented Committee Action Item GV3, the proposed Presidential Performance Goals for FY17, which were developed in consultation with Board Chair Steve Scott. All Trustees received a copy of these goals, which build on and continue the FY16 Goals and include new goals relating to Board of Governors and state economic development and job opportunity priorities. President Fuchs noted that to achieve 100 percent performance, eight of ten goals must be substantially met, and to achieve 75 percent performance seven of ten goals must be substantially met. Achievement was at the 100 percent level. He pointed out that on goal 4, UF broke all fundraising records by raising well over \$300M for the year; and UF is projected to break that record this year. The endowment reached the \$1.59B goal during the year, but with market fluctuations the value rises and falls. The Committee members applauded the

fundraising accomplishments and concurred that the endowment value is tied to fundraising and its market fluctuations are to be expected. Trustee Hosseini asked President Fuchs, who enthusiastically agreed, to address at the September Board of Trustees' retreat the related and other actions UF needs to take to advance to premier national public AAU university stature, as well as how best to address performance funding metrics.

Committee Chair Heavener asked for a motion to approve Committee Action Item GV3 for recommendation to the full Board for its approval on the Consent Agenda--which was made by Trustee Hosseini and a second, which was made by Trustee Zucker. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV4. UF-wide Strategic Goals

President Fuchs presented Committee Action Item GV4—UF-wide Strategic Goals and their advancement through the strategic initiatives and plans of the 16 colleges and the major units of the University. This UF-wide Strategy is intended to advance UF to premier national public AAU research university stature for even greater contributions by UF to the state, nation and world. These Strategic Goals were a subject of discussion and favorable review at two Board meetings in April and December 2015, as well as the two Board Retreats in June and September 2015 and the Special Strategic Session held in the morning of this June 9 Committee meeting. They have been reviewed at the Faculty Senate and reflect broad UF community input and the results of fact gathering by a Goal-Setting Task Force of faculty, deans, and students.

After discussion and expressions of support, Committee Chair Heavener asked for a motion to approve Committee Action Item GV4 for recommendation to the full Board for its approval on the Consent Agenda--which was made by Trustee Thomas and a second, which was made by Trustee Patel. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV5 and R16-179. Election

Ms. Keith noted that Committee Action Item GV 5 and Resolution R16-179 concern the election of Trustee Bill Heavener as Chair and Trustee Mori Hosseini as Vice Chair of the Board for two-year terms beginning July 1, 2016. Ms. Keith recommended to Committee Chair Heavener that Board Vice Chair Thomas chair this segment of the meeting, which Vice Chair Thomas then did. All Trustees were provided with copies of the Resolution. Ms. Keith noted that, considering the importance of UF's strategic relationships with the state, Trustee Thomas and President Fuchs agreed that this proposed leadership team for the Board is in UF's interest. It was further noted that Trustee Heavener, as the incoming Vice Chair, is already in line to chair the Board; Trustee Hosseini is the immediate past Chair of the Board of Governors and was instrumental in acknowledgement and funding of UF as the foremost preeminent university in Florida. Not only do Trustees Heavener and Hosseini have the ability to lead the Board and the commitment to further UF's strategic goal to be a premier public AAU research university, which are of

paramount importance, but Trustees Heavener and Hosseini also have the most knowledge of the state and the greatest ability to work with President Fuchs and his administration to develop and successfully execute a strategy to obtain the resources and flexibility needed to accomplish UF's strategic objectives at this time.

Committee Acting Chair Thomas asked for a motion to recommend GV5 and Resolution R16-179 to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon. Board Vice Chair Thomas asked for a second, which was made by Trustee Patel. Trustee Thomas asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion/Informational Items

5.1 VP and Office for Development and Alumni Affairs renamed "VP and Office for Advancement"

Committee Chair Heavener asked President Fuchs to address the renaming of the Office for Development and Alumni Affairs to the Office for Advancement. President Fuchs noted that no action was needed by the Board. The new name is a more modern description of the existing role of this office that does not change the scope of the office or Vice President Thomas Mitchell's position.

5.2 Melissa Orth, Assistant University Secretary (Assistant Secretary) for the Board

Committee Chair Heavener asked Ms. Keith to address the President's designation of Melissa Orth as Assistant University Secretary (Assistant Secretary) for the Board. Ms. Keith noted that the Bylaws give the President and Corporate Secretary this authority, and that the role reports to Ms. Keith as Vice President, General Counsel and University Secretary. Ms. Orth will spend 30 percent of her effort on this role, while continuing to report to Jane Adams and spending 70 percent of her effort on government relations. The Committee expressed gratitude to Ms. Orth and enthusiasm for this formal assignment of duties.

5.3 University of Florida Development Corporation

Committee Chair Heavener asked Ms. Keith to address Discussion Item 5.3. Ms. Keith noted that the UF Development Corporation would give a presentation on its mission-alignment with UF, governance controls, and strategic priorities as part of the Governance Committee's initiative for good governance oversight of UF's Category 1, most substantial, affiliates. These affiliates are on two to three year presentation cycles. It was noted that the slides for the presentation were made available to all Trustees. The leadership, governance controls and priorities of UFDC are closely tied to UF. Trustee David Brandon chairs the Board, which also includes UF Senior Vice President and Chief Operating Officer Charlie Lane. UF Executive Chief of Staff Win Phillips is the President, UF Director of Real Estate Lee Nelson is the Treasurer, and UF Senior University Counsel Colt Little is the Secretary. Messrs. Phillips, Little and Nelson

made the presentation and answered questions. Their slides are incorporated in these minutes. Ms. Keith noted that her scheduling error during the transition in Executive Assistants to the Board will result in the University Athletic Association making its presentation in December.

5.4 Cyber Security Insurance update

Committee Chair Heavener asked Senior University Counsel Mike Ford and Vice President and Chief Information Officer Elias Eldayrie to update the Committee on cybersecurity insurance. Mr. Eldayrie and Mr. Ford noted that the Chief Information Officer's office, General Counsel's Office, and Self Insurance Program are working with an insurance broker, Arthur J. Gallagher & Co., to go to market to assess the scope of cybersecurity insurance coverage that would be available to UF and those of its affiliates that may benefit, as well as the cost, to determine if coverage would be worthwhile. This process involves an in-depth application and will take some months.

5.5 Executive Session

Committee Chair Heavener announced that the Committee would go into an executive session to discuss collective bargaining strategy and then reconvene in public session to address any new business and adjourn, which occurred.

Executive Session commenced: 2:35 p.m. EDT

Public Session resumed: 3:02 p.m. EDT

6.0 New Business

There was no new business.

7.0 Adjourn

Asking for any further discussion and hearing none, Chair Heavener asked for a motion to adjourn the meeting which was made by Trustee Thomas and a second, which was made by Trustee Patel and, with no further discussion, the motion was passed unanimously and the University of Florida Committee on Governance was adjourned at 3:02 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
EXECUTIVE SUMMARY
June 9, 2016**

The Committee on Governance will consider and be asked to act on the following Action Items:

GV1. Update to Committee on External Relations Charter

The Committee on Governance is charged with approval of Board Committee charters and amendments. The Committee will be asked to approve for recommendation to the full Board on the Consent Agenda, updates to the External Relations' charter to include donor and alumni relations in the scope of the committee's responsibilities. This is consistent with a unified strategy to advance the University's reputation with a full range of stakeholders.

GV2. FY16 Performance Goals

The Committee will address the FY16 presidential performance goals as a final action.

GV3. FY17 Performance Goals

The Committee will address the FY17 presidential performance goals for recommendation to the full Board of Trustees on the Consent Agenda.

GV4. UF-wide Strategic Goals

After a UF-wide collaborative process led by the Goal-Setting Task Force, and favorable review by the Trustees at their June and September 2015 retreats, as well as a special session of the Educational Policy and Strategic Initiatives Committee held earlier on June 9, 2016, the Committee on Governance will be asked to approve for endorsement by the full Board on the Consent Agenda, the final UF-wide strategic goals for the advancement of the University. These UF-wide strategies are to be implemented through supporting strategies of UF's 16 colleges and major units.

The Committee will receive and discuss the following informational reports:

1. President Fuchs will address the change of name of the Vice President and Office for Development and Alumni Affairs to the Vice President and Office for Advancement. This name change is a more current and accurate reflection of the position.

2. Vice President, General Counsel and University Secretary Jamie Lewis Keith will address the President's designation of Melissa Orth as Assistant University Secretary (Assistant Secretary), as permitted by Board Bylaws Section 4.7. Melissa Orth will continue to perform her Senior Director role in the Office of the Vice President for University Relations, devoting 70 percent of her effort to these duties. She will devote 30 percent of her effort to her Assistant University Secretary duties, as part of the University Secretary's team in support of the Board.
3. After visits with all UF Category 1 (most substantial) affiliates, the Committee has endorsed a cycle of 2 or 3 year increments for governance oversight visits for these affiliates with the Committee. The University of Florida Development Corporation will have its initial visit in its 3-year cycle at the June 2016 meeting, making a presentation on strategic priorities, governance and enterprise risk identification and management. Slides will be available at the meeting. (The University Athletic Association, Inc./Gator Boosters, Inc., were scheduled to present as well, but, in a logistical glitch in the development of the master meeting schedule, this was overlooked. The UAA/Boosters will present at the next regular meeting.)
4. Michael Ford, Senior University Counsel, and Elias Eldayrie, Vice President and Chief Information Officer, will update the committee on cyber security insurance.
5. Executive Session on Collective Bargaining Strategy
The Committee on Governance has been charged by the Board of Trustees with oversight of collective bargaining. The last substantive segment of the committee's meeting will be an executive session on collective bargaining strategy. (After this session, the committee will reconvene for any new business and to adjourn.)



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE AGENDA
June 9, 2016
~1:15 p.m. EDT
President's Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL

- 1.0 Verification of Quorum Jamie Lewis Keith, VP/General Counsel/University Secretary
2.0 Call to Order and Welcome James W. Heavener, Chair
3.0 Review and Approval of Minutes..... James W. Heavener, Chair
March 31, 2016
4.0 Action Items James W. Heavener, Chair
GV1. Update to Committee on External Relations Charter.....Jamie Lewis Keith,
VP/General Counsel/University Secretary
GV2. FY16 Performance Goals.....Board Chair Steven M. Scott and President W. Kent
Fuchs
(To be provided.)
GV3. FY17 Performance Goals.....Board Chair Steven M. Scott and President W. Kent
Fuchs
(To be provided.)
GV4. UF-wide Strategic Goals.....President W. Kent Fuchs, Provost Joseph Glover,
Executive Chief of Staff Winfred Phillips
GV5. and R16-179. Election.....James W. Heavener, Chair
5.0 Discussion/Informational Items..... James W. Heavener, Chair
5.1 VP and Office for Development and Alumni Affairs renamed
"VP and Office for Advancement" President W. Kent Fuchs
5.2 Melissa Orth, Assistant University Secretary (Assistant Secretary)
for the Board..... Jamie Lewis Keith,
Vice President/General Counsel/University Secretary
5.3 University of Florida Development Corporation.....Winfred Phillips, President, Lee
Nelson, Treasurer, and Colt Little, Secretary

- 5.4 Cyber Security Insurance update Michael Ford, Sr. University Counsel,
Elias Eldayrie, VP/Chief Information Officer
- 5.5 Executive Session on Collective Bargaining Strategy.....James W. Heavener, Chair
- 6.0 New Business James W. Heavener, Chair
- 7.0 Adjourn James W. Heavener, Chair



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

MINUTES

March 31, 2016 Meeting

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, Florida

Time Convened: 3:35 p.m. EDT

Time Adjourned: 4:35 p.m. EDT

1.0 Verification of Quorum

Committee Chair James W. Heavener asked Vice President, General Counsel and University Secretary Jamie Lewis Keith to verify a quorum. Ms. Keith confirmed a quorum with all members present.

Committee Members Present:

James W. Heavener (Chair), David L. Brandon, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker.

Others Present:

Trustee Morteza (Mori) Hosseini; 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; Jack Payne, Senior Vice President for Agriculture and Natural Resources; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; William Reeser, Chief Investment Officer, and Edward Kelly, Chief Operating Officer of the University Investment Corporation; Thomas Mitchell, Executive Vice President, and Karen Rice, Associate Vice President, Advancement Services, of the University of Florida Foundation, Inc.; Jane Adams, Vice President for University Relations; Brian Mikell, Chief Audit Executive; Michael Ford, Senior University Counsel; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Melissa Orth, Senior Director, Government Relations; 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 James Heavener called the meeting of the Committee on Governance to order at 3:35 p.m., EDT, and welcomed the Committee members and all those in attendance. He particularly welcomed new Committee member Rahul Patel, representatives of the University of Florida Investment Corporation, Chief Investment Officer William Reeser and Chief Operating Officer Edward Kelly, and representatives of the University of Florida Foundation, Inc., Executive Vice President Thomas Mitchell and Associate Vice President for Advancement Services Karen Rice.

3.0 Review and Approval of Minutes

Committee Chair Heavener asked whether any Trustee wished to vote separately on minutes of each meeting to be approved. Hearing no such desire, he asked for a motion to approve the minutes of the December 17, 2015 and January 6, and 28 and February 9, 2016 committee meetings, which was made by Trustee Thomas and Seconded by Trustee Zucker. The Committee Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

The Committee considered the following Action Items:

GV1. Amendment of IOM 07-21

Upon being asked by the Committee Chair to present the action items, Ms. Keith stated that there were three related action items that needed to be acted on separately concerning the UF-affiliated entities that provide administrative, billing, collection, and third-party patient care support for the clinical practices of faculty in the Health Science Centers. She further stated that UF faculty have clinical practices to train residents and students, to maintain their skills needed to educate the next generation of health-care professionals and in association with their research. She stated that the action items are aimed at making the supporting entities as effective and efficient as possible, as well as providing the best UF expertise and oversight.

GV1 proposes a minor change to the Board's Internal Operating Memorandum (IOM) on Faculty Practice Plans, IOM 07-21. The Faculty Practice Plans are separate, tax-exempt corporations closely affiliated with UF and the UF college employing the faculty in the Practice Plan. Currently, the board of directors of a Faculty Practice Plan must include the UF Vice President for Business Affairs or his or her designee. The change would give the UF President the flexibility to appoint the Vice President for Business Affairs, Chief Operating Officer or Chief Financial Officer, or a designee of any of them, to the Practice Plan board of directors. This allows the officer with the time and the expertise that will be most helpful to be assigned to each Practice Plan board. The committee was asked to approve GV1 for recommendation to

the full Board for its approval on the Consent Agenda. A summary of the specifics and a lined copy of the IOM were included in or with the Committee Action Item in the Board's materials. Ms. Keith asked for any questions and of which there were none of substance.

Chair Heavener asked for a motion to approve Committee Action Item GV1, which was made by Trustee Thomas and Seconded by Trustee Scott. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

GV2. Amendment of IOM 07-22

Ms. Keith explained that GV2 proposes that the same change made to the Faculty Practice Plan IOM in GV1, also be made to the Board's IOM on Health Services Support Organizations, IOM 07-22. Ms. Keith further explained that HSSOs are separate, tax-exempt corporations closely affiliated with UF and the college employing the faculty. She stated that they support faculty clinical practices by enabling them to make arrangements with other health care and managed care organization for high-quality, cost effective care to patients. The change would give the President the flexibility to appoint the Vice President for Business Affairs, Chief Operating Officer or Chief Financial Officer, or a designee of any of them to the HSSO board. A summary of the specifics and lined changes in the IOM were included in and with the Committee Action Item in the Board's materials. Ms. Keith asked for questions, of which there were none.

Chair Heavener asked for a motion to approve Committee Action Item GV2, which was made by Trustee Thomas and Seconded by Trustee Zucker. The Committee Chair asked for any further discussion, after which he asked for all in favor and any opposed, and the motion was approved unanimously.

GV3. and R16-167 Merger of University of Florida Jacksonville Healthcare, Inc., into University of Florida Jacksonville Physicians, Inc., and Certification of University of Florida Jacksonville Physicians, Inc. as a Health Service Support Organization

Ms. Keith continued and explained that GV3 concerns the merger of two support organizations to the faculty clinical practice in Jacksonville. The Jacksonville site of the College of Medicine (COM) has two separate, tax exempt entities that are closely affiliated with UF and support the Jacksonville-based faculty's clinical practice. One – University of Florida Jacksonville Physicians, Inc., (UFJPI)-is officially a Faculty Practice Plan and the other– University of Florida Jacksonville Healthcare, Inc. (UFJHI)-is officially an HSSO. The boards of directors of UFJPI and UFJHI are composed of the many of the same individuals. Both organizations provide administrative and other support for the COM clinical practice in Jacksonville. It is inefficient and confusing to have two separate entities, when a single entity could do everything that is being done by the two entities and the key individuals involved are the same. The post-merger Bylaws for UFJPI include all of the University of Florida oversight controls that are required by IOM 07-21 and IOM 07-22 and by the Board's 2007 principles for UF affiliates, as well as most of the enhanced

principles that have been piloted with the University of Florida Foundation and the Cattle Enhancement Board Direct Support Organization (DSO) that the Board approved in February.

The Committee was asked to approve GV3 and R16-167 for recommendation to the full Board for its approval on the Consent Agenda. Ms. Keith asked for questions. Mr. Thomas asked whether the boards of directors of the two entities are identical. Ms. Keith noted that key members are the same; one board has more faculty membership and the surviving corporation would follow that model.

Chair Heavener asked for a motion to approve Committee Action Item GV3. and R16-167, which was made by Trustee Scott and Seconded by Trustee Brandon. The Committee Chair asked for any further discussion, after which he asked for all in favor and any opposed, and the motion was approved unanimously.

GV4. Amendment of IOM 01-1 as previously amended.

Ms. Keith continued and explained that GV4 amends IOM 01-1, which lists all of the University of Florida's close affiliates, to reflect the changes that have resulted from Board actions at the current and recent meetings:

- The amendment adds the Cattle Enhancement Board, Inc., the DSO that was certified by the Board on February 9, 2016;
- It is recommended that this IFAS-affiliated, research-oriented, DSO be classified as a category 2 affiliate, and this DSO is listed in category 2 in the proposed amendment of IOM 01-1. Other IFAS research oriented DSOs are in this category because they are relatively limited in scope, staff and funding, which is also anticipated for this DSO focused on research relevant to the Florida cattle industry;
- The amendment deletes UFJHI upon its merger into UFJPI;
- It denotes UFJPI as an HSSO, as well as retaining its current status as a faculty practice plan; and
- It deletes University Village Apartments, Inc., an entity originally formed to facilitate the HUD financing of University student housing, which is no longer needed because the promissory note for the financing has been paid, and the corporation has been dissolved.

Ms. Keith also noted that the amended IOM color codes the listed entities according to type: DSOs, HSSO, Faculty Practice Plans and other (the affiliated hospitals). She asked for questions, of which there were none.

Chair Heavener asked for a motion to approve Committee Action Item GV4, which was made by Trustee Zucker and Seconded by Trustee Thomas. The Committee Chair asked for any further discussion, after which he asked for all in favor and any opposed, and the motion was approved unanimously.

- GV5. Disband the Strategic Initiates Committee and fold its Purpose into the Committee on Educational Policy and Strategic Initiatives

Ms. Keith continued and explained that GV5 is the last action item and is a proposal to disband the Board's Strategic Initiatives Committee, without losing the purpose of the Committee, which is to allow the Board to spend time focusing on a few important strategic initiatives for the University's future. The purpose would be retained by including it in an amended charter of the Educational Policy and Strategy Committee and renaming that Committee the Educational Policy and Strategic Initiatives Committee. The Committee was asked to approve GV5 for recommendation to the full Board for its approval on the Consent Agenda. Ms. Keith explained that this action would allow focused discussion of a few key strategies for UF when ready for updates, guidance and input, which is not necessary at every meeting. She asked for any questions. Members expressed support for this action.

Chair Heavener asked for a motion to approve Committee Action Item GV5, which was made by Trustee Thomas and Seconded by Trustee Zucker. The Chair asked for any further discussion, after which he asked for all in favor and any opposed to the motion, and the motion was approved unanimously.

5.0 Discussion/Informational Items

5.1 Governance Oversight Reviews

Committee Chair Heavener asked Ms. Keith to introduce the discussion items. Ms. Keith stated that as meetings would be valuable to continue on a two- to three- year staggered cycle for each Category 1 affiliate. The University of Florida Investment Corporation (UFICO) and the University of Florida Foundation, Inc. are on a three-year cycle that begins with this meeting. Ms. Keith also noted that UF Trustee Bill Heavener is on the governing board of UFICO and UF Trustees Anita Zucker and Steven Scott are on the governing board of the Foundation. Each affiliate had 25 minutes for presentation and discussion.

5.1.1 University of Florida Investment Corporation

Ms. Keith introduced Chief Investment Officer Bill Reeser of UFICO and Chief Operating Officer Ed Kelly, to address UFICO's governance structure and some enterprise risk identification and management initiatives that it is pursuing. Bill Reeser noted that they were accompanied by UFICO's Director of Portfolio Research & Risk Brian Maudsley. These three representatives of UFICO presented an overview of the relationship and accountability of UFICO to the University and an in-depth summary of risk management initiatives, focusing on portfolio risk, alignment risk, and organizational risk. (The [detailed slides](#) were uploaded in Board Vantage for all Trustees and are incorporated in these minutes.)

After the presentation, Committee Chair Heaver thanked Bill Reeser, Ed Kelly and Brian Maudsley of UFICO and asked if there were any questions from the committee. There

were some questions and discussion to clarify UFICO organization and risk management processes and benchmarks.

Trustee David Thomas asked how UFICO evaluates models of no liquid assets. Ed Kelly responded that in private investments, evaluations are on an annual basis. He explained that UFICO relies on the manager marks and depends on the manager to review their evaluation policy.

Trustee Rahul Patel asked whether UFICO does its own evaluations. Ed Kelly responded that UFICO does not. He explained that UFICO relies on its managers' quarterly marks. UFICO does not rely on monthly marks.

Trustee David Thomas posed a question related to cyber security and expressed surprise that UF and the UF family of affiliates are somewhat fragmented on management of cyber security, especially in the health field. Ms. Keith responded that we are assessing insurance requirements of affiliates and some insurance requirements of UF in the insurance project that has been ongoing and reported to the committee, and there appear to be opportunities. Charlie Lane also stated that Chief Information Officer Elias Eldayrie will be taking steps to address this issue. He further stated that the topic does merit investigation and discussion and we will get back to the Committee with more information.

Committee Chair Heavener thanked Messrs. Reeser and Kelly and asked Ms. Keith to introduce the next presentation.

5.1.2 University of Florida Foundation, Inc.

Ms. Keith introduced Thomas Mitchell, University of Florida Foundation Executive Vice President and UF Vice President for Development and Alumni Affairs, and Karen Rice, Associate Vice President for Advancement Services for the UF Foundation. (The [detailed slides](#) were uploaded in Board Vantage for all Trustees and are incorporated in these minutes.)

Mr. Mitchell led the presentation providing an overview of the restructuring of the Foundation's governing board to position the Foundation to excel in both governance and development/advancement. Mr. Mitchell noted that the restructuring created (1) a fiduciary governing board of up to 23 members (presently 20), which focuses on good governance and alignment with UF's mission and priorities, and works closely with UF's leadership; and (2) a national outreach and engagement board, focusing on building UF support and raising philanthropy to UF as a priority, which is presently comprised of 159 members and has a target of 200 ambassadors for UF.

Jamie Keith continued the presentation and stated:

- The Foundation adopted amendments to its Bylaws in early March that clarified existing Foundation good governance policies and codified longstanding Foundation and Executive Vice President practices and statutory or policy requirements;
 - Among the amendments are also enhancements to the Foundation’s governing board’s decision-making—and to UF governance oversight;
 - The Foundation Bylaws include the 2007 UF governance oversight principles (such as UF President’s approval of the operating budget, approval of hiring of the CEO and requirement that the CEO report to the Foundation Board and UF President, approval of the Audit Committee Charter, and service on the Executive Committee, — and his authority to remove Foundation Board members for cause and the CEO for cause or unacceptable performance);
 - The amended Bylaws pilot enhanced governance principles (that were also incorporated in the Cattle Enhancement DSO approved by this Board in February) by incorporating in the Foundation’s Bylaws a requirement for Foundation Board action and UF President ratification of a short list of Foundation decisions that can have a big impact on UF’s resources, reputation and mission-critical interests such as: (1) issuing bonds/incurred debt over a certain operating line of credit cap and establishing a capital budget; (2) creating spending caps for officers when acting without specific board authorization that are high enough to allow regular operations without board action, but set an appropriate threshold for requiring board action; (3) electing the board chair and vice chair; (4) establishing endowment distribution policies; (5) establishing asset allocation, acquisition and disposition policies, investment policies, and conflict of interest policies; and (6) amending the Bylaws or Articles of Incorporation.

These enhancements support the strength and success of the Foundation while ensuring that existing accountability to the University and existing good practices will be sustained regardless of what individuals may serve as UF President or Foundation Executive Vice President in the future. The Foundation has good board and accountability practices and willingly embraced the enhancements.

Next, Karen Rice presented the Foundation’s Risk Mitigation Initiative, which was tied to an initiative to review and update the Foundation’s policies. This initiative focuses on avoiding misuse of donor funds, fostering good experience and high quality of staff resources, avoiding and mitigating security breaches, minimizing reputational risks, and protecting against theft.

Tom Mitchell then asked if there were any questions. The committee members indicated support for the Foundation’s governance developments.

Committee Chair Heavener thanked Mr. Mitchell, Ms. Rice and Ms. Keith.

6.0 New Business

The Committee did not have any new business to discuss, except that the Board dinner is at the recently renovated and expanded J. W. Reitz Union, an historic project in support of UF students' co-curricular experience, community-building, diversity and inclusion.

7.0 Adjourn

Chair Heavener asked for a motion to adjourn, which was made by Trustee Thomas and Seconded by Trustee Zucker. The Chair asked for all in favor and any opposed, and the motion was approved unanimously. The University of Florida Board of Trustees' Committee on Governance adjourned its meeting at 4:35 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV1
June 9, 2016**

SUBJECT: Update to the Committee on External Relations Charter

BACKGROUND INFORMATION

It is proposed to update the Committee on External Relations' charter to include donor and alumni relations in the scope of the committee's responsibilities. This is consistent with a unified strategy to advance the University's reputation with a full range of stakeholders. The Committee on External Relations will be asked to endorse the changes, but is expected to do so because the changes reflect the committee's current practice and posted charter.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve the updates to the charter for the Committee on External Relations, as shown on the attached lined copy, for recommendation to the Board of Trustees for its approval on the Consent Agenda, subject to endorsement by the Committee on External Relations.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached [charter with changes lined](#).

Submitted by: Jane Adams, Vice President for University Relations
Thomas Mitchell, Vice President for Advancement

Approved by the University of Florida Board of Trustees, June 9, 2016.

Steven M. Scott, Chair

W. Kent Fuchs, President and Corporate Secretary



Committee on External Relations

The External Relations Committee shall be responsible for reviewing and recommending to the Board policies relating to local, state and federal legislation. It shall work to identify all major local, state and federal activities affecting the University and will report to the Board recommended actions which will further the University's mission. The External Relations Committee shall be responsible for reviewing and recommending to the Board policies affecting communications with the media and with the public, including alumni of the institution. It shall review and consider programs that advance the University's reputation and further the University's teaching, research, and service missions in the local, state, national, and international communities. Additionally, the Committee shall provide oversight to and coordination with the Office of Advancement, the University of Florida Alumni Association, Inc. and the University of Florida Foundation, Inc.

- Reviewing and recommending policies pertaining to public relations, branding, advertising, internal and external communications, news and information, and publications;
- Reviewing and recommending policies pertaining to the relationship of the University to the larger community;
- Identifying and engaging alumni and friends;
- Developing informed advocates for the University's fundraising priorities;
- Reviewing and recommending fundraising campaign initiatives.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
GOVERNANCE COMMITTEE FINAL ACTION GV2
June 9, 2016**

SUBJECT: FY16 Performance Goals

BACKGROUND INFORMATION

The Board-approved President’s Contract requires the President and Board Chair to propose to the Governance Committee, the Governance Committee to then review and recommend to the Board, and the Board to approve each year, numerical short-term and long-term performance goals for the President. These goals are to specify margins within which the goals are deemed met at the 100% and 75% levels. The Contract also provides that, each year, the President and Board Chair are to review the President’s performance against the Board-approved short-term goals and the President’s progress against the Board-approved long-term goals; and the Governance Committee is then to take final action to confirm the accuracy of that annual assessment and make a report to the Board. The President and Board Chair have met to assess President Fuchs’ performance against the Board-approved FY2016 presidential performance goals and have determined that these goals have been met at the 100% level. Their assessment is attached to this Action Item.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to take final action to confirm and approve the attached assessment of performance against the University of Florida Board of Trustees-approved FY2016 presidential performance goals, which assesses performance achieved by President W. Kent Fuchs to be at the 100% performance level.

ADDITIONAL COMMITTEE CONSIDERATIONS

The Board Chair is fulfilling the requirement to confer with the Chair of the Florida Board of Governors (BOG) to obtain input into UF’s President’s performance from the state university system of Florida (SUS) perspective prior to the June 9th meeting.

Supporting Documentation Included: See attached FY16 Presidential Performance Goals and Assessment.

Submitted by: Steven M. Scott, Chair of the Board of Trustees
W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, June 9, 2016

Steven M. Scott, Chair

W. Kent Fuchs, President and Corporate Secretary

FY 2016 Performance – W. Kent Fuchs

Board's Metrics: For President's 100% performance in achievement of goals, six of the seven goals are substantially met; for 75% achievement five of the seven goals are substantially met.

Summary Assessment: All seven goals were substantially met for 100% performance, as described below.

Goal 1: Establish UF-wide long-term and short-term strategic goals.

Metric for FY2016: Goal setting is accomplished by 6/30/16.

Assessment:

Metric met. University-wide goals, objectives, and metrics have been established. *The Decade Ahead* provides a summary of the university's goals and objectives for the next decade. The colleges have also developed strategic plans aligned with the university-wide goals.

(Goal 1 for FY2017 is to identify three short-term and three mid- and long- term initiatives as most likely to advance UF-wide goals.)

Goal 2: Increase overall research awards and expenditures relative to peer AAU/national research universities.

Metric for FY2016: Plan is created by 6/30/16 that is reasonably expected to escalate total and federal research growth toward long-term research goals for top 10 AAU public university stature and take initial steps to implement the plan.

Assessment:

Metric met. In summary, the plan has four components:

- Recruit top faculty who are productive researchers, particularly in fields where funding is available
- Develop incentives, such as fellowships, to recruit the best and the brightest graduate students
- Pursue matching funds for industry and federally funded programs and coordinate statewide economic development with university research; work with state officials to recruit companies to the university's community and facilitate connections to university technology and talent to leverage the university's R&D infrastructure.
- Build and develop the infrastructure that is attractive to top researchers and graduate students, including computational resources (e.g., HiPerGator 2) and state-of-the-art labs

Goal 3: Complete preeminent faculty hiring.

Metric for FY2016: 100 total faculty hired in the preeminence program from FY2014 through FY2016.

Assessment:

Metric met. As of March 4, 2016 a total of 98 preeminent faculty have been hired, with several offers outstanding. At least 100 hires are expected by end of FY2016.

Goal 4: Increase the endowment commensurate with a top 10 public AAU university and as part of the anticipated ~\$3B capital campaign.

Metric for FY2016: Endowment reaches \$1.59B by 6/30/16.

Assessment:

Metric substantially met. During FY2016, the endowment did reach a high of \$1.56B, substantially satisfying this goal. The endowment value has fluctuated throughout the year, with the market changes resulting in the endowment not projected to be at that level at the end of the fiscal year. However, a record was set in FY2015 for new gifts and commitments at \$315M, for the first time above \$300M, and FY2016 will be another record year, with \$326M in new gifts and commitments as of May 23. The working goal for FY2016 is a record \$357M in new gifts and commitments.

Goal 5: Build stature of UF Health in a manner aligned with the UF mission and strengthening all of UF, including UF Health, and “one-UF”.

Metric for FY2016: UF President demonstrates a commitment to be personally engaged in the development and success of the plan and alignment of mission that are reasonably expected to achieve this goal.

Assessment:

Metric met. President Fuchs is personally and actively engaged in the UF Health Strategic Cabinet, Shands Board, Lake Nona strategy, organization and governance of UF Health, and in the Jacksonville strategy. He also devotes considerable time in helping the UF Health Deans with fundraising and in constant strategic discussions with the Senior Vice President for Health Affairs and President of UF Health.

In the past year, UF Health has developed a new strategic plan [The Power of Together](#), which builds on the accomplishments of the previous plan and in particular focuses on UF Health’s stature, excellence, and integration with UF.

Goal 6: Development of an overall diversity and inclusion strategy, with organization structure, accountability, and assessment.

Metric for FY2016: (a) UF participates in the AAU 2015 student climate survey and UF reports key findings of this survey and takes initial steps to respond in FY2016; (b) UF issues a faculty/staff climate/diversity survey in FY2016.

Assessment:

Metric met. The university participated in and reported results of the AAU student climate survey and initiated four key responses. The university engaged an expert in higher education climate surveys and conducted a faculty and staff climate survey which had a 36 percent participation rate. (Beyond the metric, assessment and next steps are in progress.)

Goal 7: Enhance stature of graduate programs and graduate students commensurate with a top 10 public AAU institution.

Metric for FY2016: Plan is created by 6/30/16 and initial steps taken to implement the plan.

Assessment:

Metric met. There are four components to our strategy for enhancing UF's graduate programs.

- The quality and productivity of the faculty has the greatest impact on graduate student recruitment, research, and education. Thus, our strategy for enhancing the excellence of the faculty will make the greatest difference in the quality of our graduate students and their research and education programs.
- Research grants and training grants—we are increasing the number and size of these grants, which will provide resources and an environment to attract the best graduate students.
- Our graduate stipends in some areas are below our peers. We will work to be at parity with our public research peers in graduate student stipends. Stipends were increased by an amount equal to 2.5 percent (median) in calendar year 2016, and an increase is expected in 2017.
- Assessment—we will assess the effectiveness of our recruiting strategies and the support provided to existing graduate students through the UF Graduate School and in each of our colleges.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV3
June 9, 2016**

SUBJECT: FY17 Performance Goals

BACKGROUND INFORMATION

The Board-approved President's Contract requires the President and Board Chair to propose to the Governance Committee, the Governance Committee to then review and recommend to the Board, and the Board to approve each year, numerical short-term and long-term performance goals for the President. These goals are to specify margins within which the goals are deemed met at the 100% and 75% levels. The Contract also provides that, each year, the President and Board Chair are to review the President's performance against the Board-approved short-term goals and the President's progress against the Board-approved long-term goals; and the Governance Committee is then to take final action to confirm the accuracy of that annual assessment and make a report to the Board. The President and Board Chair have met to develop FY2017 presidential performance goals, which continue and update as needed long-term goals from the previous year and supplement those goals with additional goals. The goals are aimed at advancing the University in its overarching aspiration to become a top 10 or better public Association of American Universities (AAU) research university in national ranking and also include Board of Governors metrics and state priorities. The proposed FY2017 presidential performance goals are attached to this Action Item.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve for recommendation to the full Board of Trustees for its approval on the Consent Agenda the attached Fiscal Year 2017 presidential performance goals.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Submitted by: Steven M. Scott, Chair of the Board of Trustees
W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, June 9, 2016

Steven M. Scott, Chair

W. Kent Fuchs, President and Corporate Secretary

FY2017 Performance Goals for UF President W. Kent Fuchs

Goal	FY2017 Assessment - Specific Goal Deemed 100% Achieved If
UF Overall Goals	
(1) Advance 7 UF-wide strategic goals, with long-term and short-term initiatives.	By 6/30/17: (a) identify 3 short-term and 3 long-term priority initiatives as most likely to advance UF-wide goals; (b) determine resource needs and sources; (c) begin implementation of those that can be resourced; (d) develop plan to resource others; and (e) report periodically on progress.
Faculty Quality and Research Productivity	
(2) Increase overall research awards and expenditures relative to peer AAU/national research universities.	By 6/30/17, begin implementation of plan to escalate total and federal research growth compared to that of the top 10 AAU public universities, and report on progress and research volume results.
(3) Recruit exceptional new faculty and support productivity of new and existing research faculty who will significantly contribute to university stature by increasing UF faculty memberships in the National Academies, receipt of top national and international prizes, high impact publications, and the education and service missions of the university.	By 6/30/17 create and begin implementation of a plan to (a) support faculty and enhance productivity; (b) continue to recruit exceptional faculty; and (c) increase nominations of candidates for top national awards and academies in their fields.

FY2017 Performance Goals

<p>Graduate Program Quality and Stature</p>	
<p>(4) Enhance stature of graduate programs and graduate students commensurate with a top 10 public AAU institution.</p>	<p>By 6/30/17: (a) implement first year goals of the FY2016 Plan (increase average graduate assistant stipends); and (b) take priority actions to position UF to achieve mid- and longer- term goals.</p>
<p>UF Health</p>	
<p>(5) Build stature of UF Health in a manner aligned with the UF mission and strengthening all of UF, including UF Health, and “one-UF”.</p>	<p>Advance and report on the progress of the UF Health Strategic Plan and support of One UF.</p>
<p>Diversity and Inclusion</p>	
<p>(6) Develop an overall diversity and inclusion strategy to advance an exceptional academic environment that reflects the breadth of thought essential for preeminence, with organization structure, accountability, and assessment.</p>	<p>By 6/30/17, determine organizational structure to enhance broadly-defined diversity and inclusion at UF, and enhance a welcoming climate for all.</p>
<p>Economic Development and Jobs</p>	
<p>(7) Enhance contributions to economic development.</p>	<p>(a) During FY2017, further enhance support of student opportunities for jobs upon graduation and report on progress.</p> <p>(b) Be among the national leaders in technology transfer, patents, licenses, and startup companies.</p>

FY2017 Performance Goals

<p>Gifts and Endowments</p>	
<p>(8) Increase annual gifts, and commitments and grow endowment to be commensurate with a top 10 public university. Complete a capital campaign of at least \$3B.</p>	<p>Raise at least \$350M in new gifts and commitments for FY2017; complete the silent phase of the campaign by Fall 2017; position UF by 6/30/17 to initiate the public phase by Fall 2017. Also, the President commits to: (a) overseeing UFICO’s performance in investing the endowment measured against relevant benchmarks; (b) reporting on progress of the endowment growth; (c) holding UFICO accountable against such measures; and (d) assessing endowment distribution practices to fund university needs, as compared to peer benchmarks, and exercising influence and authority, as available, toward any warranted change.</p>
<p>Physical Infrastructure and Environment</p>	
<p>(9) Develop a physical infrastructure to enable preeminence.</p>	<p>By 6/30/17, complete a Strategic Development Plan and plan to begin to address deferred maintenance.</p>

FY2017 Performance Goals

Florida Preeminence Funding and BOG Performance Funding	
(10) Maintain UF status as Florida's foremost preeminent research university that satisfies 12 statutory preeminence metrics and maintain UF's status as one of the top recipients of BOG Performance Funding.	In FY2017, it is determined that, for the prior year, UF exceeded the 12 statutory preeminence metrics, and has a qualifying score for BOG performance funding.

Implementation:

For President's 100% performance in achievement of goals, eight of the ten goals are substantially met; for 75% achievement seven of the ten goals are substantially met.

Evaluation of President's FY2017 performance will be completed by the June 2017 Board meeting, based on FY2016 data (the last closed year) and an estimate/projection of those FY2017 results for which adequate data are available at that time for purposes of estimating.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV4
June 9, 2016**

SUBJECT: UF-Wide Strategic Goals

BACKGROUND INFORMATION

Related, but in addition to, the President's long and short-term performance goals (which are approved annually by the Board of Trustees, with performance assessed annually by the Committee on Governance), the Board-approved President's Contract requires the President to create a University-wide strategy. The University-wide strategy is to be developed by the President in collaboration with the 16 Colleges and other main UF units, reviewed by the Faculty Senate, and approved by the Board, within a timeframe determined by the Governance Committee in consultation with the President. The University-wide strategic goal-setting process (including consultation with the 16 colleges and other major stakeholders across the University, Faculty Senate review and Board retreats described below) was completed in 2015, which was the Governance Committee's target timeframe for this process. Beyond development of the required UF-wide strategic goals, in early 2016 the 16 colleges and main UF units created implementation strategies to advance the UF-wide strategic goals.

The process to develop UF-wide strategic goals was advanced through the fact-finding assistance of a Goal Setting Task Force of dean, faculty and student representatives, established by President Fuchs and led by Executive Chief of Staff Winfred Phillips. At their inception, the strategic goal-setting process and initial ideas for the UF-wide strategic goals were discussed and reviewed favorably by the Board of Trustees at its retreat in June 2015. During 2015, the Task Force interviewed stakeholders and draft UF-wide strategic goals were circulated and posted on the President's website and reviewed with the Faculty Senate, providing faculty, students, staff and other members of the UF community opportunities for input. The UF-wide

strategic goals were discussed and reviewed favorably by the Board at its September 2015 Board retreat. The UF-wide strategic goals, of which there are seven plus an aspirational goal (copy attached), were distributed to the Board and public in a printed brochure at the December 2015 Board meeting and inauguration of President Fuchs. The overarching aspirational goal is: “The University of Florida will be a premier university that the state, nation, and world look to for leadership.”

A special 60-minute session of the Board is being held on the final UF-wide strategic goals and examples of the college implementing strategies, prior to the Committee on Governance and the full Board being asked to formally endorse them at their meetings later on June 9th.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve for recommendation to the full Board of Trustees for its approval on the Consent Agenda, endorsement of the attached UF-wide strategic goals, which UF-wide strategy is to be implemented through supporting strategies of the 16 colleges and major units of the University.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached [UF-wide strategic goals](#).

Submitted by: W. Kent Fuchs, President
Joseph Glover, Provost and Senior Vice President for Academic Affairs
Winfred Phillips, Executive Chief of Staff

Approved by the University of Florida Board of Trustees, June 9, 2016

Steven M. Scott, Chair

W. Kent Fuchs, President and Corporate Secretary

UF

The Decade Ahead

**GOALS FOR THE
UNIVERSITY OF FLORIDA
2016**

UNIVERSITY of
FLORIDA 2014



OUR ASPIRATION:

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

“As we seek to reach our highest shared aspirations for the University of Florida, these goals and objectives set forth a path that both enlivens our current strengths and establishes a bold new future. I look forward to joining everyone in our university community as we follow this path toward becoming one of the very best universities in the world.”

W. Kent Fuchs

W. KENT FUCHS
President, University of Florida

“The President’s Task Force on Goals engaged the broader university community in a wide-ranging discussion to guide UF’s future for the next decade. These resulting goals and objectives set a tone for excellence in all that we do.”

Winfred M. Phillips

WINFRED M. PHILLIPS
Task Force Chair

Our Goals and Objectives

1

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

> **OBJECTIVE**

UF students, faculty and staff with increasingly diverse demographic and geographic characteristics.

> **OBJECTIVE**

A university climate that is inclusive, supportive and respectful to all.

> **OBJECTIVE**

Diverse, robust educational and interdisciplinary areas of excellence.

> **OBJECTIVE**

Increased globalization to enhance our effectiveness as world citizens.



2

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

> **OBJECTIVE**

A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.

> **OBJECTIVE**

Services that are accessible and available in a timely fashion that support student health, development and well-being, thereby improving their academic and personal growth and success.

> **OBJECTIVE**

Academic programs that promote effective and accessible learning through innovation.

> **OBJECTIVE**

High quality student-faculty interactions in mentored research.



3

Faculty recognized as preeminent by their students and peers.

› **OBJECTIVE**

An increased number of faculty recognized by distinguished awards, fellowships and memberships.

› **OBJECTIVE**

An increased number of high-impact scholarly publications and creative works.

› **OBJECTIVE**

An increased professional and public visibility of UF faculty.

› **OBJECTIVE**

An increased faculty participation in professional service and leadership.

› **OBJECTIVE**

A nurturing and invigorating academic and professional environment for all faculty across the research, teaching and service missions of the university.



4

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

› **OBJECTIVE**

Documented advances in productivity and recognition of UF research programs.

› **OBJECTIVE**

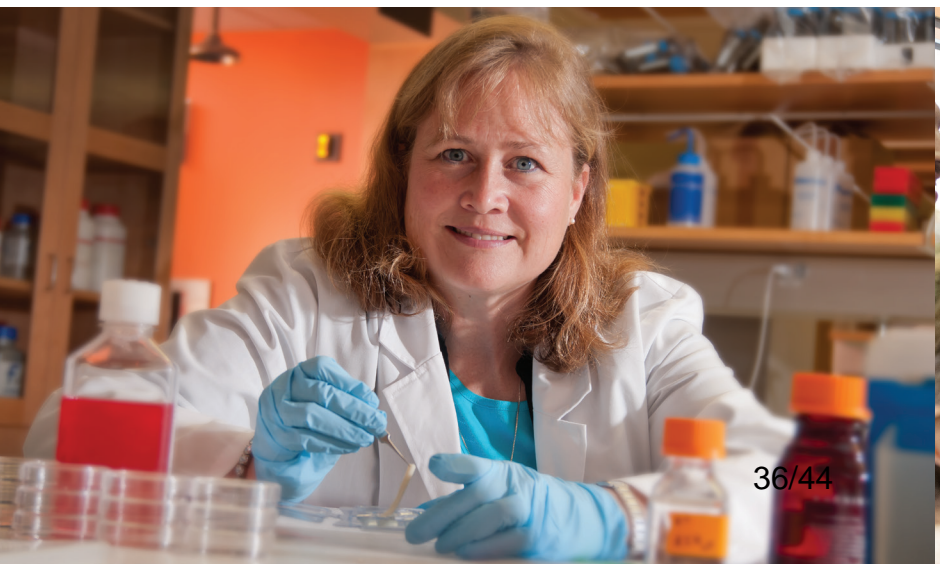
Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.

› **OBJECTIVE**

Increased extramural and intramural funding that enhance both basic and translational research.

› **OBJECTIVE**

Processes and systems that facilitate excellence in research and scholarship.



5

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

> **OBJECTIVE**

Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.

> **OBJECTIVE**

Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.

> **OBJECTIVE**

Increased technology translation and entrepreneurial activities.



6

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

› **OBJECTIVE**

Alumni who make significant contributions to their professions and society.

› **OBJECTIVE**

Alumni who engage with and support the university's educational, research and service missions.



7

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

› **OBJECTIVE**

A campus with updated facilities, including modern research laboratories; classrooms to support state-of-the-art teaching and learning; contemporary residence halls; and high-quality technology infrastructure.

› **OBJECTIVE**

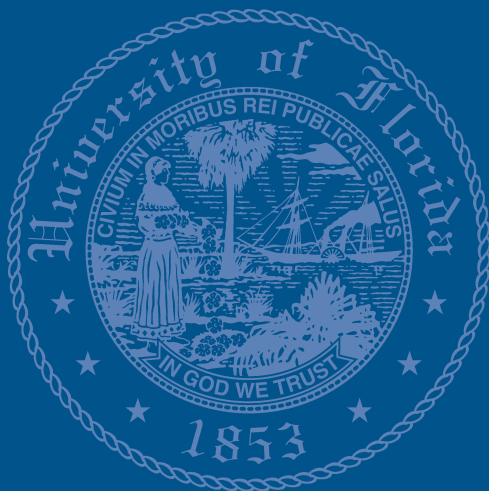
An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation.

› **OBJECTIVE**

An attractive, sustainable and safe campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play.



Goal-Setting Task Force



WINFRED M. PHILLIPS, D.SC.

Task Force Chair
Executive Chief of Staff
Office of the President

CAROLE R. BEAL, PH.D.

Director, Online Learning Institute
Professor, School of Teaching and Learning
College of Education

PAUL W. DAVENPORT, PH.D.

Distinguished Professor/
Faculty Senate Chair
Department of Physiological Sciences
College of Veterinary Medicine

ROBERT A. GILBERT, PH.D.

Professor and Chair
Department of Agronomy
College of Agricultural and Life Sciences
Institute of Food and Agricultural Sciences

JULIE A. JOHNSON, PHARM.D.

Dean and Distinguished Professor
College of Pharmacy

HARRY J. KLEE, PH.D.

Eminent Scholar and Professor
Department of Horticultural Sciences
College of Agricultural and Life Sciences
Institute of Food and Agricultural Sciences

LUCINDA S. LAVELLI, M.F.A.

Dean
College of the Arts

MICHELE V. MANUEL, PH.D.

Associate Professor
Department of Materials Science and
Engineering
Herbert Wertheim College of Engineering

GARY A. MCGILL, PH.D.

J. Roy Duggan Professor
Associate Dean and Director
Fisher School of Accounting
Warrington College of Business

DAVID R. NELSON, M.D.

Professor of Medicine, Molecular Genetics and
Microbiology
Director, UF Clinical and Translational Science
Institute
Associate Dean for Clinical Research
Division of Gastroenterology, Hepatology and
Nutrition
Department of Medicine
College of Medicine

PAUL A. ORTIZ, PH.D.

Director, Samuel Proctor Oral History Program
Associate Professor of History
Department of History
College of Liberal Arts and Sciences

JOSELIN PADRON-RASINES

Student Body President/Trustee
Undergraduate Student
College of Liberal Arts and Sciences

SCOTT K. POWERS, PH.D.

UAA Endowed Professor and
Distinguished Professor
Department of Applied Physiology
and Kinesiology
College of Health and Human Performance

DAVID E. RICHARDSON, PH.D.

Dean and Professor of Chemistry
College of Liberal Arts and Sciences

CHRISTINE E. SCHMIDT, PH.D.

Pruitt Family Professor and Chair
J. Crayton Pruitt Family Department of
Biomedical Engineering
Herbert Wertheim College of Engineering

PAMELA S. SOLTIS, PH.D.

Distinguished Professor and Curator
Florida Museum of Natural History
Laboratory of Molecular Systematics and
Evolutionary Genetics

CORY M. YEFFET

Former Student Body President/Trustee
Graduate Student
Warrington College of Business



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV5 and R16-179
June 9, 2016**

SUBJECT: Election

BACKGROUND INFORMATION

The terms of service for the Chair of the Board of Trustees (Board), Steven M. Scott, and Vice Chair of the Board, David M. Thomas, expire on June 30, 2016. In December 2015, the Board of Trustees approved the election of Trustee Thomas as Chair of the Board and Trustee James W. Heavener as Vice Chair of the Board, for terms of service beginning on July 1, 2016.

However, while he is fully committed to service and well qualified to lead the Board of Trustees, and having considered the importance of UF’s strategic relationships with the state, Trustee Thomas believes, and President Fuchs agrees, that it would be in the University’s interest for Trustee James W. (“Bill”) Heavener to serve as Board Chair and Trustee Morteza (“Mori”) Hosseini to serve as Board Vice Chair, beginning on July 1, 2016, for these reasons. Trustee Heavener already is in line to be Chair of the Board. Trustee Hosseini is the immediate past Chair of the Board of Governors and was instrumental in the state’s acknowledgement and funding of UF as Florida’s foremost preeminent university. Trustees Heavener and Hosseini not only have the ability to lead the Board and a commitment to the University’s strategic goals for advancement to premier public AAU research university stature, they also have the most knowledge of the state and greatest ability to work with President Fuchs and his administration to develop and successfully execute a strategy to obtain the resources and flexibility needed to accomplish UF’s strategic objectives at this time. Consequently, Trustee Thomas has notified President Fuchs that he relinquishes his position as incoming Chair of the Board, effective in the event that the Committee on Governance and Board of Trustees elect Trustee Heavener as Chair and Trustee Hosseini as Vice Chair of the Board at the June 9, 2016 meetings for two-year terms beginning on July 1, 2016, that Trustees Heavener and Hosseini accept their respective offices, and, as of July 1, 2016, that Trustee Heavener is willing and able to serve his term.

PROPOSED COMMITTEE ACTION

Approve the attached Resolution R16-179 for recommendation to the Board of Trustees for its approval on the Consent Agenda, electing Trustee James W. ("Bill") Heavener as Chair and Trustee Morteza ("Mori") Hosseini as Vice Chair of the Board of Trustees, to serve for terms beginning on July 1, 2016 (or, in the unanticipated event that a vacancy occurs sooner, upon such vacancy) and continuing through June 30, 2018, as described in more detail in the Resolution.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached [Resolution R16-179](#).

Submitted by: David M. Thomas, Vice Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R16-179

Subject: Election

Date: June 9, 2016

WHEREAS, the terms of service of the current Chair and Vice of the University of Florida Board of Trustees (Board) will expire on June 30, 2016 and, in December 2015, the Board approved the election of Trustee David M. Thomas as Chair of the Board and Trustee James W. ("Bill") Heavener as Vice Chair of the Board, for a term beginning on July 1, 2016;

WHEREAS, while Trustee Thomas is fully committed to service and well qualified to lead the Board of Trustees, and having considered the importance of UF's strategic relationships with the state, the Board, including Trustee Thomas, believes that it would be in the University's interest for Trustee James W. ("Bill") Heavener to serve as Board Chair and Trustee Morteza ("Mori") Hosseini to serve as Board Vice Chair; and this is because Trustee Heavener, who is already in line to become Chair, and Trustee Hosseini, who is the immediate past Chair of the Florida Board of Governors and was instrumental in the state's acknowledgement and funding of UF as Florida's foremost preeminent university--not only have the ability to lead the Board and a commitment to the University's strategic goals for advancement to premier public AAU research university stature, which are of paramount importance--but they also have the most knowledge of the state and greatest ability to work with President Fuchs and his administration to develop and successfully execute a strategy to obtain the resources and flexibility needed to accomplish UF's strategic objectives at this time;

WHEREAS, Trustee Thomas has notified President Fuchs that he relinquishes his position as incoming Chair of the Board, effective in the event that the Committee on Governance and Board of Trustees elect Trustee Heavener as Chair and Trustee Hosseini as Vice Chair of the Board at the June 9, 2016 meetings for two-year terms beginning on July 1, 2016, that Trustees Heavener and Hosseini accept their respective offices, and, as of July 1, 2016, that Trustee Heavener is willing and able to serve his term;

NOW, THEREFORE, at a meeting duly held on the above-referenced date, under Article IV of the Board's Bylaws, the Board hereby adopts the following resolutions, incorporating the above-listed whereas clauses:

RESOLVED: That University of Florida Trustee, James W. ("Bill") Heavener, be and is hereby elected Chair of the University of Florida Board of Trustees for a term beginning on July 1, 2016 (or any earlier date on which there is a vacancy in that office) and continuing through June 30, 2018 or, if later, until the Board elects a successor.

RESOLVED: That University of Florida Trustee Morteza ("Mori") Hosseini, be and is hereby elected Vice Chair of the University of Florida Board of Trustees for a term beginning on July 1, 2016 (or any earlier date on which there is a vacancy in that office) and continuing through June 30, 2018, or if later until the Board elects a successor.

Executed as of the 9th day of June, 2016,

Steven M. Scott, Chair

W. Kent Fuchs, President and
Corporate Secretary