



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
BOARD AND COMMITTEE MEETINGS SCHEDULE**

Meetings / Conference Call

August 29, 2017

123 Tigert Hall, University of Florida, Gainesville, FL

Committees of the Board will meet beginning at 3:00 p.m. EDT in the order indicated below, and meetings will continue until all committee meetings end. The meeting of the full Board of Trustees will start immediately following the end of the last Committee meeting (anticipated by 4:30 p.m. EDT). Committee meetings and breaks (each called a session) will be held in the following sequence, with each session beginning immediately after the session listed before it ends.

- 3:00 p.m. Committee on Governance
(Hosseini (Chair), Brandon, Heavener, Patel, Scott, Thomas, Zucker)
- Committee on Finance and Facilities
(Patel (Chair), Brandon, Hosseini, Johnson, Rosenberg, Scott, Zucker)
- Committee on External Relations
(Stern (Chair), Johnson, Meyers, Powers, Quillen, Rosenberg)
- Committee on Educational Policy & Strategic Initiatives
(Full Board)
- Board of Trustees Meeting
(Full Board)



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES’
COMMITTEE ON GOVERNANCE
COMMITTEE AGENDA
Meeting / Conference Call
August 29, 2017
3:00 p.m. EDT
123 Tigert Hall, University of Florida, Gainesville, FL**

Committee Members:

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

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and WelcomeMori Hosseini, Chair
- 3.0 Review and Approval of Minutes.....Mori Hosseini, Chair
[June 8, 2017](#)
- 4.0 Action ItemsMori Hosseini, Chair
 - GV1 [Amendment to Collective Bargaining Agreement](#)
 - GV2 [Ratification of Affiliate Board Appointments](#)
- 5.0 Discussion/Informational Items.....Mori Hosseini, Chair
None
- 6.0 New BusinessMori Hosseini, Chair
- 7.0 AdjournMori Hosseini, Chair



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

June 8, 2017

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

Time Convened: 12:20 p.m. EDT

Time Adjourned: 1:12 p.m. EDT

1.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present, except Trustee Steven M. Scott, who was unable to attend.

2.0 Call to Order and Welcome

Committee Chair Mori Hosseini called the meeting to order at 12:20 p.m. EDT and welcomed all Trustees and everyone in attendance at the meeting.

Members present were:

Mori Hosseini (Chair), David L. Brandon, James W. Heavener, Rahul Patel, David M. Thomas, and Anita G. Zucker. Trustee David Thomas joined the Committee meeting following the end of the Committee on Audit and Operations meeting and Trustee Steven M. Scott was unable to attend.

Others present were:

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 Guzik, Senior Vice President for Health Affairs and President of UF Health; Jack Payne, Senior Vice President for Agriculture and Natural Resources; Amy M. Hass, Interim Vice President and General Counsel; Scott Stricklin, Athletic Director; Elias Eldayrie, Vice President and Chief Information Officer; 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, Legal Assistant; and other members of the University community and members of the media.

3.0 Review and Approval of Minutes

Committee Chair Hosseini asked for a motion to approve the minutes of the March 16, 2017, committee meeting, which was made by Trustee Zucker, and a second, which was made by

Trustee Brandon. 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.

The Committee addressed the following Discussion/Informational Items:

4.0 Discussion/Informational Items

4.1 Governance Enhancement Initiative Update

Trustee Rahul Patel provided an update on the progress made toward implementing the Enhanced Governance Standards that the Board of Trustees adopted at the March 17, 2017 meeting, and charged the University with implementing by the end of the year. Trustee Patel reported that he has had positive discussions with the affiliates and, overall, the standards have been well received and are on their way to being implemented. He noted that the Board has asked for input from the affiliates as implementation moves forward. Committee Chair Hosseini thanked Trustee Patel for his work and commended President Fuchs for his commitment to good governance.

4.2 University Athletic Association, Inc., and Gator Boosters, Inc., Governance Update

Mr. Scott Stricklin, who is the Chief Executive Officer of UAA, gave a thorough presentation on the mission, goals and good governance practices of UAA. The slides from this presentation have been uploaded to BoardVantage for all Trustees and are incorporated into these minutes. Committee Chair Hosseini welcomed Mr. Stricklin to UF and thanked him for his presentation.

5.0 Action Items

GV1. FY17 Performance Goals

The Committee addressed the FY17 presidential performance goals as a final action. President Fuchs explained the process used to assess his performance. President Fuchs noted that his achievement of these goals reflects on the commitment and achievements of the faculty, deans and department heads, students, the members of the President's Cabinet and their teams. The Board established substantial achievement of 8 out of 10 goals to be 100% performance and substantial achievement of 7 out of 10 goals to be 75% performance level. The Committee members were provided with an assessment chart, which is incorporated into these minutes, and President Fuchs addressed each goal. The Committee approved Chair Heavener's assessment that the President met his goals at the 100% level.

Committee Chair Hosseini reminded the Committee that GV1 was a final action of the Committee. He asked if there was any discussion before the Committee acted. He then asked for a motion to approve GV1 as a final action, which was made by Trustee Zucker and a second, which was made by Trustee Brandon. Committee Chair Hosseini asked for any discussion and then all in favor and any opposed and the motion passed unanimously.

GV2. FY18 Performance Goals

The Committee addressed the FY18 presidential performance goals for recommendation to the full Board of Trustees on the Consent Agenda. President Fuchs discussed the process that he and Board Chair Heavener went through to develop and propose the 11 Presidential Performance Goals for FY18, which were provided to the Trustees and are incorporated into these minutes. President Fuchs noted that for FY18 one new overarching goal has been added, which states: The University of Florida will be one of the nation's top 10 public research universities.

Board Chair Heavener noted that he and President Fuchs discussed his FY2018 performance goals to ensure that these goals build on the progress the University has made over the past year. He noted that the 2018 goals prioritize the University's Top 10 endeavor and will establish a roadmap to achieving this important goal. He also noted that he discussed the goals with the Board of Governors' chair in accordance with Board of Governors' procedures. Chair Heavener thanked President Fuchs for his dedication to moving the University of Florida to the next level and congratulated him on his accomplishments in FY2017.

Committee Chair Hosseini asked if there was any discussion. He then asked for a motion to approve GV2 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 Thomas. He asked for any further discussion and then all in favor and any opposed, and the motion was passed unanimously.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Hosseini asked for a motion to adjourn, which was made by Trustee Brandon, and a second, which was made by Trustee Zucker, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Governance meeting was adjourned at 1:12 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV1
August 29, 2017**

SUBJECT: Amendment to Collective Bargaining Agreement Between the University of Florida Board of Trustees (BOT) and the United Faculty of Florida – UF Chapter (UFF)

BACKGROUND INFORMATION

The University of Florida and UFF reached a tentative agreement on July 7, 2017 on a wage-only re-opener of the Collective Bargaining Agreement between the BOT and UFF (CBA). This amendment addresses the 2017 wages of UFF membership.

Pending ratification by both the BOT and UFF, this amendment provides:

- A 3.0% merit pool with increases effective January 1, 2018; and
- Approximately 2.0% in market equity increases. These increases are targeted at faculty who are significantly behind their peers across the country and whose research records are exemplary.

UFF will hold a membership ratification vote on September 6-7, 2017. Final ratification of the amendment is subject to union membership ratification.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve GV1, which ratifies the amendment to the Collective Bargaining Agreement between the University of Florida and the United Faculty of Florida, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors' approval is not required.

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

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

Approved by the University of Florida Board of Trustees, August 29, 2017.

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

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ARTICLE 24
SALARIES

24.1 Policy. The University and UFF agree that salary is an important factor in the recruitment and retention of faculty members and an incentive for meritorious performance in research/scholarship/creative activity, teaching, and service.

24.2 Effective Date. All salary increases and adjustments referenced in this Article shall become effective retroactive to the beginning of the faculty member’s annual appointment, unless otherwise specified below.

24.3 Promotion Increases. Promotions made to the rank of Associate Professor, Clinical Associate Professor, Associate Curator, Senior Lecturer, Associate in _____, Associate Scholar, Associate Scientist, Associate Engineer, Associate University Librarian, Professor, Clinical Professor, Curator, Master Lecturer, Senior Associate in _____, Scholar, Scientist, Engineer, or University Librarian shall be in accordance with the provisions of Article 19. Promoted faculty shall receive a promotion salary increase of nine percent (9.0%) of their base salary.

24.4 General Salary Increases.

(a) The general salary increases for ~~2016-2017-2018~~ are effective January 1, ~~2018~~.

(b) In each year of this agreement the University shall provide a raise pool allocated between merit and across- the-board as follows:

	Merit	Across-the-board
2016-2017	0.0%	1.50%
2017-2018	3.0%	TBD 0.0%
2018-2019	TBD	TBD

(c) Such increases, if any, are applied after a promotion increase.

(d) Faculty members in the bargaining unit shall be eligible to participate in the University Term Professorships.

Approved: _____
for University of Florida
Board of Trustees

Approved: _____
United Faculty of Florida

Date: _____

Date: _____

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(e) ~~Excluding any visitors, faculty members in non tenure accruing appointments whose salary is less than \$50,000 will receive a pay increase in addition to the 1.5% general raise on January 1, 2017. The raises will be pro-rated by FTE of the individual. The raises will range from \$1500 to \$5000, depending on current salary. Between P.K. Yonge and the non-tenure accruing individuals above, the University will expend a minimum of \$275,000 (annualized) for these special raises.~~ **Notwithstanding the limits of Article 24.5, by the end of January 2018, the University will spend approximately 2% of the total salary base of members of the bargaining unit for equity increases. Deans will consult with chairs on making determinations for such increases. Such increases will be effective August 2017.**

(f) The parties agree to re-openers of Articles 24.4 and 24.7 for 2017-2018 and 2018-2019 in accordance with the provisions of Article 33, at a time mutually agreeable to the parties.

(g) Salaries for P.K. Yonge faculty are addressed in 24.7.

(h) With respect to the merit portion of any raises:

(1) In any year in which a merit raise is provided each department or equivalent unit shall be allocated a merit pool using the base salaries of all bargaining unit faculty members in the unit as of May 15. Chairs or equivalent supervisors who are in the bargaining unit are excluded from those eligible. The chairs (by college) shall form a separate merit pool, and the dean shall make merit raise decisions for the chairs.

(2) Eligibility. To be eligible, the employee must have, at a minimum, a satisfactory evaluation and been employed by the University for at least one (1) semester. Visiting faculty members or faculty members who have been issued a notice of non-renewal or layoff in accordance with this Agreement or who have resigned for any reason are not eligible.

(3) Qualifying Criteria for Merit Increases. Merit increases must be determined using existing criteria which have been established by the faculty, chair, and dean of each unit, consistent with the terms and provisions of this Agreement.

a. Merit salary increases shall be distributed to faculty members who qualify under the unit's criteria. In determining who receives a merit increase, the chair or equivalent supervisor shall consult with the unit's committee responsible for merit pay considerations.

b. The number of merit increases shall not be limited by any quota.

c. The chair and the merit pay committee shall attach the unit's merit criteria and distribution system to the determined list of merit increases that are forwarded to the dean.

d. The dean shall review the unit's merit increase decisions to ensure that they are consistent with the unit's criteria for merit salary increases. The dean may

Approved: _____
for University of Florida
Board of Trustees

Approved: _____
United Faculty of Florida

Date: _____

Date: _____

72 send the proposal back to the department for reconsideration, along with the noted concerns
73 where there appears to be an inconsistency between the criteria and the recommendations.

74 e. Notwithstanding other provisions of this agreement,
75 department merit procedures and tenure and promotion criteria shall be used for merit raises.
76 In addition, notwithstanding other provisions of this agreement, all activities in research,
77 teaching, and service for the three (3) previous years shall be considered for merit pay raises.
78

79 24.5 Administrative Discretionary Salary Adjustments. Subject to any qualifying provisions
80 specified below, the University may in appropriate circumstances adjust the salary of a bargaining
81 unit member for merit, market equity adjustments, verified counteroffers, salary
82 compression/inversion, increased duties and responsibilities, special achievements, and similar
83 special circumstances. These increases may occur at any time.
84

85 (a) The parties agree that the total funds for such salary adjustments shall be not
86 more than one percent (1.0%) annually, based on the total base salary rate of members of the
87 bargaining unit as of August 30. **Any amount greater than the 1.0% is subject to approval of**
88 **the UFF.**
89

90 (b) Salary Increases for Increased Duties and Responsibilities. Faculty members in
91 the bargaining unit who are assigned administrative duties and responsibilities, such as
92 department chairs, center directors, program directors, heads of equivalent
93 administrative units, or department graduate or undergraduate coordinators, may receive a
94 discretionary salary increase or supplement for the length of their administrative appointment.
95

96 (c) Report of Discretionary Salary Adjustments. On July 30 of each year the
97 University shall provide UFF with an electronic copy of the total list of salary increases under
98 Section 24.5 that the University has implemented during the previous fiscal year ending June
99 30. These lists shall provide the name, rank, and department of the faculty member, the amount
100 of the increase, and the reason for the increase.
101

102 24.6 Salary Increases Funded Through Contracts, Grants, or Auxiliary Budgets. The funds
103 available for salary increases to faculty members on contracts, grants, or auxiliary budgets, as
104 a percentage of their collective base salary rate, shall be equivalent to the funds available for
105 salary increases to faculty on Educational and General (E&G) funding, as a percentage of their
106 collective base salary rate, provided that such salary increases are permitted by the terms of
107 the contract or grant.
108

109 24.7 Salary Increases for P.K. Yonge faculty members.

Approved: _____
for University of Florida
Board of Trustees

Approved: _____
United Faculty of Florida

Date: _____

Date: _____

110 (a) Promotions made to the rank of University School Assistant Professor,
111 University School Associate Professor, or University School Professor, shall be in accordance
112 with the provisions of Article 19. Promoted faculty shall receive a promotion salary increase
113 of nine percent (9.0%) of the faculty member's previous year's base salary plus degree
114 supplement.
115

116 (b) Full-time faculty members who have received a satisfactory annual evaluation
117 and are not in layoff or non-renewal status shall be eligible for salary increases consistent with
118 state policies. In accordance with the provisions of Article 33, the University and UFF agree to
119 re-open negotiations each year of the contract for the purpose of determining appropriate
120 raises consistent with state regulations and policies. The current framework for a salary
121 schedule is found in Appendix E. The raise for ~~2016-2017~~ **2017-2018** for P.K. Yonge faculty
122 is the same as for other bargaining unit faculty (~~1.5%~~ **3.0%** of the P.K. Yonge salary base).
123 This figure includes the annual and performance adjustments in Appendix E. The difference
124 between the performance adjustments and the ~~1.5%~~ **3.0%** shall be paid across the board.
125

126 (c) ~~In addition to the January 1, 2017, general raises described, P.K. Yonge faculty~~
127 ~~members whose salaries are less than \$50,000 shall receive a \$750 raise.~~
128

129 (d) Salary Supplements. Faculty members shall receive salary supplements for
130 additional duties assigned by the director and as specified in Appendix "F", under the following
131 conditions:

132 (1) Salary supplements may be included for the purposes of calculating
133 retirement benefits but shall not to be included in the base salary rate upon which future salary
134 increases are calculated.

135 (2) If the faculty member resigns or is otherwise unable to complete
136 additional duties, the salary supplement will be prorated for the portion of additional
137 duties actually performed.
138

139 24.8 Salary Increase Notification.

140 (a) Faculty members shall be notified prior to the submission to the payroll
141 department of any merit or market equity salary increases that will be implemented under this
142 Article. Upon request, a faculty member shall have the opportunity to consult with the person
143 or committee that makes the initial recommendation.
144

145 (b) Faculty members shall receive written notice of any salary increase within four
146 (4) weeks of implementation, including a description of the reason for the raise.
147

Approved: _____
for University of Florida
Board of Trustees

Approved: _____
United Faculty of Florida

Date: _____

Date: _____

148 24.9 Notice to UFF.
149 (a) Not later than thirty (30) days after the first pay period in which the general merit
150 or across the board salary increases provided in this Article are reflected, the Office of Human
151 Resource Services shall provide UFF with a salary report in Excel spreadsheet format, listing
152 all in-unit faculty members.
153

154 (b) This report shall include the following information for each faculty member:
155 (1) name;
156 (2) department and college;
157 (3) rank or position including the titles such as "visitor";
158 (4) position code;
159 (5) percentage FTE appointment;
160 (6) date of hiring;
161 (7) date of most recent promotion;
162 (8) years in current rank;
163 (9) the faculty member's base salary before this year's salary increases;
164 (10) the amount the faculty member received from each salary
165 increase category, including any promotion increase or any other adjustments; and
166 (11) the new base salary rate after the salary increases described above.
167

168 (c) A copy of the annual salary increases referenced in this Article shall
169 simultaneously be sent to the Smathers West library and be available to all faculty.
170

171 24.10 Type of Payment for Assigned Duties.

172 (a) Duties and responsibilities assigned by the University to a faculty member that
173 do not exceed the available established FTE for the position shall be compensated through
174 the payment of Salary, not OPS.
175

176 (b) Duties and responsibilities assigned by the University to a faculty member that
177 are in addition to the available established FTE for the position shall be compensated through
178 OPS, not Salary.
179

180 24.11 Grievability.

181 (a) Except for grievances alleging discrimination under the Nondiscrimination
182 Article, the only issue to be addressed in a grievance alleging violations of this Article is
183 whether the University properly applied the procedures set forth in this Article. If an arbitrator
184 finds that the procedures have not been properly applied, the arbitrator shall identify the
185 failure and remand the matter to the University for Proper Application of the procedures and
186 recalculation of the salary increase or salary level.

Approved: _____
for University of Florida
Board of Trustees

Approved: _____
United Faculty of Florida

Date: _____

Date: _____

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(b) If a faculty member seeks redress of an alleged violation of this Article by filing a grievance under the provisions of Article 28, Grievance Procedure and Arbitration, the faculty member must file a grievance within forty-five (45) days after the first paycheck that is affected by the alleged violation.

24.12 Other Faculty Award Programs. The University shall continue to provide one-time awards, which do not increase the faculty member's base salary, under the same programs and on the same basis as in the past.

Approved: _____
for University of Florida
Board of Trustees

Date: _____

Approved: _____
United Faculty of Florida

Date: _____



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV2
August 29, 2017**

SUBJECT: Ratification of Affiliate Board Appointments

BACKGROUND INFORMATION

The University of Florida Athletic Association, Inc., (UAA), the University's direct support organization charged with the administration of the University's athletic programs, has a Board composed of key stakeholders including a current and former Trustee, the President of the University and members of his administration, the President and immediate past President of Gator Boosters, Inc., members of the faculty, University students and alumni. The President of the University is charged with appointing the two student members, one of whom shall be a student athlete. Under the recently adopted enhanced governance standards, the Board of Trustees must approve all Presidential appointments to the Category 1 affiliate boards.

President W. Kent Fuchs has proposed appointing the following two students to serve on the UAA Board:

- Courtney Douglas, Student Athlete Representative
- Smith Meyers, Student Body President

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve and recommend ratification of Ms. Courtney Douglas and Mr. Smith Meyers, for recommendation to the University of Florida Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: See attached [letters of appointment](#).

Submitted by: President W. Kent Fuchs

Approved by the University of Florida Board of Trustees, August 29, 2017

James W. Heavener, Chair

Amy M. Hass, Interim Vice President & General Counsel

August 1, 2017

Courtney Douglas
3025 W. University Avenue
Gainesville, FL 32602

Dear Courtney,

In your capacity as the Student-Athlete Representative, I am pleased to appoint you as a member of the University Athletic Association (UAA) Board of Directors, for a one-year period term expiring June 30, 2018. This appointment is subject to ratification by the UF Board of Trustees, but you may begin service upon receipt of this letter.

The Board governs the UAA by giving guidance and direction through approval of policies, procedures, and the budget. It has adopted UAA's mission statement to provide goals and objectives in the development and delivery of the athletics program at the University of Florida. This "vision" provides the road map for the University's commitment to be second to none in the area of intercollegiate athletics.

Peggy Proto, UAA's program assistant, will be in contact soon to provide you with board member information and meeting dates.

Sincerely,

W. Kent Fuchs

cc: Scott Stricklin, Athletics Director
Peggy Proto

August 1, 2017

Mr. Smith Meyers
305 J Wayne Reitz Union
Gainesville, FL 32611

Dear Smith,

In your capacity as the Student Body President, I am pleased to appoint you as a member of the University Athletic Association (UAA) Board of Directors, for a one-year term expiring June 30, 2018. This appointment is subject to ratification by the UF Board of Trustees, but you may begin service upon receipt of this letter.

The Board governs the UAA by giving guidance and direction through approval of policies, procedures, and the budget. It has adopted UAA's mission statement to provide goals and objectives in the development and delivery of the athletics program at the University of Florida. This "vision" provides the road map for the University's commitment to be second to none in the area of intercollegiate athletics.

Peggy Proto, UAA's program assistant, will be in contact soon to provide you with board member information and meeting dates.

Sincerely,

W. Kent Fuchs

cc: Scott Stricklin, Athletics Director
Peggy Proto



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON FINANCE AND FACILITIES
COMMITTEE AGENDA**

Meeting / Conference Call

August 29, 2017

**Beginning immediately following the Committee on Governance, which will
begin at 3:00 p.m. EDT**

123 Tigert Hall, University of Florida, Gainesville, FL

Committee Members:

Rahul Patel (Chair), David L. Brandon, Mori Hosseini, Leonard H. Johnson, Jason J. Rosenberg, Steven M. Scott, Anita G. Zucker

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and WelcomeRahul Patel, Chair
- 3.0 Review and Approval of Minutes.....Rahul Patel, Chair
[May 31, 2017](#)
[June 8, 2017](#)
- 4.0 Action ItemsRahul Patel, Chair
FF1 [Amended 2018-2019 Fixed Capital Outlay Legislative Budget Request](#)
FF2 [Naming: Roland T. Stern Learning Center](#)
- 5.0 Discussion/Informational Items.....Rahul Patel, Chair
None
- 6.0 New BusinessRahul Patel, Chair
- 7.0 AdjournRahul Patel, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON FINANCE AND FACILITIES
COMMITTEE MINUTES**

Meeting / Telephone Conference Call Meeting

May 31, 2017

221 Tigert Hall, University of Florida, Gainesville, FL

Time Convened 10:05 a.m. EDT

Time Adjourned: 10:30 a.m. EDT

Members present were:

Rahul Patel (Chair), David L. Brandon, Leonard H. Johnson, and Anita G. Zucker. Trustees Mori Hosseini, Jason Rosenberg, and Steven Scott were unable to participate.

Others present were:

Vice President and Chief Financial Officer Mike McKee, Vice President for Business Affairs Curtis Reynolds, Senior Vice President and Chief Operating Officer Charlie Lane, Interim Vice President and General Counsel Amy Hass, University Budget Director George Kolb, Associate Athletics Director Melissa Stuckey, University Controller Alan West and other members of the University community.

Call to Order and Welcome

Committee Chair Rahul Patel called the meeting to order at 10:05 a.m. He explained that the meeting was for information only and no decisions would be made and no votes taken.

Action Items

**FF1 FY 2016-17 Operating Budget of Revenues and Expenses and Preliminary
FY 2017-18 Operating Budget of Revenues and Expenses**

University Budget Director George Kolb presented the final revenue and expense details of the operating budget for FY 2016-17. The final document shows a difference of \$32 million from the preliminary outline, based primarily on increased credit hours and investment income. The final figures are required by the Board of Governors.

He also outlined the preliminary FY2017-18 budget, which is a continuation budget based on the 2016-17 budget numbers. Mr. Kolb noted that final figures will not be available until details are finalized by the legislature.

FF2 Fixed Capital Outlay Legislative budget request FY 2018-19

Vice President for Business Affairs Curtis Reynolds presented the fixed capital outlay budget request, which is required yearly by the Board of Governors. The request focuses on four PECO priorities outlined earlier in the March 2017 Board of Trustees' meeting. These are:

- \$30 million for utilities and infrastructure
- \$25 million for the first year of the Data Science Building
- \$18.4 million for the first year of the Music Building expansion and renovation
- A new collections facility for the Florida Natural History Museum, previously outlined as a priority for this year, that has been pushed back to 2020-21.

Requests from other state sources include:

- \$18.7 million for PK Yonge
- \$17.9 million for the joint use library facility

Requests from state sources including debt are:

- Parking garage XIV
- UAA projects for football, softball and baseball

FF3 Facilities Spending Plan for Fiscal Year Ending June 30, 2018

Vice President for Business Affairs Curtis Reynolds presented the spending plans for funds received during the 2017 legislative session. This plan is required by the Board of Governors to demonstrate that UF is spending funds as they were intended.

Those spending plans include:

- Nuclear Science Bldg. Renovations/Addition (Engineering Nexus)
- Norman Hall Remodeling/Conference Center Addition
- Music Building Remodeling/Addition
- Maintenance/Repair/Renovations/Remodeling
- J. Wayne Reitz Union Auditorium Renovation
- Rebuild of Institute of Black Culture and the Institute of Hispanic/Latino Culture
- J. Wayne Reitz Union Career Resource Center
- National Panhellenic Council and Multi-Cultural Greek Council Plots
- UF Online Recruitment and Outreach Center
-

Trustee Brandon questioned the maintenance funds UF will receive, totaling \$17 million. Mr. Reynolds confirmed that this is less than the University received last year, highlighting Trustee Brandon's comment that UF is still significantly behind in funding maintenance and repair needs.

FF4 UAA Capital projects bond

Associate Athletics Director Melissa Stuckey presented the parameters of a bond request to fund three particular projects (new football complex, baseball and softball stadium expansions.) The UAA has been working with the Board of Governors and Division of Bond Finance and the documents in the Board package reflect that work.

Discussion/Informational Items

5.1 Quarterly Financial Update

University Controller Alan West gave an overview of the latest Quarterly Financial report.

Among the highlights:

- Cash and investment income is up around \$17 million
- Net investment income is up over last year
- In FY16 there was a loss in investment incomes; this year there has been an increase

5.2 Campus Master Plan Amendment update

Curtis Reynolds, Vice President for Business Affairs, reviewed 17 minor amendments to the UF Master Plan. These include increasing academic space, reducing some conservation space, and adding 130,000 square feet of facilities for the new football complex.

5.3 Carryforward Balances

Mike McKee, Vice President and Chief Financial Officer, told Trustees he will be presenting a review of UF's carryforward balances. This information is requested each year by the legislature and this update is to share with the Board of Trustees the same information provided in the legislative request.

Adjourn

After asking for any further discussion and hearing none, Committee Chair Patel asked for a motion to adjourn, which was made by Trustee Johnson and seconded by Trustee Zucker. The motion was passed unanimously and meeting was adjourned at 10:30 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON FINANCE and FACILITIES
COMMITTEE MINUTES**

June 8, 2017

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened 1:26 p.m. EDT

Time Adjourned: 2:15 p.m. EDT

1.0 Verification of Quorum

After a roll call, Interim Vice President and General Counsel Amy M. Hass confirmed a quorum, with all members present except Trustee Steven M. Scott who was unable to attend.

Committee members present were:

Rahul Patel (Chair), David L. Brandon, Mori Hosseini, Leonard H. Johnson, Jason J. Rosenberg, Anita G. Zucker. Trustee Steven M. Scott was unable to attend.

Other Trustees present were:

James W. Heavener, W. Smith Meyers, Marsha D. Powers, Robert G. Stern and David M. Thomas

Others present were:

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; Michael McKee, Vice President and Chief Financial Officer; Curtis Reynolds, Vice President for Business Affairs; Amy M. Hass, Interim Vice President and General Counsel; William Reeser, Chief Executive Office and Chief Investment Officer, UFICO; Colt Little, Senior University Counsel; Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; and other members of the University community and members of the media.

2.0 Call to Order and Welcome

Committee Chair Rahul Patel welcomed the Committee members present and all those in attendance and called the meeting to order at 1:26 p.m. EDT.

3.0 Review and Approval of Minutes

Committee Chair Patel asked for a motion to approve the minutes of the March 13 and 16, 2017, meetings, which was made by Trustee Johnson, and a second, which was made 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

FF1 Final Operating Budget of Revenues and Expenses for Fiscal Year ended June 30, 2017 and Preliminary Operating Budget of Revenues and Expenses for Fiscal Year ending June 30, 2018

Michael McKee, Vice President and Chief Financial Officer, noted that the final operating budget of revenues and expenses FY2016-17 was reviewed on the May 31, 2017, Board of Trustees conference call / meeting. Mr. McKee noted that the preliminary operating budget for FY2017-18 budget, a continuation budget based on the 2016-17 budget numbers, was also reviewed on the May 31, 2017, conference call.

The Committee Chair asked for a motion to approve Action Item FF1 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 Zucker. The Committee Chair asked for any further discussion and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

FF2 2018-2019 Fixed Capital Outlay Legislative Budget Request

Vice President for Business Affairs Curtis Reynolds noted that the fixed capital outlay budget request focuses on PECO priorities presented at March 16, 2017, Board of Trustees' meeting. These priorities include:

- \$30 million for utilities and infrastructure
- \$25 million for the first year for the Data Science building
- \$18.4 million for the first year of the Music Building expansion and renovation

Requests from other state sources include:

- \$18.7 million for PK Yonge
- \$17.9 million for the joint use library facility

Requests from state sources including debt include:

- Parking garage XIV
- UAA projects for football, softball and baseball

The Committee discussed the proposed location for parking garage XIV on Gale Lemerand Drive. Mr. Reynolds noted that traffic studies are being conducted and any plans regarding the parking garage will be brought back to the Committee for consideration.

It was noted that, at the time meeting, Governor Scott had vetoed funding for the Music Building.¹ The Committee was reminded that FF2 is a budget request, not a spending plan, and it was presented pending any changes in the legislative budget.

There being no further questions, the Committee Chair asked for a motion to approve Action Item FF2 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 Brandon. The Committee Chair asked for any further discussion and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

FF3 Facilities Spending Plan for the Fiscal Year ending June 30, 2018; PECO/CITF/Other Appropriate Funds

Vice President for Business Affairs, Curtis Reynolds presented the spending plans for funds received during the 2017 legislative session. This plan is required by the Board of Governors.

Committee Chair Patel asked for a motion to approve Action Item FF3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon and a second, which as made by Trustee Johnson. The Committee Chair asked for any further discussion and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

5.0 Discussion/Informational Items

5.1 UAA Capital projects bond

Athletic Director Scott Stricklin informed the Committee that while UAA is on an aggressive schedule for its priority projects – a new football complex and renovations and expansion of the softball and baseball facilities--details of the bond issue are under discussion. He noted that postponing the bond issuance will not impact UAA's deadline and will allow for the facility plans to be further developed.

Trustee Hosseini commended the UAA and Mr. Stricklin on taking the time needed for the best outcome.

5.2 Update on University Carryforward

Mike McKee, Vice President and Chief Financial Officer, provided an update on carryforward for the University.

Among the highlights:

- Carryforward as of May 15 was \$162,294,492. Of this amount only \$4.2 million has not been earmarked for uses. This money is accumulated primarily from lapsed salaries.
- \$52.6 million is used to meet minimum recommended reserve requirement of 5 percent of operating budget. Best practice suggests the total should be closer to 25 percent.
- \$29 million is legislatively earmarked for preeminence, UF Online and Lastinger Center.

¹ A portion of the funding (\$5.9M) was subsequently reinstated.

- \$716 thousand is committed for projects such as the Student Information System and unfunded initiatives.
- \$2.4 million is committed for building maintenance and repairs.
- \$8.6 million is reserved for unfunded utility cost increases.
- \$61 million committed for faculty startup and faculty salary support, graduate and teaching assistants, set up of research labs and large equipment purchases.
- \$2 million is reserved for student services and enrollment management facility improvements and equipment.
- \$930 thousand is committed to cover UF Libraries increased costs for electronic journals and subscription costs.

Trustee Hosseini made note that the five percent reserve level may need to be changed and thanked Mr. McKee for his presentation. At Vice Chair Hosseini's request, Mr. McKee agreed that carryforward would be presented to the Committee annually

Provost Glover also noted that all Deans are now required to enter data on how their carryforward is committed for future spending in the newly developed Commitment Ledger. This ledger can be reviewed by UF administrators at any time.

5.3 Campus Master Plan Amendment Update

Curtis Reynolds, Vice President for Business Affairs, reviewed 17 minor amendments to the UF Master Plan. These include increasing academic space, reducing some conservation space, and adding 130,000 square feet of facilities for the new football complex. These minor changes do not require Board of Trustees' approval.

5.4 Construction Update

Curtis Reynolds, Vice President for Business Affairs, updated the Committee on current UF projects including:

- Innovation Hub Phase II, scheduled for completion in December 2017
- Reitz Union Career Resource Center, scheduled for completion May 2018
- Nuclear Science building, with building construction scheduled to begin fall 2017

5.5 UFICO Update

William Reeser, Chief Investment Officer, University of Florida Investment Corporation, updated the Committee on the status of UF Endowment and investments.

Among the highlights:

- The most recent quarter saw \$8 million in new endowment money
- Last quarter performance was up 4.5 percent
- FY 2017 to date (through the end of March) returns were up 8.5 percent
- Returns are expected to be up 11 percent by the end of May if the market continues to perform as it has
- UFICO continues to shift toward growth allocations

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Patel asked for a motion to adjourn, which was made by Trustee Zucker and seconded by Trustee Rosenberg. The motion was passed unanimously and the meeting of the Committee on Finance and Facilities was adjourned at 2:15 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON FINANCE AND FACILITIES
COMMITTEE ACTION ITEM FF1
August 29, 2017**

SUBJECT: Amended 2018-2019 Fixed Capital Outlay Legislative Budget Request

BACKGROUND INFORMATION

The Board of Trustees initially approved the 2018-2019 Fixed Capital Outlay Legislative Budget Request for submission to the Florida Board of Governors at the June 8, 2017 meeting. Subsequent discussions by the UF Administration have determined the need to amend the request as follows;

- Data Science and Information Technology Building (Priority #2) – Increase the building size from 150,000 to 260,000 GSF, and increase the legislative funding request from \$69.8M to \$100M for a total project cost of \$125M (UF contribution of \$25M).
- Music Building Renovations/Addition (Priority #3) – Reduce the 2018-19 funding request from \$18.4M to \$7.4M, retain the funding request of \$14M in 2019-20, and move the remaining funding request of \$11M out to fiscal year 2020-21.

PROPOSED COMMITTEE ACTION

The Committee on Finance and Facilities is asked to approve FF1, amending the 2018-2019 Fixed Capital Outlay Legislative Budget Request, for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Submission to the Florida Board of Governors is required.

Supporting Documentation Included: Amended (CIP-2) Five Year Capital Improvement Plan

Submitted by: Curtis A. Reynolds, VP, Business Affairs

Approved by the University of Florida Board of Trustees, August 29, 2017

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary
26/120

STATE UNIVERSITY SYSTEM
Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request
Fiscal Years 2018-19 through 2022-23
CIP-2, Summary of Projects

University - University of Florida

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2018-19 Year 1	2019-20 Year 2	2020-21 Year 3	2021-22 Year 4	2022-23 Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
1	UTILITIES/INFRASTRUCTURE IMPROVEMENTS (P,C,E), (P,C,E), (P,C,E), (P,C)	30,000,000	30,000,000	30,000,000	30,000,000	30,000,000	ALL	N/A	N/A	150,000,000	N/A	SR3., SR4. - 3/4/2015	
2	DATA SCIENCE AND INFORMATION TECHNOLOGY BUILDING (P,C,E)	50,000,000	25,000,000	25,000,000			ENGINEERING/HSC/INFORMATI	150,000	260,000	125,000,000	\$ 481	FLBOG-1/25/17	
3	MUSIC BUILDING RENOVATIONS/ADDITION(P,C,E)	7,400,000	14,072,662	11,000,000			FINE ARTS	90,411	118,645	38,400,000	\$ 324	FLBOG-1/25/17	
4	FLORIDA NATURAL HISTORY MUSEUM BIODIVERSITY AND SPECIAL COLLECTIONS FACILITY(P,C,E)			15,000,000	17,800,000		FLMNH	34,250	51,995	32,800,000	\$ 631	Survey Amendment Requested 8/23/16	
TOTAL		87,400,000	69,072,662	81,000,000	47,800,000	30,000,000							

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
1	REBUILD OF INSTITUTE OF BLACK CULTURE (IBC) AND REBUILD OF INSTITUTE OF HISPANIC CULTURE (LA CASITA)	1,500,000					STUDENT AFFAIRS					
2	J. WAYNE REITZ UNION CAREER RESOURCE CENTER (CRC)	1,000,000					STUDENT AFFAIRS					
3	FLAVET FIELD FENCING	200,000					STUDENT AFFAIRS					
4	EXPANSION OF THE HITCHCOCK FIELD AND FORK PANTRY	635,000					STUDENT AFFAIRS					
5	EXPANSION AND RENOVATION OF THE CYPRESS LODGE AT LAKE WAUBURG SOUTH	1,100,000					STUDENT AFFAIRS					
6	CONSTRUCT NEW PAVILION AT LAKE WAUBURG NORTH	100,000					STUDENT AFFAIRS					
7	J. WAYNE REITZ UNION GRAND BALLROOM UPGRADES	1,750,000					STUDENT AFFAIRS					
8	J. WAYNE REITZ UNION SOUTH TERRACE UPGRADES	850,000					STUDENT AFFAIRS					
9	MAGUIRE STORAGE BUILDING	185,000					STUDENT AFFAIRS					
10	LIGHTING UPGRADE FOR THE MULTIPURPOSE UNIVERSITY VILLAGE SOUTH RECREATION FIELD	180,000					STUDENT AFFAIRS					
UFO - 1	UF ONLINE IMPROVEMENTS	171,000					UF ONLINE PROGRAMS					
TOTAL		7,671,000	0	0	0	0						

REQUESTS FROM OTHER STATE SOURCES

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)
1	PK YONGE DEVELOPMENTAL RESEARCH SCHOOL - PHASE 2 (P,C,E)	18,730,900	2,146,600				EDUCATION/K12	52,850	74,349	20,877,500	\$ 281
2	JOINT USE LIBRARY STORAGE FACILITY (C,E)	17,957,488	6,685,000	1,399,650			SUS	57,650	62,970	28,059,650	\$ 446
TOTAL		36,688,388	8,831,600	1,399,650	0	0					

REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
1	PARKING GARAGE XIV (P,C,E)	30,000,000					ALL	410,000	450,000	30,000,000	\$ 67	BOND	6/14/2015
2	UAA - FOOTBALL OPERATIONS FACILITY (P,C,E)	59,961,700					UAA	100,000	130,000	59,961,700	\$ 461	BOND, DONOR, UAA	5/9/2017
3	UAA - RENOVATION/ADDITION - KATIE SEASHOLE PRESSLY SOFTBALL STADIUM (P,C,E)	9,308,200					UAA	23,000	23,000	9,308,200	\$ 405	BOND, DONOR, UAA	5/9/2017
4	UAA - MCKETHAN STADIUM RENOVATION (BASEBALL) (P,C,E)	28,650,000					UAA	30,975	30,975	28,650,000	\$ 925	BOND, DONOR, UAA	5/9/2017
TOTAL		127,919,900	0	0	0	0							



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON FINANCE & FACILITIES
COMMITTEE ACTION ITEM FF2 and R17-190
August 29, 2017**

SUBJECT: Naming: Roland T. Stern Learning Center

BACKGROUND INFORMATION

In recognition of the generous and significant support of Austin Cary Forest and the School of Forest Resources and Conservation at the University of Florida by Lucinda Stern in honor of her late husband Roland T. Stern, the University and the University of Florida Foundation seek to name the learning center at the Austin Cary Forest the “Roland T. Stern Learning Center.”

PROPOSED COMMITTEE ACTION

The Committee on Finance and Facilities is asked to approve Resolution R17-190 to name the Learning Center at the Austin Cary Forest the “Roland T. Stern Learning Center” for recommendation to the Board of Trustees for its approval on the Non-Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors’ approval is not required, but Board of Governors’ regulations require all facility, road, and landscape namings to be approved separately on the Non-Consent Agenda.

Supporting Documentation Included: See attached [materials](#) and [Resolution R17-190](#)

Submitted by: Thomas J. Mitchell, Executive Vice President, University of Florida Foundation;
Vice President for Advancement, University of Florida

Approved by the University of Florida Board of Trustees, August 29, 2017.

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
RESOLUTION**

Number: R17-190

Subject: Naming the Learning Center at the Austin Cary Forest the “Roland T. Stern Learning Center”

Date: August 29, 2017

WHEREAS, Lucinda Stern has made a generous gift in honor of her late husband Roland T. Stern that will benefit teaching, research, and extension activities at the Austin Cary Forest and provide scholarships at the School of Forest Resources and Conservation;

WHEREAS, Roland T. Stern, a native of Bradford County, enjoyed a successful career in forestry in North Florida and wanted to benefit future generations of foresters;

WHEREAS, in grateful recognition of Lucinda Stern’s gift, the University seeks to name the learning center at Austin Cary Forest as the “Roland T. Stern Learning Center”;

WHEREAS, the University of Florida Foundation seeks to name the learning center at Austin Cary Forest as the “Roland T. Stern Learning Center”;

WHEREAS, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

NOW, THEREFORE, the University of Florida Board of Trustees hereby resolves that the learning center at Austin Cary Forest be named the “Roland T. Stern Learning Center.”

Adopted this 29th day of August, 2017, by the University of Florida Board of Trustees.

James W. Heavener, Chair

W. Kent Fuchs, President
and Corporate Secretary



① CONCEPT 9 - NORTHWEST VIEW



② DEDICATION WALL ELEVATION
1/8" = 1'-0"

ROLAND T. STERN LEARNING CENTER
AUSTIN CARY FOREST
SCHOOL OF FOREST RESOURCES & CONSERVATION
IFAS, UNIVERSITY OF FLORIDA





ROLAND T. STERN LEARNING CENTER
AUSTIN CARY FOREST
SCHOOL OF FOREST RESOURCES & CONSERVATION
IFAS, UNIVERSITY OF FLORIDA



Roland T. Stern

July 31, 1941- January 8, 2017

Roland Thomas Stern was born in Starke, FL in 1941. Members of his family have lived on the same piece of land for the last 100 years.

Roland and his wife, Lucinda, raised their two daughters on the 60-acre property originally purchased by Roland's grandfather, Augustus Stern, in 1912. Four generations of family members live on Stern Farm today.

Growing up, Roland learned an appreciation of the land. His family had a sawmill and grist mill on the property, and also grew strawberries, sugar cane, pecans and occasionally rice. Roland's father cut and sold the timber used in building many homes in Starke and the Kingsley Lake area.

Following his graduation from high school, Roland attended Lake City Forest Ranger School, then left Florida to work for timber company Georgia Craft. He met Lucinda while helping her brother build a house. Six months later, they married.



Roland and Lucinda Stern

The couple returned to Stern Farm in 1969, purchasing 30 acres of the family land. In 1985, Roland partnered with some of his forestry colleagues to acquire Callahan Timber and begin Great South Timber and Lumber, Inc. Lake City, FL. Great South Timber and Lumber purchases and harvests Southern Yellow pine trees and their sawmill manufactures quality Southern Yellow pine lumber. Roland retired in 2015 as president of the company.

Roland was an active member and deacon at Kingsley Lake Baptist Church. He passed away at age 75 on January 8, 2017.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES’
COMMITTEE ON EXTERNAL RELATIONS
COMMITTEE AGENDA
Meeting / Conference Call
August 29, 2017**

**Immediately following the meeting of the Committee on Finance and Facilities,
which follows the Committee on Governance, which begins at 3:00 p.m. EDT
123 Tigert Hall, University of Florida, Gainesville, FL**

Committee Members:

Robert G. Stern (Chair), Leonard H. Johnson, W. Smith Meyers, Marsha D. Powers, David M. Quillen, Jason J. Rosenberg

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and Welcome Robert G. Stern, Chair
- 3.0 Review and Approval of Minutes..... Robert G. Stern, Chair
[June 8, 2017](#)
- 4.0 Action Items Robert G. Stern, Chair
None
- 5.0 Discussion/Informational Items..... Robert G. Stern, Chair
5.1 [Strategic Communications Plan for Top 10](#) Jane Adams, VP for University Relations
- 6.0 New Business Robert G. Stern, Chair
- 7.0 Adjourn Robert G. Stern, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EXTERNAL RELATIONS
COMMITTEE MINUTES**

June 8, 2017

Time Convened: 2:29 p.m. EDT

Time Adjourned: 3:39 p.m. EDT

President's Room 215B, Emerson Hall

University of Florida, Gainesville, FL

1.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except David M. Quillen, who was unable to attend.

Members present were:

Robert G. Stern (Chair), Leonard H. Johnson, W. Smith Meyers, Marsha D. Powers and Jason J. Rosenberg. Trustee David Quillen was unable to attend.

Others present were:

President W. Kent Fuchs, Executive Chief of Staff Winfred Phillips, Provost and Senior Vice President for Academic Affairs Joseph Glover, Senior Vice President and Chief Operating Officer Charles Lane, Senior Vice President for Health Affairs and President of UF Health David Guzick, Senior Vice President for Agriculture and Natural Resources Jack Payne, Vice President of University Relations Jane Adams, Vice President of Advancement Thomas Mitchell, Chief Executive Officer of Shands Ed Jimenez, Interim Vice President and General Counsel Amy Hass, Assistant Vice President of University Relations Nicole Yucht, members of the President's Cabinet, members of the University of Florida community, and other members of the public and the media.

2.0 Call to Order and Welcome

Committee Chair Robert G. Stern called the meeting to order at 2:29 p.m. EDT.

3.0 Review and Approval of Minutes

Committee Chair Stern asked for a motion to approve the minutes of the March 16, 2017 meeting, which was made by Trustee Johnson, and a second, which was made by Trustee Rosenberg. The Committee Chair asked for discussion, and then for all in favor and any opposed and the motion was approved unanimously.

4.0 Action Items

There were no action items.

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

5.0 Discussion/Informational Items

5.1 Legislative Update

Jane Adams, Vice President for University Relations, discussed the results of the 2017 legislative session and indicated that a special session had convened. Committee members were briefed on University of Florida budget items, as well as on substantive legislation considered by the legislature. Adams provided an analysis of the vetoes and how UF compared to the other state universities.

Jack Payne, Senior Vice President for Agriculture and Natural Resources, discussed how vetoes impacted six items related to IFAS (Institute of Food and Agricultural Sciences).

Ed Jimenez, Chief Executive Officer, UF Health Shands, reviewed the hospital financial and regulatory issues related to the legislative session.

5.2 Annual Report on Communications

Assistant Vice President, UF Communications, Nicole Yucht, shared the end-of-the year report highlighting 2016-17 strategic communications initiatives and demonstrating how they elevated the national image and reputation of UF. Committee members saw the results of the Gator Good campaign, in addition to the top national media stories and the most engaging social media activities from the past year.

Ms. Yucht noted that the major UF brands including athletics, UF Health, UF IFAS, Advancement and the colleges, speak with one voice to leverage the University's accomplishments and deliver the most impactful message for all audiences.

Public service announcements (PSAs) ran during televised athletic events and resulted in more than 43 million impressions. The national exposure of the PSAs, along with the targeted efforts of the ad campaign, translated into clicks on the GatorGood.com website and three-fold increase in time spent on site from last year. The ad value for these spots during football season was \$270K.

Emphasizing UF's social media efforts, Ms. Yucht noted there were more than 1.2 million likes and follows as of mid-May. The most recent survey of higher education social media engagement ranks UF at No. 7. She also reported that there are several new projects underway, including the launch of a media experts' database and an institution-wide event calendar.

5.3 Annual Report on UF Compass: Student Information Systems

Vice Presidents Elias Eldayrie and Zina Evans provided the annual report on the implementation of UF new Student Information System, COMPASS (Campus-wide Modernization Program to Advance Student Services). COMPASS unifies student services systems and will be

implemented over several years based on the student life cycle. Dr. Evans and Mr. Eldayrie provided an update on improvements to the admissions decision release, which have resulted in an overwhelmingly positive experience for applicants and their families.

6.0 New Business

There was no new business.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Stern asked for a motion to adjourn, which was made by Trustee Rosenberg, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on External Relations meeting was adjourned at 3:39 p.m. EDT.



STRATEGIC COMMUNICATIONS PLAN FOR TOP 10

08.29.17

Jane Adams
Vice President
UF University Relations



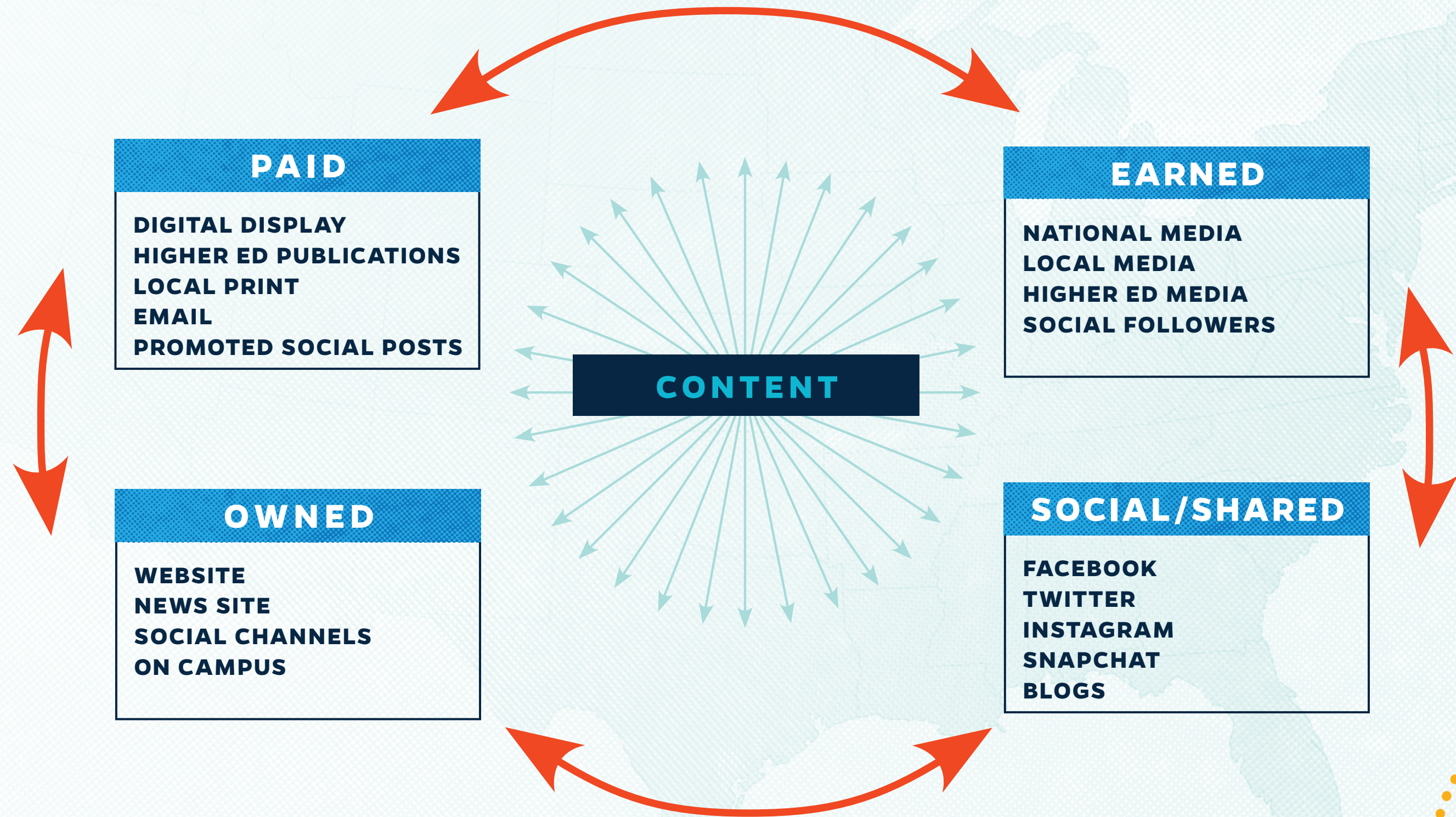


COMMUNICATION STRATEGIES

Increase the national stature and reputation of the University of Florida to be recognized as a Top 10 research university

- Raise awareness about UF by targeting ranking influencers including university presidents, chancellors and provosts
- Position UF leaders and faculty as thought leaders and problem solvers
- Support efforts to increase faculty involvement in and recognition from national/international associations and other prestigious boards
- Continue cultivating relationships with journalists and content partners
- Develop President's platform of beliefs, values and ambitions that broaden UF's sphere of influence
- Emphasize UF's impact on the state of Florida and the nation
- Educate, inform and activate our campus community to capitalize on opportunities to advance the university's reputation
- Measure ROI and effectiveness of communications strategies through real-time tracking and quantitative research studies

STRATEGIC COMMUNICATIONS





STRATEGIC COMMUNICATIONS PLAN FOR TOP 10

EARNED MEDIA



EARNED MEDIA

Positively enhance the university and generate national exposure

- Pitch stories daily featuring UF faculty in at least one of the following:
 - Top 10 national general news print media (i.e. New York Times, Wall Street Journal, Washington Post, Miami Herald, USA Today, etc.)
 - Top 10 national trade or business publications or sections (i.e. Inside Higher Ed, Chronicle of Higher Education, etc.)
 - Top national television or radio outlets (i.e. ABC, CBS, NBC, CNN, Fox, NPR, MSNBC, etc.)
- Write and submit op-eds on nationally relevant topics pertaining to higher education, research and topics by areas of focus
- Regularly read and comment on targeted columns/blogs/podcasts to become a trusted source
 - Wall Street Journal – The Future of Everything, podcast
 - New York Times – David Kirp, education columnist
 - Harvard Business Review – Scott Anthony, business, management and innovation blog



EARNED MEDIA

Positively enhance the university and generate national exposure

- Submit commentaries and articles monthly to The Conversation
- Continue to cultivate relationships with journalists and content partners
 - Maintain a database of Gator journalists and keep them informed about UF
 - Arrange deskside briefings or coffee meetings with key national media
 - Maintain an editorial calendar of key national outlets and publications
 - Respond to HERO (Help a Reporter Out) listings and Newswise call-outs when reporters submit queries for experts for stories they are working on
 - Partner with journalists to develop content-rich stories
 - Arrange skype tours of studio space for broadcast affiliates
 - Launch, promote and maintain the UF media experts guide
- Proactively arrange meetings with media for scientists attending conferences and speaking engagements



EARNED MEDIA

Positively enhance the university and generate national exposure

- Make the university part of other national stories
 - Identify national trends the university can tie itself into
 - Develop stories that involve UF around upcoming dates, anniversaries or days in history
- Position President on the national stage
 - Schedule rounds of media and editorial board interviews
 - Proactively seek out opportunities to associate President with academic advancement and celebrate academic excellence
 - Capitalize on President's travel schedule to connect with alumni, donors, and influencers
 - Demonstrate accessibility with Facebook Live events and other social outreach opportunities
 - Bring aspects of UF as a research powerhouse and powerful signal sender in community, state, nation and international

EARNED MEDIA

The Washington Post

USA TODAY

The New York Times



nature

abc NEWS



Harvard Business Review

POPULAR SCIENCE



Mashable

Florida Trend



TIME



UF

**STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10**

PAID MEDIA

PAID MEDIA

Target audience:

- Peers

Campaign run dates:

- Sept. – Dec., 2017
- Jan. – April, 2018



Together,

Wolverines and Gators can

do a world of good

Like you, we know the challenges facing our planet are greater than any one person or university. That's why we admire what you're doing and invite you to check out what we're up to in our likeminded quest for the Gator Good. Together, our breakthroughs will help to safeguard





PAID MEDIA

Media tactics

Digital Media

- Digital advertising for desktop and mobile
 - i.e. Inside Higher Ed, NY Times, Chicago Tribune, Weather.com
- Social media promoted posts
 - Dr. Fuchs and UF channels
- Peer emails
 - Presidents, chancellors, provosts and deans
 - Two times/year

Traditional Media

- Peer direct mail
 - Printed collateral

Media tactics

- Magazine wraps
 - Fortune, Money, Golf or Time Magazine
- Print advertising
 - Chronicle of Higher Ed, Sky Magazine
- National Public Radio sponsorships
 - 15 second spots in select Florida and national markets
- Florida Trend
 - Rankings message
 - Two insertions

Conference Support

- APLU, AAU, and support for faculty speakers
 - Airport advertising
 - Geofencing
 - Key card advertising



**STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10**

SOCIAL MEDIA



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Develop social media campaigns and messaging that is easily shared around specific USNWR criteria
 - Undergraduate academic reputation
 - Regularly post UF rankings, academic and research successes and other points-of-pride
 - Student selectivity
 - Deepen the pool of the most talented students who apply by directly interacting with prospective students and sharing why UF is an excellent college option.
 - Actively promote the application process and timeline to increase number of applicants
 - Graduation rate performance
 - Celebrate commencement activities
 - Connect students to resources to enhance employability and long-term success, i.e. Career Resource Center
 - Promote involvement opportunities
 - Create community and serve as a resource for campus information



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Develop social media campaigns around specific USNWR criteria (continued)
 - Alumni giving rate
 - Create community and pride among current students and alumni
 - Encourage participation in giving opportunities
- Increase engagement with existing and new followers
 - Produce photography, graphic design, animation and video that connect with our audiences on all social channels
 - Coordinate content on other peer universities, industry associations, nonprofits, etc. social media channels about shared academic and research interests
 - Publish promoted posts and other sponsored content
 - Explore and readily adopt new tools that reach new audiences and demographics to remain relevant in the ever-changing social media universe



SOCIAL MEDIA

Enhance our reputation by humanizing the institution through authentic, meaningful and personal interactions

- Engage faculty on social media and expand their use of Facebook, Twitter and LinkedIn
- Create UF-related content that faculty can share on their own social media networks
 - Provide group workshops and one-on-one consultations for faculty and campus communicators about social strategies, new tools and best practices to increase engagement
 - Promote active faculty/department accounts on main UF social channels
 - Invest in sponsored social posts recognizing faculty achievements
- Support Dr. Fuchs' social efforts and increase engagement with new and existing followers
 - Deliver content that is shared by peers and organizations that we value (including AAU, APLU and SECU)
 - Create points-of-pride content that is shared by our campus community, fans, alumni and beyond

UF

**STRATEGIC
COMMUNICATIONS
PLAN FOR TOP 10**

TRACKING AND EVALUATION



TRACKING AND EVALUATION

- Digital and social media analytics (click through rates, total impressions, origin of impressions, page views, time on site)
- Email open rates
- Ad value equivalents (PR and media)
- Quantitative research comparison
- U.S.N.W.R.



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE AGENDA

August 29, 2017

Immediately following the meeting of the Committee on External Relations,
which follows Finance and Facilities, which follows Governance, which begins at
3:00 p.m. EDT

University of Florida, Gainesville, Florida

Committee Members:

Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, David M. Quillen, Steven M. Scott, Robert G. Stern, David M. Thomas, Anita G. Zucker

- 1.0 Verification of Quorum Amy Hass, Interim VP and General Counsel
- 2.0 Call to Order and Welcome Jason J. Rosenberg, Chair
- 3.0 Review and Approval of Minutes..... Jason J. Rosenberg, Chair
[June 2, 2017](#)
[June 8, 2017](#)
[June 14, 2017 \(BOT-EP Joint Meeting\)](#)
[July 27, 2017 \(BOT-EP Joint Meeting\)](#)
- 4.0 Action Items Jason J. Rosenberg, Chair
 - EP1 [Tenure Upon Hire](#)
 - EP2 [University Press of Florida Annual Report](#)
 - EP3 [Mental Health Counseling and Public Safety Officers Implementation Plan](#)
 - EP4 [Block Tuition Policy – Levin College of Law](#)
 - EP5 [Textbook and Instructional Material Affordability Report](#)
- 5.0 Discussion/Informational Items..... Jason J. Rosenberg, Chair
None
- 6.0 New Business Jason J. Rosenberg, Chair
- 7.0 Adjourn Jason J. Rosenberg, Chair



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

Meeting/Telephone Conference Call Meeting

June 2, 2017

123 Tigert Hall, University of Florida, Gainesville, Florida

Time Convened: 3:01 p.m.

Time Adjourned: 3:41 p.m.

1.0 Verification of Quorum

While a quorum was not required for this purely informational meeting, a quorum of the Committee on Educational Policy and Strategic Initiatives was present.

Members present were:

David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Robert G. Stern, and Anita G. Zucker. Trustees Jason Rosenberg, Marsha Powers, David Quillen, Steve Scott and David Thomas were unable to attend.

Others present were:

Provost and Senior Vice President for Academic Affairs Joseph Glover, Interim Vice President and General Counsel Amy Hass, Vice President and Chief Information Officer Elias Eldayrie, Vice President for Student Affairs David Parrott, Vice President for Research David Norton, Vice President for University Relations Jane Adams, Associate Provost Angel Kwolek-Folland, Senior Director of Government Relations and Assistant University Secretary Melissa Orth, Executive Assistant Brigit Dermott and Executive Assistant Becky Holt.

2.0 Call to Order and Welcome

Provost Glover called the meeting to order at 3:01 p.m. This meeting was an informational meeting to prepare for the June 8, 2017 regular meeting, and no action was planned or taken at this preparatory meeting.

3.0 Review and Approval of Minutes

Provost Glover stated that the minutes will be reviewed for approval at the June 8, 2017 meeting.

4.0 Action Items

Provost Joseph Glover presented the Action Items that were to be addressed at the June 8, 2017 meeting.

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, the College Dean, the Academic Personnel Board, and who have been recommended for the award of tenure by the Provost. At the time of the meeting, Human Resource Services was preparing the final chart to be uploaded into the Board materials prior to the June 8 meeting.

EP2. Tenure Upon Hire

Provost Glover stated that there are six highly accomplished faculty members who have been hired by the University subject to their being awarded tenure upon hire by the University of Florida Board of Trustees. All have been recommended for tenure by the Provost. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

The individuals recommended for tenure upon hire were as follows:

1. Dr. Michael J. Daniels – College of Liberal Arts and Sciences, Professor, Department of Statistics

Dr. Michael Daniels earned his Sc.D. in Biostatistics with minors in Theoretical Statistics and Cancer Biology from Harvard University in 1995 and his AB in Applied Mathematics from Brown University (magna cum laude) in 1991. His prior institute is the University of Texas at Austin. Dr. Daniels is a Fellow of the ASA and an Elected Member of the International Statistical Institute. He is supported by a PI NIH RO1 granted related to Bayesian methods for missingness and causality in cancer and behavior studies. He is an outstanding member to his profession by serving as associate editor for several leading journals and is one of the most recognized and highly regarded statisticians in the world.

2. Dr. Marcia DiStaso – College of Journalism and Communications, Associate Professor and Department Chair, Department of Public Relations

Dr. Marcia DiStaso earned her B.A. in Economics with a minor in Political Science from the University of South Florida in 1996, her M.A. in Mass Communications with specializations in Public Relations and Management from the University of South Florida in 2004 and her Ph.D. in Communication with specializations in Public Relations and Accounting from the University of Miami in 2007. Her prior institution is Penn State University. Dr. DiStaso won the Public Relations Educator of the Year Award from the Public Relations Society of American in 2016. She was recognized by the Association for Education in Journalism and Mass Communication-- the most prestigious academic association in mass communication education in the country--as an AEJMC Emerging Scholar. She is also a member of the Arthur W. Page Society which “consists primarily of chief communications officers of Fortune 500 corporations, the CEOs of the world’s largest public relations

agencies, and leading academics from the nation's top business and communications schools who have distinguished themselves teaching corporate communications.”

3. Dr. Panagiotis Ch. Anastasopoulos – Herbert Wertheim College of Engineering Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment

Dr. Panagiotis Anastasopoulos earned his B.S. in Business Management and Economics from Athens University of Economics and Business from Athens University of Economics and Business, Athens, Greece in 2004, his M.Sc. in Civil Engineering from Purdue University in 2007 and his Ph.D. in Civil Engineering from Purdue University in 2009. His prior institute is the University of New York (SUNY). Dr. Anastasopoulos is an internationally recognized expert in transportation infrastructure systems safety, reliability, and sustainability, who uses big data analytics and statistical/economical modeling to integrate human behavior and transportation decision making into autonomous and connected vehicle technologies. He has secured more than \$3.5M in competitive research grants of which \$2.1M comes from federal sources including the Federal Highway Administration. Dr. Anastasopoulos serves on the Editorial Boards of 6 prestigious journals in the interdisciplinary fields of transportation, general civil engineering, accident research, and economics.

4. Dr. Lili Du – Herbert Wertheim College of Engineering, Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment

Dr. Lili Du earned her Ph.D. in Decision Sciences and Engineering Systems from Rensselaer Polytechnic Institute in 2008, an M.S. in Operations Research and Statistics from Rensselaer Polytechnic Institute in 2007, an M.S. in Industrial Engineering from Tsinghua University, Beijing China in 2003 and a B.S. in Mechanical Engineering from Xi'an Jiaotong University, Xi'an, Shanxi, China in 1998. Her prior institution is Illinois Institute of Technology. Dr. Du is an internationally recognized expert in Transportation Systems, including connected and autonomous vehicle systems and big data analytics. She has been funded in over \$1M in total awards through competitive research grants from the National Science Foundation, the Illinois DOT and the U.S. DOT, including the prestigious NSF Career Award.

5. Dr. David Hasen – Levin College of Law, Professor of Law

Dr. David Hasen earned his B.A. in History from Reed College in 1984, his Ph.D. in the Department of Government from Harvard University in 1993 and his J.D. from Yale Law School in 1996. His prior institute is the University of Colorado Law School. Dr. Hasen has been given praise from leading tax scholars around the nation for his scholarship. He is able to take on big policy subjects and has interesting ideas. Dr. Hasen's scholarship was highly praised by all of the faculty who voted at the faculty meeting and was described by one of the faculty at the meeting as “transformative.”

6. Ms. Jennifer Setlow – College of the Arts, Associate Professor, School of Theatre and Dance and Associate Dean for Student and Academic Affairs

Ms. Jennifer Setlow earned her M.F.A. in Theatre (Design) from the University of California, San Diego in 2002 and her B.A. in Theatre from Swarthmore College in 1995. Her prior institution is Arizona State University Herberger Institute for Design and the Arts. Ms. Setlow is the co-author of Lighting and Design Idea, which is part of the Wadsworth Series in Theatre. Ms. Setlow's lighting designs have been seen at theatres of national repute around the United States. She was the recipient of the 2006 NAACP Image Award for her lighting design for Intimate Apparel at San Diego Repertory Theatre.

EP3. University of Florida Work Plan 2017

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. He asked that the Trustees look at page 5 which lists the three Key Initiatives and Investments the University has made. Provost Glover indicated he would give an update on Top 10 and Preeminence at the June 8, 2017 meeting.

EP4. New Degree: Bachelor of Arts in Education Sciences

Provost Glover stated that the proposed Bachelor of Arts in Education Sciences degree will enable students to interpret foundational ideas in educational practices and policies, educational psychology, human exceptionalities, educational statistics and measurement, and educational technologies from a multidisciplinary perspective. Students will be able to apply foundational ideas to problems of practice in formal and informal education and training settings as well as evaluate the impact of innovative, viable education solutions. The Bachelor of Arts in Education Sciences degree was approved by the Curriculum Committee and then by the Faculty Senate at their May 11, 2017 meeting.

EP5. Facility Security Clearance

Vice President for Research David 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. Faculty Trustee David Quillen and Student Trustee Smith Meyers have begun their service, prompting the need for this resolution.

EP6. University of Florida Regulations

Interim Vice President and General Counsel Amy Hass noted that there is a summary of all regulation changes in the Board materials, as well as lined copies of the regulations showing the changes. Ms. Hass provided a summary of the regulation changes as follows:

3.0375 Tuition Cost

The proposed amendment removes obsolete language referring to previous years' fee tiers. It also updates the regulation to reflect the current tuition set by the legislature for the 2017-2018

school year. The sole change to tuition cost from the 2016-2017 tuition rates is an increase in the repeat surcharge rate from \$177.57 to \$181.12, as set by the BOG.

4.007 Confidentiality of Student Records and Applicant Records

The proposed amendment adds “minors, certificates” and “concentrations” to the categories of student directory information. The additions reflect the current, more diverse set of academic credentials offered by the university and are made to permit disclosure of the broader array of academic credentials, which benefits students. In addition, the provision regarding requests for nondisclosure of directory information is revised slightly to eliminate referencing a specific form. This change is made in order to accommodate for a flexible process forthcoming under a new student records system that may not involve paper forms.

5.0 Discussion/Informational Items

- 5.1 Admissions Update** – Vice President for Enrollment Management Zina Evans will give an update at the meeting.
- 5.2 Student Body President Update** – Student Body President Smith Meyers will give an update at the meeting.
- 5.3 Performance Based Funding Choice Metric 10** – Provost Glover will propose Metric 10 to be the 6-year graduation rate and will ask the Trustees discuss at the meeting.
- 5.4 Student Speech Panel** – Provost Glover indicated that Trustee Rosenberg asked for a discussion related to students’ exposure to a diversity of viewpoints. Vice President for Student Affairs David Parrott, Dean of the College of Journalism and Communications Diane McFarlin and Associate Director of the Bob Graham Center Sheila Dickison will present on this topic.
- 5.5 Higher Education and Florida’s Future** – Provost Glover will present a PowerPoint in response to the Governor’s letter asking 6 questions for the Trustees to review and discuss.
- 5.6 Department Closure** – Provost Glover indicated that the Department of Behavioral Science and Community Health in the College of Public Health and Health Professions has closed.
- 5.7 Degree Name Change** – Provost Glover indicated that the name of the B.S. in Astronomy has been changed to B.S. in Astrophysics within the College of Liberal Arts and Sciences.
- 5.8 Program Changes** – Provost Glover indicated that the following degrees were adding “s” to end of “Science” within the College of Agricultural and Life Sciences
 - 5.8.1 Bachelor of Science in Soil and Water Sciences
 - 5.8.2 Master of Science in Soil and Water Sciences
 - 5.8.3 Doctor of Philosophy in Soil and Water Sciences
- 5.9 Centers and Institutes** - Provost Glover provided information about a new center that has been created. It does not require Board action but it is being presented for information.

5.9.1. International Center for Adaptation Planning and Design (ICAPD)

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

The Committee on Educational Policy and Strategic Initiatives call/meeting was adjourned at 3:41 p.m.



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

June 8, 2017

Time Convened: 9:11 a.m. EDT

Time Adjourned: 11:44 a.m. EDT

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

1.0 Verification of Quorum

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except for David Quillen and Steven Scott who are unable to attend.

Committee members Present:

Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, Robert G. Stern, David M. Thomas, Anita G. Zucker. David M. Quillen and Steven M. Scott were unable to attend.

Others present were:

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; Zina Evans, Vice President for Enrollment Management; Curtis Reynolds, Vice President for Business Affairs, Elias Eldayrie, Vice President and Chief Information Officer; Amy M. Hass, Interim Vice President and General Counsel; Thomas Mitchell, Vice President for Advancement; Angel Kwolek-Folland, Associate Provost; Melissa Orth, Senior Director of Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; Becky Holt, Executive Assistant; Sandy Mitchell, Legal Assistant; and other members of the University community and the media.

2.0 Call to Order and Welcome

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the committee meeting to order at 9:11 a.m. EDT.

3.0 Review and Approval of Minutes

Committee Chair Rosenberg asked for a motion to approve the minutes from the March 14 and March 16, 2017 meetings, which was made by Trustee Zucker and a second, which was made by Trustee Thomas. The Committee Chair asked for further discussion, and then for all in favor of the motion and any opposed, and the motion was approved unanimously.

The Committee considered the following Action Items:

4.0 Action Items

EP1 Annual Tenure Awards

Provost Glover noted that there are 88 annual tenure cases that have gone through the complete review process and each has been recommended for tenure by the Provost.

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 Hosseini, 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 Joe Glover stated that there are six highly accomplished faculty members who have been hired by the University subject to their being awarded tenure upon hire by the University of Florida Board of Trustees. All have been recommended for tenure by the Provost. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

The individuals recommended for tenure upon hire were as follows:

1. Dr. Michael J. Daniels – College of Liberal Arts and Sciences, Professor, Department of Statistics
2. Dr. Marcia DiStaso – College of Journalism and Communications, Associate Professor and Department Chair, Department of Public Relations
3. Dr. Panagiotis Ch. Anastasopoulos – Herbert Wertheim College of Engineering Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment
4. Dr. Lili Du – Herbert Wertheim College of Engineering, Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment
5. Dr. David Hasen – Levin College of Law, Professor of Law

6. Ms. Jennifer Setlow – College of the Arts, Associate Professor, School of Theatre and Dance and Associate Dean for Student and Academic Affairs

The Committee Chair asked for a motion to approve Committee Action Item EP2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Stern, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

EP3 University of Florida Work Plan 2017

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. The Work Plan ties the University's long-term forward-looking Strategic Plan goals to its backward-looking Annual Accountability Report. After a substantive discussion between Provost Glover and the Committee regarding changes to the goals for the Performance Based Funding Metrics, EP3 was removed from the agenda. It was agreed that a conference call would be scheduled within the coming week to review and approve changes to the Work Plan before submitting it to the Board of Governors.

EP4 New Degree: Bachelor of Arts in Education Sciences

Provost Glover noted that the Bachelor of Arts in Education Sciences degree was approved by the Curriculum Committee and then by the Faculty Senate at their May 11, 2017 meeting.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

EP5 and R17-189 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.

The Committee Chair asked for a motion to approve Committee Action Item EP5 for recommendation to the 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 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.

EP6 University of Florida Regulations

Interim Vice President and General Counsel Hass noted that the committee reviewed the proposed changes to regulations on the Committee on Educational Policy and Strategic Initiatives conference call / meeting of June 2, 2017. She reminded the Committee members that the sole change to tuition cost from the 2016-2017 tuition rates is an increase in the repeat surcharge rate from \$177.57 to \$181.12, as set by the Board of Governors.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and second which was made by Trustee Stern. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion/Informational Items

Committee Chair Rosenberg turned the Committee's attention to the discussion/informational items.

5.1 Admissions Update

Vice President for Enrollment Management Zina Evans gave a brief update on admissions. The slides from this presentation are incorporated into these meeting minutes.

5.2 Student Body President Update

Committee Chair Rosenberg welcomed Trustee Smith Meyers, President of the Student Body, to the Board of Trustees, as this was his first official meeting as a Trustee. Mr. Meyers provided a presentation highlighting the accomplishments and initiatives of Student Government.

5.3 Performance Based Funding-Choice Metric 10

Provost Glover presented a proposal for Metric 10 -- 4-year graduation rates. He indicated that the Board would need to discuss this further before submitting it to the Board of Governors by their deadline of September 1, 2017.

5.4 Student Speech Panel

Provost Glover introduced Vice President for Student Affairs David Parrott, Dean of the College of Journalism and Communication Diane McFarlin, and Interim Director of Academic Programs at the Bob Graham Center Sheila Dickison. The panelists lead a discussion about student speech at the University. The PowerPoint presentations given by Vice President for Student Affairs David Parrott and Interim Director of Academic Programs at the Bob Graham Center Sheila Dickison are incorporated into these meeting minutes.

5.5 Higher Education and Florida's Future

Provost Glover gave a PowerPoint presentation related to the six questions that Governor Scott asked the Universities to answer.

Provost Glover stated that the following discussion/informational items were presented on the meeting/telephone call meeting held on June 2, 2017 and no further discussion was requested.

- 5.6 Department Closure: Department of Behavioral Science and Community Health (College of Public Health and Health Professions)
- 5.7 Degree Name Change: B.S. in Astronomy to B.S. in Astrophysics (College of Liberal Arts and Sciences)
- 5.8 Program Changes (adding “s” to end of “Science”)
(College of Agricultural and Life Sciences)
 - 5.8.1 Bachelor of Science in Soil and Water Sciences
 - 5.8.2 Master of Science in Soil and Water Sciences
 - 5.8.3 Doctor of Philosophy in Soil and Water Sciences
- 5.9 Centers and Institutes
 - 5.9.1. International Center for Adaptation Planning and Design (ICAPD)

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

After asking for further discussion and hearing none, Committee Chair Rosenberg adjourned the Committee on Educational Policy and Strategic Initiatives meeting at 11:44 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
JOINT COMMITTEE MINUTES**

Joint Meeting/Telephone Conference Call Meeting

June 14, 2017

123 Tigert Hall, University of Florida, Gainesville, Florida

1.0 Verification of Quorum

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except for David Quillen and Robert Stern who were unable to attend.

Committee members present:

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, Robert G. Stern, David M. Thomas, Anita G. Zucker. Trustees David M. Quillen and Robert G. Stern were unable to attend.

Others present were:

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; David Norton, Vice President for Research; Mike McKee, Vice President and Chief Financial Officer; Amy Hass, Interim Vice President and General Counsel; Brigit Dermott, Executive Assistant; and Becky Holt, Executive Assistant.

2.0 Call to Order and Welcome

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the Joint Meeting of the Board of Trustees and Committee on Educational Policy and Strategic Initiatives to order at 4:02 p.m.

3.0 Review and Approval of Minutes

There were no minutes to approve.

The Board and Committee considered the following Action Item:

4.0 Action Item

EP1. University of Florida Work Plan 2017

Provost Glover indicated that based on the discussion at the Committee on Educational Policy and Strategic Initiatives meeting held on June 8, 2017, the University made changes to the Work Plan, which were highlighted in yellow on the document provided. Provost Glover went through each of the highlighted changes. Trustee Hosseini requested that the Average GPA under the Preeminent Research University Funding Metrics be changed for Fall 2019 and Fall 2020 to 4.4 instead of 4.3 to reflect the current Summer GPA. No other changes were requested.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1 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, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion/Informational Items

5.1 Informational update from President Fuchs

President Fuchs asked to provide an update on two items. The first item addressed the compensation packages for Coach McElwain and Coach White, which the University Athletic Association planned to release to the media. President Fuchs stated that he has conferred with both the Chair and Vice Chair regarding the compensation adjustments and that the UAA Compensation Committee and outside legal counsel have also reviewed. The second item addressed funds set aside to adjust compensation for faculty and other employees based on merit and market rate of the University's peers in accordance with the discussion at the Board of Trustees' meetings on June 8.

6.0 New Business

There was no new business to come before the Committee or Board.

7.0 Adjourn

After asking for further discussion and hearing none, Committee Chair Rosenberg adjourned the Joint Meeting of the Board of Trustees and the Committee on Educational Policy and Strategic Initiatives at 4:18 p.m.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
JOINT COMMITTEE MINUTES**

Joint Meeting/Telephone Conference Call Meeting

July 27, 2017

Time Convened: 10:32 a.m. EDT

Time Adjourned: 10:59 a.m. EDT

123 Tigert Hall, University of Florida, Gainesville, Florida

1.0 Verification of Quorum

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except Leonard Johnson, Smith Meyers and Marsha Powers, who were unable to attend.

Committee and Board Members present were:

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), Mori Hosseini (Board Vice Chair), David L. Brandon, Rahul Patel, Steven M. Scott, David M. Quillen, Robert G. Stern, David M. Thomas, Anita G. Zucker. Leonard Johnson, Smith Meyers and Marsha Powers were unable to attend.

Others present were:

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Interim Vice President and General Counsel; Melissa Orth, Senior Director, Government Relations; Janine Sikes, Assistant Vice President, Public Relations; John Hines, Coordinator, Public Affairs; Brigit Dermott, Executive Assistant; and Becky Holt, Executive Assistant.

2.0 Call to Order and Welcome

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the Joint Meeting of the Board of Trustees and Committee on Educational Policy and Strategic Initiatives to order at 10:32 a.m.

3.0 Action Item

EP1. Performance Based Funding-Choice Metric 10

Provost Glover discussed, in order of priority, the three Metric 10 proposals that the University has chosen as options for the Performance Based Funding-Choice Metric 10. The University will submit the following three proposals to the Board of Governors, ranked in order of preference:

- | | |
|-------------|--------------------------------|
| Priority #1 | 4-year Graduate Rates |
| Priority #2 | 4-Year Minority Graduate Rates |
| Priority #3 | UF Capital Campaign |

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1-Performance Based Funding Choice Metric 10 for simultaneous approval by the Committee and the Board, both of which include all the Trustees, which was made by Trustee Zucker and a second, which was made by Trustee Quillen. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 New Business

Trustee Hosseini asked Provost Glover to address measures to improve the 4-year graduation rate and student employment after graduation. Provost Glover reported that the strategic plan that will be submitted to the Board of Governors addresses both topics in detail. The plan outline will be discussed on the scheduled August 29 Board of Trustees' conference call / meeting. Trustee Stern inquired how the hiring of the additional faculty is being handled. Provost Glover indicated that hiring will be done in stages. For the fall 2017 semester, the deans have been authorized to hire adjunct faculty. Provost Glover noted that these new adjunct faculty will have an immediate positive impact on the student-faculty ratio. An additional 200 hires have been authorized for the current fiscal year, including 100 lecturers and 100 tenure-track faculty. Additional authorizations for hiring a mix of junior and senior tenure track faculty will follow. Trustee Patel asked for a breakdown of the hires by College, and Provost Glover agreed to provide this information at the upcoming Board of Trustees' retreat.

5.0 Adjourn

After asking for further discussion and hearing none, Board Chair Heavener adjourned the joint meeting of the Board of Trustees and the Committee on Educational Policy and Strategic Initiatives at 10:59 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY & STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP1
August 29, 2017**

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, August 29, 2017.

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

**Dr. Sandra (Axiak) Bechtel – College of Veterinary Medicine
Associate Professor, Department of Small Animal Clinical Sciences**

Dr. Bechtel earned her B.S. in Animal Science from Michigan State University in 2002, her D.V.M. in Veterinary Medicine from Michigan State University in 2004. Her prior institution is University of Missouri. Dr. Bechtel has garnered a total of \$2,183,718 research awards since 2009. Her research focuses on improving the lives of companion animals with naturally occurring cancer and providing translational models for research in cancer causation, progression, and treatment. Dr. Bechtel's service is nationally recognized in the Veterinary Medical Oncology profession.

**Dr. Dean Adam Kopsell – Institute of Food and Agricultural Sciences
Professor and Chair, Department of Environmental Horticulture**

Dr. Kopsell earned his B.S. in Agribusiness-Horticulture sequence from Illinois State University in 1992, his M.S. in Horticulture from the University of Georgia in 1995 and his Ph.D. in Horticulture from the University of Georgia in 1999. His prior institution is the University of Tennessee. Dr. Kopsell is a member of the International Scientific Committee and executive board member of the American Society for Horticulture Science. He has published over 100 refereed journal articles and 76 research abstracts, presented at over 150 professional conferences and obtained four provisional patents. He has secured more than \$7 million from the USDA, Sygenta, and Arysta Life Sciences.

**Dr. Lance R. McMahon – College of Pharmacy
Professor and Chair, Department of Pharmacodynamics**

Dr. McMahon earned his B.A. in Psychology from the University of Pennsylvania in 1992, his M.S. in Behavioral and Cellular Neuroscience from Texas A&M University and his Ph.D. in Behavioral and Cellular Neuroscience from Texas A&M University. His prior institution is the University of Texas Health San Antonio. He has an exceptional scientific record, with 81 original publications, and nearly 2 decades of continuous NIH funding, totaling approximately \$10M in support of his research. His research focuses on behavioral approaches to identify and understanding the mechanisms underlying drug abuse and dependence. Dr. McMahon has led a team of researchers and trainees that sought to understand how drugs such as nicotine, cocaine and cannabinoids work in the central nervous system. Even though he will have significant administrative responsibilities as chair, he will continue his nearly two decades-long NIH funded research program.

**Dr. Walter Lee Murfee – Herbert Wertheim College of Engineering
Associate Professor, J. Crayton Pruitt Family Department of Biomedical
Engineering**

Dr. Murfee earned his B.S. in Mechanical Engineering with a minor in Economics from the Massachusetts Institute of Technology in 1999 and his Ph.D. in Biomedical Engineering. His prior institution is Tulane University. Dr. Murfee is an internationally recognized expert in tissue-scale modeling of vascular and lymphatic systems. He has published 21 papers in peer reviewed journals, 2 book chapters and 2 commentaries. Dr. Murfee has had over \$1,500,000 total funding during the past 5 years and over \$500,000 in the past year. He is currently in year 2 of a 4-year NIH R01 grant with total costs of \$1,110,692. Submitted 25 grants to NIH, NSF and AHA.

**Dr. Gilbert R. Upchurch, Jr. – College of Medicine
Edward R. Woodward Professor and Chair, Department of Surgery**

Dr. Upchurch earned his B.A in History from the University of North Carolina at Chapel Hill in 1983 and his M.D. with honors from the University of North Carolina at Chapel Hill in 1991. His prior institution is the University of Virginia Medical Center. Dr. Upchurch's research interest is in the pathogenesis of abdominal aortic aneurysms, a major cause of morbidity and mortality. He has had continuous NIH funding for over a decade, has been the PI on two NIH R01 grants and a co-investigator on three NIH grants, and is a co-investigator on 19 multi-institutional clinical studies involving investigational drugs and vascular devices. Dr. Upchurch has over 400 peer review publications, book chapters and edited textbooks. He has been an invited lecturer and visiting professor at major academic institutions in the United States and internationally.

TENURE UPON HIRE CASES				
August 2017				
Name	College	Department	Rank	Previous Institution
Sandra (Axiak) Bechtel	Veterinary Medicine	Small Animal Clinical Sciences	Associate Professor	University of Missouri
Dean Adam Kopsell	IFAS	Environmental Horticulture	Professor	University of Tennessee
Lance R. McMahon	Pharmacy	Pharmacodynamics	Professor	University of Texas Health San Antonio
Walter Lee Murfee	Engineering	Biomedical Engineering	Associate Professor	Tulane University
Gilbert R. Upchurch, Jr.	Medicine	Surgery	Professor	University of Virginia



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP2
August 29, 2017**

SUBJECT: University Press of Florida Annual Report 2016-2017

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 2016-2017 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.

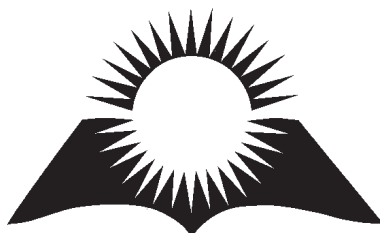
Supporting Documentation Included: See the report in the Appendix.

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

Approved by the University of Florida Board of Trustees, August 29, 2017

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary



University Press of Florida

ANNUAL REPORT

2016–2017

Approval Date by
(Board of Trustees or designee):

Review Date by
Council of Academic Vice Presidents:

Date of Submission to
Board of Governors Office:

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Statement of PURPOSE

ESTABLISHED in 1945, the University Press of Florida (UPF) is one of the most innovative and forward-thinking university presses of its size. With 3,675 titles currently in print and digital form, 80 print titles and 72 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 has recently concluded 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

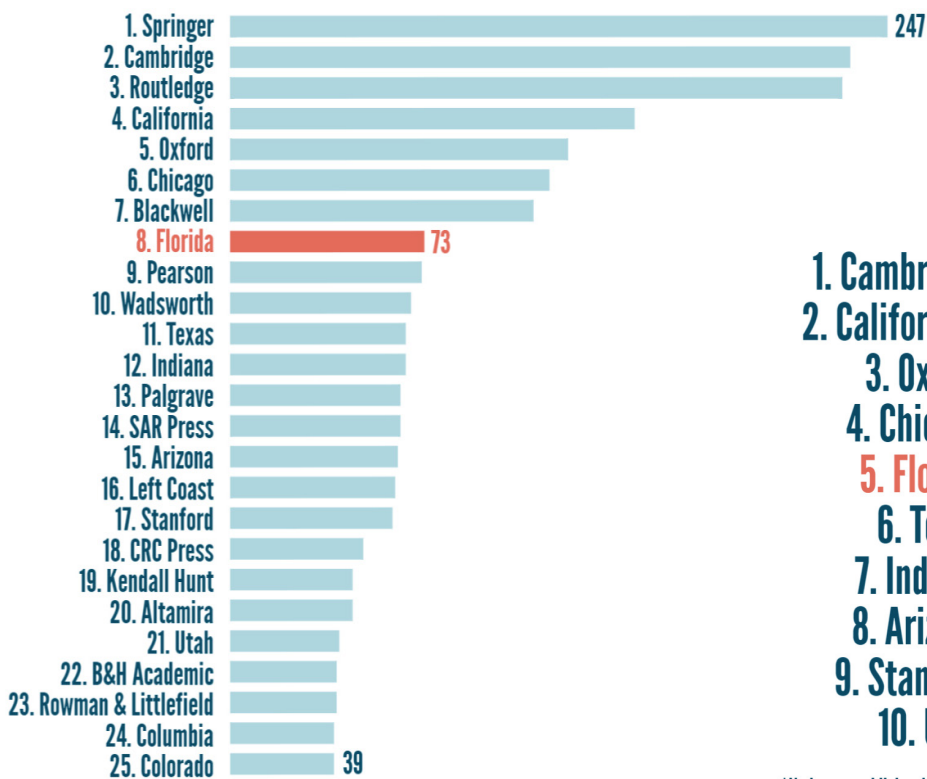
UPF operates as an Academic Infrastructure Service Organization (AISO) for the Florida Board of Governors, a non-profit publishing business, a textbook facilitator, and a publication services unit for the entire SUS. UPF is a major contributor to the goal of the Board of Governors to "improve the quality 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 2017 PERFORMANCE

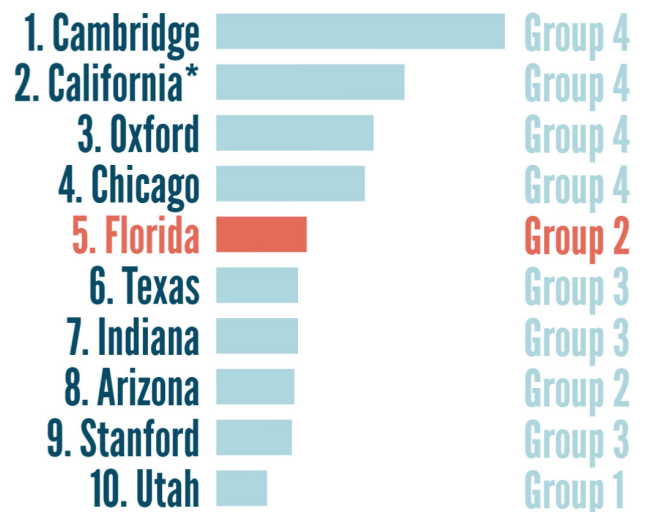
THIS FISCAL YEAR began with the enthusiastic support of the University Press of Florida (UPF) by the Council of Academic Vice Presidents (CAVP) in the form of a two-year increase in our annual subsidy. The recognition, as UPF continues its evolution from a traditional academic publisher to an innovative and entrepreneurial publishing house, is profound and appreciated. The caveat for this increase is to develop a strategic plan that would increase UPF’s national reputation.

Working with Academic Analytics, we realized we needed to know where we were to figure out how to improve our “ranking.” There is no ranking of university presses in the United States, and rankings of “publishers” that do exist include many commercial and journals-only publishers. (One “international” ranking consists only of books used by that center’s researchers.) The data used by Academic Analytics is limited to journals article references only. Hence, it should be noted that the largest component of our publishing output—books—are not found in this dataset. As university presses reputations are built discipline by discipline, we opted to go with our largest discipline of international reach—archaeology. As a subset of anthropology, some publishers appeared in the rankings that had no books or journals in archaeology, so they were removed from the results (Duke UP was the largest of these presses).

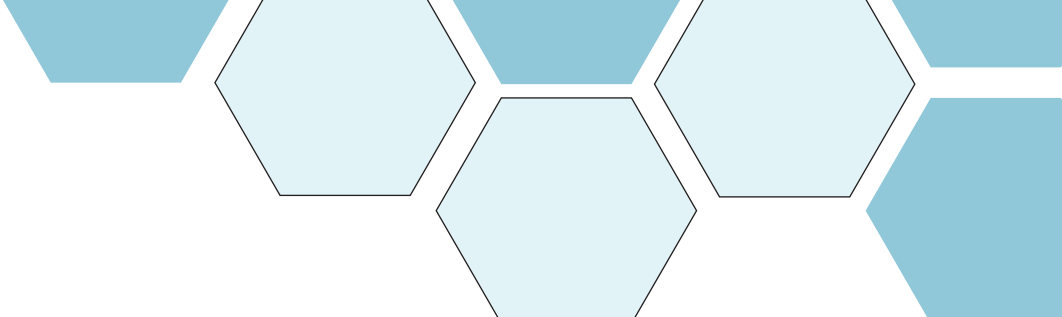
Number of Archaeology Books Published in One Year
Top 25 Publishers



Number of Archaeology Books Published in One Year
Top 10 University Presses



*No longer publishes in the field



As this graphic shows, Florida is “ranked” 8th in the world in archaeology publishing. Further analysis of this ranking shows California still in the mix; however, they discontinued archaeology publishing three years ago, and Chicago’s publishing program is exclusively Middle East and Egyptology. To further punctuate this gratifying find, this quote appeared in the *American Journal of Paleopathology*, a major journal in the evolutionary and biological sciences:

Even a cursory glance at the Reference section of this paper shows the marked change in foci, and the subsequent explosion of bioarchaeology publications in recent years. Several series have contributed to this fluorescence (Table 1), including: the University Press of Florida’s “Bioarchaeological Interpretations of the Human Past: Local, Regional, and Global Perspectives” series edited by Clark Spencer Larsen (The Ohio State University), and the “Florida Museum of Natural History: Ripley P. Bullen Series”; the “Cambridge Studies in Biological and Evolutionary Anthropology” books; Springer’s new series “Bioarchaeology and Social Theory” edited by Debra L. Martin (University of Nevada-Las Vegas); plus the many other bioarchaeology titles in Springer’s catalogue. And the new, dedicated journal Bioarchaeology International, edited by Brenda Baker (Arizona State University) and Sabrina Agarwal (University of California-Berkeley), began accepting manuscripts this year.

It is important to note that every press above UPF in this graphic has sales revenues well over 20 million dollars per year. That is how much we do with so little. But it also demonstrates how crippling a lack of proper funding can be for future research and development.

As gratifying as the two-year increase is for UPF, it is worth noting that the additional funding was to “stop the bleeding,” as UPF has been chronically under-funded for a dozen years. We knew this year would be a tough one as we were struggling with a lower number of titles in production because of previous budget reductions to the acquisitions department. The increase helped UPF to a level playing field, but the toll of the past years with no investment show us fraying at the edges. All it took to bring UPF into yet another funding crisis was a change in Amazon’s retail and inventory algorithms to throw our sales off by close to \$180,000 in a single quarter. We got kicked when we were down, with the press realizing revenues of just under two million dollars for the first time in this millennium. With very little surplus operating budget to work from, UPF has very little room to absorb these kinds of downturns in sales. It was only with strict cost control we were able to present a final budget that had an operating deficit of \$15,518. Our budget reductions severely limited marketing efforts, cut staff personnel, and restricted future acquisitions travel, investments critical to our need to grow. The only good news there is was that we saw no further decline in sales to libraries—we seem to have found the ground floor—and our signings for general interest titles are going back up.

Every cloud has its lining, and the performance of the UPF staff under these conditions was outstanding. I am privileged to work with such an amazing group of leaders, people who can wring blood from turnips.

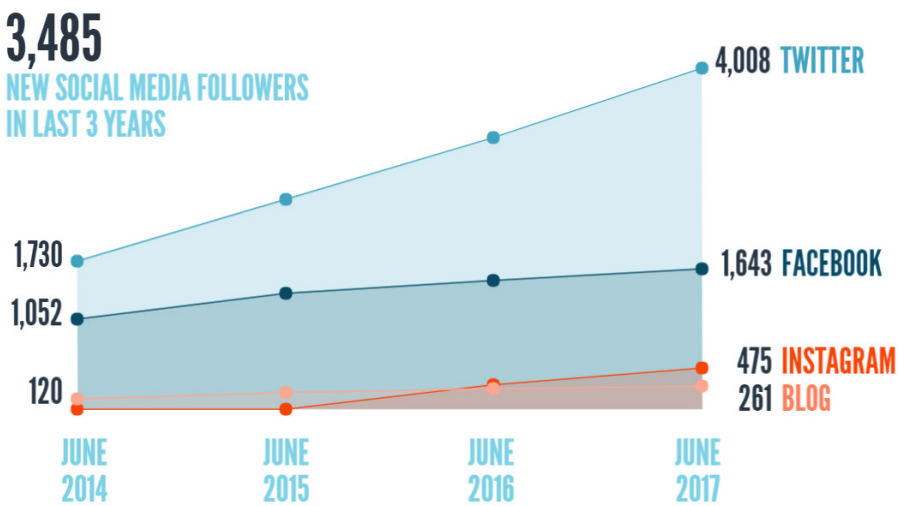
The acquisitions group, under the leadership on its new Deputy Director, signed 82 projects to contract and added four new journals to the mix. The journals programs also added to the revenue for the first time. While not where we need to be, this department is heading in the right direction to increase the number of new titles.

IT completed the email and data server migration to UF while completing the new database and asset management system. The business department successfully integrated the responsibilities of the office manager position into their department.

Our production team did outstanding work, creating over 472 distinct file types for the various publication options we now pursue. Our designers typeset 94 books and 102 covers in a single year, the average AAUP designer doing half as much. Schedules were considerably compressed to deliver books to the warehouse in the third quarter. The adoption of new initiatives, specifically InCopy software, has allowed EDP to shorten schedules and positively affect the press's cash flow for this fiscal year. Shorter schedules allowed EDP to deliver 28 titles several months early in the Spring 2017 season, so the press could benefit from the cash collections before the end of the fiscal year.

Marketing and sales did yeoman's work with four full-time staff, a couple of temporary assistants, and a small army of interns to churn out creative and remarkable publicity and social media. The UPF social media pushes, especially post-conference follow-up tweets and blogs, have catapulted our website sales by more than \$10,000 over last year for a three-year increase of \$63,487. UPF has increased its presence in Twitter, Facebook, and Instagram, each of these outlets sending buyers directly to our website. 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 \$80,000 earned in permissions and rights income.

SOCIAL MEDIA & WEBSITE SALES GROWTH



The University of Florida Press is now in its second year and has six journals, eleven Gatorbytes, four LP@UF titles, and twelve books with four in production.

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 2018. "Future-proofing" the press, that is, creating five-year plans that are both realistic and aspirational will begin in 2018.



DIVISIONS OF THE 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



General interest titles for the gift market

GOALS AND PERFORMANCE

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

Increase the number of contacts with campus-based centers—ONGOING

SUS campuses visited in 2017 include:

- Florida Gulf Coast University
- New College of Florida
- University of West Florida
- University of Florida

Metric #2: Increase preference of UPF among SUS faculty.

Social media campaign during University Press Week—COMPLETED

In addition, the acquisition of books and journals from faculty at the following SUS institutions:

- Florida Atlantic University—3
- Florida International University—1
- University of Florida—2
- University of Central Florida—3
- University of South Florida—4

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

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

- Medical Geography—7 proposals under consideration
- Medical Education—1 project signed
- Earth Sciences—3 projects signed

Book projects in Forensics and International Studies are being pursued.

Metric #4: Increase number of journals in targeted areas.

Goal will be 5 new journals each year—IN PROGRESS

Four journals acquired:

- *Florida Law Review* (existing)
- *Forensic Anthropology* (start-up)
- *Journal of Global South Studies* (existing)
- *Rhetoric of Health and Medicine* (start-up)

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

- Cuban Studies—5 projects signed
- Heritage Studies—1 project signed
- Florida History—9 projects signed

Metric #6: Increase national and international reputation and impact.

Contract with more senior scholars at AAU institutions—ONGOING

Track number of referred scholars to UPF/those who got tenure with UPF books—IN PROCESS

Increase number of disciplines where UPF is considered top-tier for promotion and tenure—
ACCOMPLISHED ARCHAEOLOGY, IN PROCESS FOR OTHERS

STRATEGIC PLAN

Financial Stability

- **Develop a new title budget.**
A new title budget has been completed but not implemented. We are waiting until the new Financial Manager has input on the revamped 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.**
In order to reduce cash expenditure, optimize press resources, and better align our print runs with the market place, we are maximizing our use of print-on-demand capabilities (additional info below). We have completely overhauled our subject codes (a list developed almost two decades ago), which will allow us to obtain better and more granular information about the titles and subject areas in which we are publishing today. We have started capturing additional data points in our inventory/sales systems, such as acquiring editor, revised dissertation, target audience, etc.

Modernization

- **Create full standard-operating-procedure documents for all departments.**
A press-wide effort to update all standard operating procedures (SOPs) was initiated this year to coincide with the implementation of our new EAN database. This included standardized messaging to authors and editors, and new instructions for preparing for marketing efforts.
- **Optimize warehouse capacity.**
By optimizing our use of print-on-demand technologies with Ingram's Lightning Source and Baker & Taylor's TextStream, we have significantly reduced the quantity of new release titles we are bringing into the warehouse, especially for the shorter run academic titles. We continue to judiciously recycle unsellable stock of old titles that are not moving. As a result, we were able to renegotiate the lease for our warehouse without increasing space.
- **Review and select new inventory/royalty-management software.**
A system has been selected, but it is now on hold due to budget constraints.
- **Move archived files to cloud-based storage.**
In process

- **Create scheduling and contact-based system to track copy editor availability.**
Contact information for all copy editors has been added to the new press database, EAN.
- **Implement InCopy.**
All project editors use InCopy when possible to make proofs corrections to their books. Time is saved and in many cases, the department has shortened schedules by several weeks and brought finished books into the warehouse early.
- **Strategic use of vendors to minimize press resources.**
The production department utilizes outside vendors for all e-book creation and distribution. We are in the last stages of moving our print metadata to Ingram’s CoreSource, merging with our metadata for digital books.

Data Management

- **Better identify our customers (D2C) and what they are buying.**
We are working to better identify the individual (temporary) customers added to our inventory/sales system and their purchases. However, bridging this data across multiple disconnected platforms (the CAT’s Pajamas, spreadsheets, Constant Contact, etc.) remains an extensively time-consuming, staff-intensive, and imprecise endeavor.
- **Create more useful data points for our products and their markets.**
Ongoing but hampered by outdated software and incompatible systems.
- **Improve the capture, organization, visualization, and analysis of data.**
See info about data points in “Collect, analyze, and review financial data to ensure alignment of financial and strategic goals.”

Increase Discoverability and Brand Management

- **Expand community impact.**
We have expanded our community impact this year locally and on social media. We held a “Come Out and Meet the Press” campaign at one of Gainesville’s local breweries during Art Walk. Our social media presence continues to grow with more than 1,600 followers on Facebook, 4,000 followers on Twitter, 260 followers on our blog, and 475 followers on Instagram, a relatively new social media platform for UPF. As part of University Press Week, we ran a “Welcome to Our Neighborhood” campaign, bringing together the voices of our editorial board members, our authors, independent bookstore employees, our readers, and our sales representatives: <https://floridabookshelf.wordpress.com/2016/11/14/welcome-to-our-neighborhood-university-press-week-2016/>.
- **Grow global presence.**
Acquisitions has pursued projects with authors and organizations throughout the world. Utilizing readers outside the United States gives our publications the opportunity to become more global in scope, and enhance appeal to international readers. UPF signed contracts with authors and used peer reviewers from North America, Central America, and Europe and signed co-publication/distribution licenses with Irish and South African publishers. Our books continue to be available worldwide through digital collections like Oxford University Press Scholarship Online and Project Muse. We continue to partner with our sales representatives in Canada, the United Kingdom, Europe, Africa, Australia, Asia, the Caribbean, and Central and South America to make UPF books in print available globally. We are currently working with the AAUP to have a selection of UPF titles available at the first ever university press fair (La Feria Internacional del Libro Universitario) at the Universidad Nacional Autónoma de México later this month.

- **Increase digital footprint.**
Except for specialty products (art books and cookbooks), all books are released simultaneously in print and in various digital formats to maximize sales potential. The press creates three types of digital products: ePubs, ePDFs, and online versions (through UPSO). The number of ePubs created rose from 13 to 50 for FY 16/17.

Strengthen Commitment to Staff

- **Fill the editor-in-chief position.**
Completed.
- **Increase diversity in office and internship program.**
We have expanded our database of internship contacts in an effort to broaden and diversify our applicant pool. In addition to 23 student cultural organizations, we send our calls for interns to various UF centers, colleges, and departments, including European studies, Latin American studies, agricultural and life sciences, arts, English, creative writing, foreign languages, history, anthropology, business, education, advertising, public relations, journalism, communications, political science, and law. We now ask applicants how they learned about the internship so we can assess which methods of outreach are most effective and continue to diversify our applicant pool.
- **Invest in employee development.**
The UPF Brown Bag Lunch program has provided a forum for employees to expand their understanding of publishing, learn about other departments and publishing standards, and hear what colleagues have to say about the ongoing activities at the Press. Topics covered during FY 2017 included acquisitions, marketing, copyright, permissions, social media, and the AAUP annual conferences.
Various staff have attended 12 webinars (mostly free). The webinars were organized by a variety of organizations such as the AAUP, Cision Media Services, Ingram Content Group, and the Book Industry Study Group. Our publicity and rights manager received a Week-in-Residence grant from the AAUP to visit Harvard University Press and work with their Intellectual Property department to develop our rights program.
- **Secure vital positions.**
With the total number of products rising each year due to increasing types of digital and printing formats, the production department prioritized its two production positions and moved longtime OPS staff to salaried positions, so departmental training, investment, and knowledge is better secured. The need now is to fill the holes in marketing that are held by part-time and student workers. The business department was re-aligned to allow us to hire a finance manager at an assistant director level rather than filling it with an associate director. The IT department remains our weakest link with one employee.
- **Celebrate staff.**
We make a concerted effort to celebrate staff, from casual pizza lunches to meet-and-greet breakfasts for new staff, applauding both professional and personal milestones.

FY 2017 Year End Budget and PROPOSED FY 2018 BUDGET

	BUDGET	ACTUAL	BUDGET	BUDGET
	FY 2016–2017	FY 2016–2017	VARIANCE FY 2016–2017	FY 2017–2018
REVENUE:				
*General Revenue	\$703,428.00	\$703,428.00	\$0.00	\$703,428.00
CAVP: Additional Funding	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00
Interest	\$1,500.00	\$3,571.23	\$2,071.23	3,500.00
Sales Proceeds	\$2,273,200.00	\$1,990,073.62	(\$283,126.38)	2,265,879.00
P/H Charged to Customers	\$35,000.00	\$33,404.23	(\$1,595.77)	\$35,000.00
Sub rights and Misc	\$300,309.00	\$315,763.19	\$15,454.19	\$235,000.00
Total Revenue	\$3,463,437.00	\$3,196,240.27	(\$267,196.73)	\$3,392,807.00
EXPENSES:				
Salaries	\$1,624,715.87	\$1,575,415.40	\$49,300.47	\$1,605,678.48
Regular OPS	\$187,457.47	\$178,194.96	\$9,262.51	\$183,253.53
Freelancers (design & editorial & indexing)	\$223,028.50	\$164,229.00	\$58,799.50	\$218,686.50
Operating Expenses	\$340,054.35	\$313,093.90	\$26,960.45	\$303,977.15
Journals Expenses	\$71,965.00	\$76,575.95	(\$4,610.95)	\$61,712.50
Equipment	\$1,000.00	\$0.00	\$1,000.00	1,000.00
Sales & Marketing	\$174,300.00	\$152,386.58	\$21,913.42	\$193,000.00
Book Manufacturing	\$527,707.80	\$412,598.82	\$115,108.98	\$514,665.00
Manuscript Evaluation	\$25,000.00	\$19,440.00	\$5,560.00	\$26,000.00
Royalties & Agency Royalties	\$247,585.00	\$265,498.92	(\$17,913.92)	\$299,032.00
Computer Operations	\$67,000.00	\$54,324.83	\$12,675.17	\$94,170.00
Total Expenses	\$3,489,813.99	\$3,211,758.36	\$278,055.63	\$3,501,175.16
OPERATING SURPLUS/(DEFICIT)	(\$26,376.99)	(\$15,518.09)	\$10,858.90	(\$108,368.16)

*Includes \$150,000.00 UF reoccurring funds

\$55,000.00 for Journals was allocated in fund 101, so expense side not captured on this budget.
Budget reflects fund 149 only.

Fiscal Year 2017–2018

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

GOALS FOR NEXT YEAR:

- Publish a minimum of 85 new titles.
- Re-institute the 20/20 title review process in a way that is informed by the new title budget.
- Completely recode the database and the inventory/sales system with the new subject codes.
- Develop new reports that render and interpret these new data points.
- Modernization.
- Implement updated documents, disseminating to authors during contract process and as manuscript development proceeds.
- Review internal procedures and documentation; update as needed for efficiency and to reflect EAN database.
- Revise manuscript preparation guidelines, update current SOPs accordingly, write SOPs for second half of editorial workflow.
- Finish writing SOPs that are in line with new workflows and the new database.
- Recycle at least 50,000 units to open up additional warehouse capacity for new titles and potential distribution partnership with IFAS.
- Explore possibility of scheduling module in EAN for copyeditors.
- Maximize our use of CoreSource as a file storage platform while optimizing file distribution for complex processes like Florida Scholarship Online through Oxford University Press Scholarship Online.
- Explore customer resource management capabilities of the future inventory/royalty-management software.
- Strategically consider our current sales representation in the Caribbean and Central and South America to better serve our expanding list in this area.

Appendix A

UPF EDITORIAL ADVISORY BOARD, 2016–2017

Earle Trayham, Chair (2015–2016)**
Provost and Vice President for Academic Affairs
University of North Florida
**Incoming Chair: Dr. Ronald Toll, FCGU

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
**not yet reappointed

Melody Bowden (2017–2019)
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 (2015–2017)
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 (2017–2019)
Allen Morris Associate Professor of History
Department of History
Florida State University

David Jackson (2017–2019)
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 2017

UNIVERSITY PRESS OF FLORIDA

Ancient Maya Cities of the Eastern Lowlands
(new in paper)

Brett A. Houk

Anthology of Spanish American Thought and Culture

Edited by Jorge Aguilar Mora, Josefa Salmón, and Barbara C. Ewell

The Anthropology of Marriage in Lowland South America: Bending and Breaking the Rules

Edited by Paul Valentine, Stephen Beckerman, and Catherine Alès

The Archaeology of the North American Fur Trade (new in paper)

Michael S. Nassaney

The Archaeology of Smoking and Tobacco
(new in paper)

Georgia L. Fox

Archaeology of the Everglades (new in paper)

John W. Griffin, edited by Jerald T. Milanich and James J. Miller

Archaeological Perspectives on the French in the New World

Edited by Elizabeth M. Scott

Backroads of Paradise: A Journey to Rediscover Old Florida

Cathy Salustri

Bad Guys, Bullets, and Boat Chases: True Stories of Florida Game Wardens

Bob H. Lee

Beyond the Nasca Lines: Ancient Life at La Tiza in the Peruvian Desert

Christina A. Conlee

Bioarchaeology and Climate Change: A View from South Asian Prehistory (new in paper)

Gwen Robbins Schug

Bones of Complexity: Bioarchaeological Case Studies of Social Organization and Skeletal Biology

Edited by Haagen D. Klaus, Amanda R. Harvey, and Mark N. Cohen

Brazil, Lyric, and the Americas (new in paper)

Charles A. Perrone

Broken Chains and Subverted Plans: Ethnicity, Race, and Commodities

Christopher C. Fennell

By Avon River (new in paper)

H.D., edited by Lara Vetter

Captain "Hell Roaring" Mike Healy: From American Slave to Arctic Hero (new in paper)

Dennis L. Noble and Truman R. Strobridge

Carnival and National Identity in the Poetry of Afro-Cubanismo (new in paper)

Thomas F. Anderson

The Casma City of El Purgatorio: Ancient Urbanism in the Andes

Melissa A. Vogel

Charleston: An Archaeology of Life in a Coastal Community

Martha A. Zierden and Elizabeth J. Reitz

Colonized Bodies, Worlds Transformed: Toward a Global Bioarchaeology of Contact and Colonialism

Edited by Melissa S. Murphy and Haagen D. Klaus

Confronting Decline: The Political Economy of Deindustrialization in Twentieth-Century New England (new in paper)

David Koistinen

Conservative Bias: How Jesse Helms Pioneered the Rise of Right-Wing Media and Realigned the Republican Party (new in paper)

Bryan Hardin Thrift

Contrary Destinies: A Century of America's Occupation, Deoccupation, and Reoccupation of Haiti (new in paper)

Leon D. Pamphile

The Country Where My Heart Is: Historical Archaeologies of Nationalism and National Identity

Edited by Alasdair Brooks and Natascha Mehler

The Cubalogues: Beat Writers in Revolutionary Havana (new in paper)

Todd F. Tietchen

A Curious Peril: H.D.'s Late Modernist Prose

Lara Vetter

Dance and Gender: An Evidence-Based Approach

Edited by Wendy Oliver and Doug Risner

Democracy Abroad, Lynching at Home: Racial Violence in Florida (new in paper)

Tameka Bradley Hobbs

The Denmark Vesey Affair: A Documentary History

Edited by Douglas R. Egerton and Robert L. Paquette

Dressing the Part: Power, Dress, Gender, and Representation in the Pre-Columbian Americas

Edited by Sarahh E. M. Scher and Billie J. A. Follensbee

Drug Trafficking, Organized Crime, and Violence in the Americas Today (new in paper)

Edited by Bruce M. Bagley and Jonathan D. Rosen

Duvalier's Ghosts: Race, Diaspora, and U.S. Imperialism in Haitian Literatures (new in paper)

Jana Evans Braziel

Edith Wharton and Cosmopolitanism

Edited by Meredith L. Goldsmith and Emily J. Orlando

Elvis Ignited: The Rise of an Icon in Florida

Bob Kealing

Empire and Pilgrimage in Conrad and Joyce (new in paper)

Agata Szczeszak-Brewer

Eroticism, Spirituality, and Resistance in Black Women's Writings (new in paper)

Donna Aza Weir-Soley

Experiencing the Art of Pas de Deux

Jennifer Carlynn Kronenberg and Carlos Miguel Guerra

Fertile Bonds: Bedouin Class, Kinship, and Gender in the Bekaa Valley (new in paper)
Suzanne E. Joseph

The Final Mission: Preserving NASA's Apollo Sites
Lisa Westwood, Beth Laura O'Leary, and Milford Wayne Donaldson

Flora of Florida, Volume IV: Dicotyledons, Combretaceae through Amaranthaceae
Richard P. Wunderlin, Bruce F. Hansen, and Alan R. Franck

Florida's Minority Trailblazers: The Men and Women Who Changed the Face of Florida Government
Susan A. MacManus

Freedom and Resistance: A Social History of Black Loyalists in the Bahamas
Christopher Curry

Frontiers of Colonialism
Edited by Christine D. Beaulé

Gender and the Rhetoric of Modernity in Spanish America, 1850–1910
Lee Skinner

The Generalship of Muhammad: Battles and Campaigns of the Prophet of Allah (new in paper)
Russ Rodgers

The German Joyce (new in paper)
Robert K. Weninger

Hemingway and Italy: Twenty-First-Century Perspectives
Edited by Mark Cirino and Mark P. Ott

The History of Human Space Flight
Ted Spitzmiller

Home Front: North Carolina during World War II
Julian M. Pleasants

An Ice Age Mystery: Unearthing the Secrets of the Old Vero Site
Rody Johnson

Identification and Geographical Distribution of the Mosquitoes of North America, North of Mexico (new in paper)
Richard F. Darsie Jr. and Ronald A. Ward

Immigration and National Identities in Latin America (new in paper)
Edited by Nicola Foote and Michael Goebel

In Search of Asylum: The Later Writings of Eric Walrond (new in paper)
Eric Walrond, edited by Louis J. Parascandola and Carl A. Wade

An Incurable Past: Nasser's Egypt Then and Now (new in paper)
Mériam N. Belli

An Introduction to Piers Plowman
Michael Calabrese

Irish Cosmopolitanism: Location and Dislocation in James Joyce, Elizabeth Bowen, and Samuel Beckett (new in paper)
Nels Pearson

Islam and the Americas (new in paper)
Edited by Aisha Khan

Island Shores, Distant Pasts: Archaeological and Biological Approaches to the Pre-Columbian Settlement of the Caribbean (new in paper)
Edited by Scott M. Fitzpatrick and Ann H. Ross

Istwa across the Water: Haitian History, Memory, and the Cultural Imagination
Toni Pressley-Sanon

José Martí, the United States, and Race (new in paper)
Anne Fountain

Journeys Through Paradise: Pioneering Naturalists in the Southeast (new in paper)
Gail Fishman

Key West Hemingway: A Reassessment (new in paper)
Edited by Kirk Curnutt and Gail D. Sinclair

The Liberal Consensus Reconsidered: American Politics and Society in the Postwar Era
Edited by Robert Mason and Iwan Morgan

The Many Facades of Edith Sitwell
Edited by Allan Pero and Gyllian Phillips

The Maritime Landscape of the Isthmus of Panamá
James P. Delgado, Tomás Mendizábal, Frederick H. Hanselmann, and Dominique Rissolo

Masculinity after Trujillo: The Politics of Gender in Dominican Literature (new in paper)
Maja Horn

Maya and Catholic Cultures in Crisis (new in paper)
John D. Early

Mile Marker Zero: The Moveable Feast of Key West (new in paper)
William McKeen

Modes of Production and Archaeology
Edited by Robert M. Rosenswig and Jerimy J. Cunningham

Multiethnicity and Migration at Teopanazco: Investigations of a Teotihuacan Neighborhood Center
Edited by Linda R. Manzanilla

No Jim Crow Church: The Origins of South Carolina's Bahá'í Community (new in paper)
Louis Venters

Ornamental Palm Horticulture, second edition
Timothy K. Broschat, Alan W. Meerow, and Monica L. Elliott

Painting in a State of Exception: New Figuration in Argentina, 1960-1965
Patrick Frank

The Paradox of Paternalism: Women and the Politics of Authoritarianism in the Dominican Republic
Elizabeth S. Manley

Pedro Menéndez de Avilés and the Conquest of Florida: A New Manuscript
Gonzalo Solís de Merás

Perspectives on the Ancient Maya of Chetumal Bay
Edited by Debra S. Walker

The Politics of Race in Panama: Afro-Hispanic and West Indian Literary Discourses of Contention (new in paper)
Sonja Stephenson Watson

Polygyny: What It Means When African American Muslim Women Share Their Husbands (new in paper)
Debra Majeed

The Powhatan Landscape: An Archaeological History of the Algonquian Chesapeake
Martin D. Gallivan

Precarious Passages: The Diasporic Imagination in Contemporary Black Anglophone Fiction
Tuire Valkeakari

Rescuing Our Roots: The African Anglo-Caribbean Diaspora in Contemporary Cuba (new in paper)
Andrea J. Queeley

Ritual and Archaic States
Edited by Joanne M. A. Murphy

Saving Florida: Women's Fight for the Environment in the Twentieth Century (new in paper)
Leslie Kemp Poole

Sea Level Rise in Florida: Science, Impacts, and Options
Albert C. Hine, Don P. Chambers, Tonya D. Clayton, Mark R. Hafen, and Gary T. Mitchum

The Seminole Wars: America's Longest Indian Conflict (new in paper)
John Missall and Mary Lou Missall

Serials to Graphic Novels: The Evolution of the Victorian Illustrated Book
Catherine J. Golden

Shaping Terrain: City Building in Latin America
Edited by René Davids

Shaw and Feminisms: On Stage and Off (new in paper)
Edited by D. A. Hadfield and Jean Reynolds

Show Thyself a Man: Georgia State Troops, Colored, 1865–1905
Gregory Mixon

Shrimp Country: Recipes and Tales from the Southern Coasts
Anna Marlis Burgard

Signs That Sing: Hybrid Poetics in Old English Verse
Heather Maring

The Silencing of Ruby McCollum: Race, Class, and Gender in the South (new in paper)
Tammy Evans

Simón Bolívar: Travels and Transformations of a Cultural Icon
Edited by Maureen G. Shanahan and Ana María Reyes

Slave Families and the Hato Economy in Puerto Rico (new in paper)
David M. Stark

Slavery behind the Wall: An Archaeology of a Cuban Coffee Plantation (new in paper)
Theresa A. Singleton

Southeast Inka Frontiers: Boundaries and Interactions
Sonia Alconini

Souvenirs of the Old South: Northern Tourism and Southern Mythology (new in paper)
Rebecca Cawood McIntyre

Sustainable Urban Agriculture in Cuba (new in paper)
Sinan Koont

This Business of Words: Reassessing Anne Sexton
Edited by Amanda Golden

The Tortured Life of Scofield Thayer (new in paper)
James Dempsey

Trailblazing Mars: NASA's Next Giant Leap (new in paper)
Pat Duggins

Travels on the St. Johns River
John Bartram and William Bartram, edited by Thomas Hallock and Richard Franz

Up to Maughty London: Joyce's Cultural Capital in the Imperial Metropolis
Eleni Loukopoulou

Virginia Woolf's Modernist Path: Her Middle Diaries and the Diaries She Read
Barbara Lounsberry

Voices of Civil Rights Lawyers: Reflections from the Deep South, 1964–1980
Edited by Kent Spriggs

Waiting for Contact: The Search for Extraterrestrial Intelligence
Lawrence Squeri

We Come for Good: Archaeology and Tribal Historic Preservation at the Seminole Tribe of Florida
Edited by Paul N. Backhouse, Brent R. Weisman, and Mary Beth Rosebrough

Who Owns Haiti?: People, Power, and Sovereignty
Edited by Robert Maguire and Scott Freeman

SEASIDE PUBLISHING

Remembering Florida Springs
Tim Hollis

UNIVERSITY OF FLORIDA PRESS

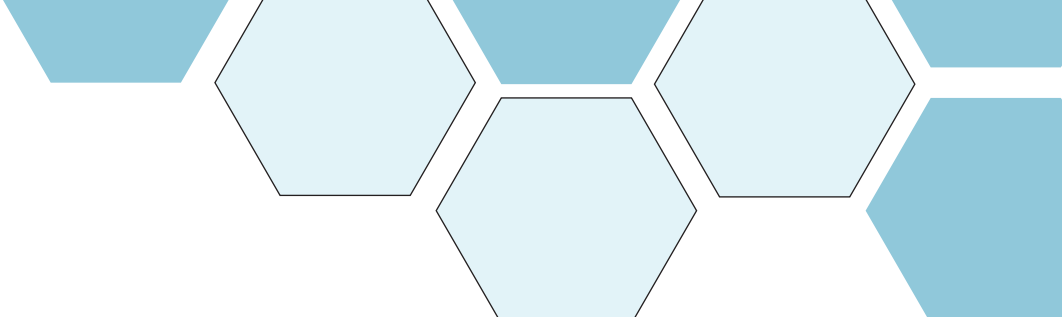
Archaeologies of Slavery and Freedom in the Caribbean: Exploring the Spaces in Between
Edited by Lynsey A. Bates, John M. Chenoweth, and James A. Delle

Cuban Archaeology in the Caribbean
Edited by Ivan Roksandic

Fit for War: Sustenance and Order in the Mid-Eighteenth-Century Catawba Nation
Mary Elizabeth Fitts

Handbook of Ceramic Animal Symbols in the Ancient Lesser Antilles
Lawrence Waldron

Setting the Table: Ceramics, Dining, and Cultural Exchange in Andalucía and La Florida
Kathryn L. Ness



*Simplicity, Equality, and Slavery: An
Archaeology of Quakerism in the British Virgin
Islands, 1740-1780*

John M. Chenoweth

GATORBYTES

Plugged In: Cybersecurity in the Modern Age

Jon Silman

*The Shark Attack Files: Investigating the
World's Most Feared Predator*

Jeff Klinkenberg

Tapping the Source: Inside UF's Water Institute

Terry Tomalin

LIBRARY PRESS @ UF

Opening the Gates to Canal Cuisine:

Preserving the American Era

Panama Canal Museum

Panama Canal Townsites

Panama Canal Museum

*Write of Passage: Stories of the American Era
of the Panama Canal*

Panama Canal Museum

PUBLICATION AND DISTRIBUTION SERVICES

*Aftermath: The Fallout of War—America and
the Middle East*

Edited by Carol McCusker

Broken Ground: New Directions in Land Art

Essays by William Fox and Dan Torop

*The Discipline of Nature: Architect Alfred
Browning Parker in Florida*

Edited by Allan Shulman

Jewelry: From Pearls to Platinum to Plastic

Ulysses Grant Dietz

Knives, Forks, Scissors, Flames

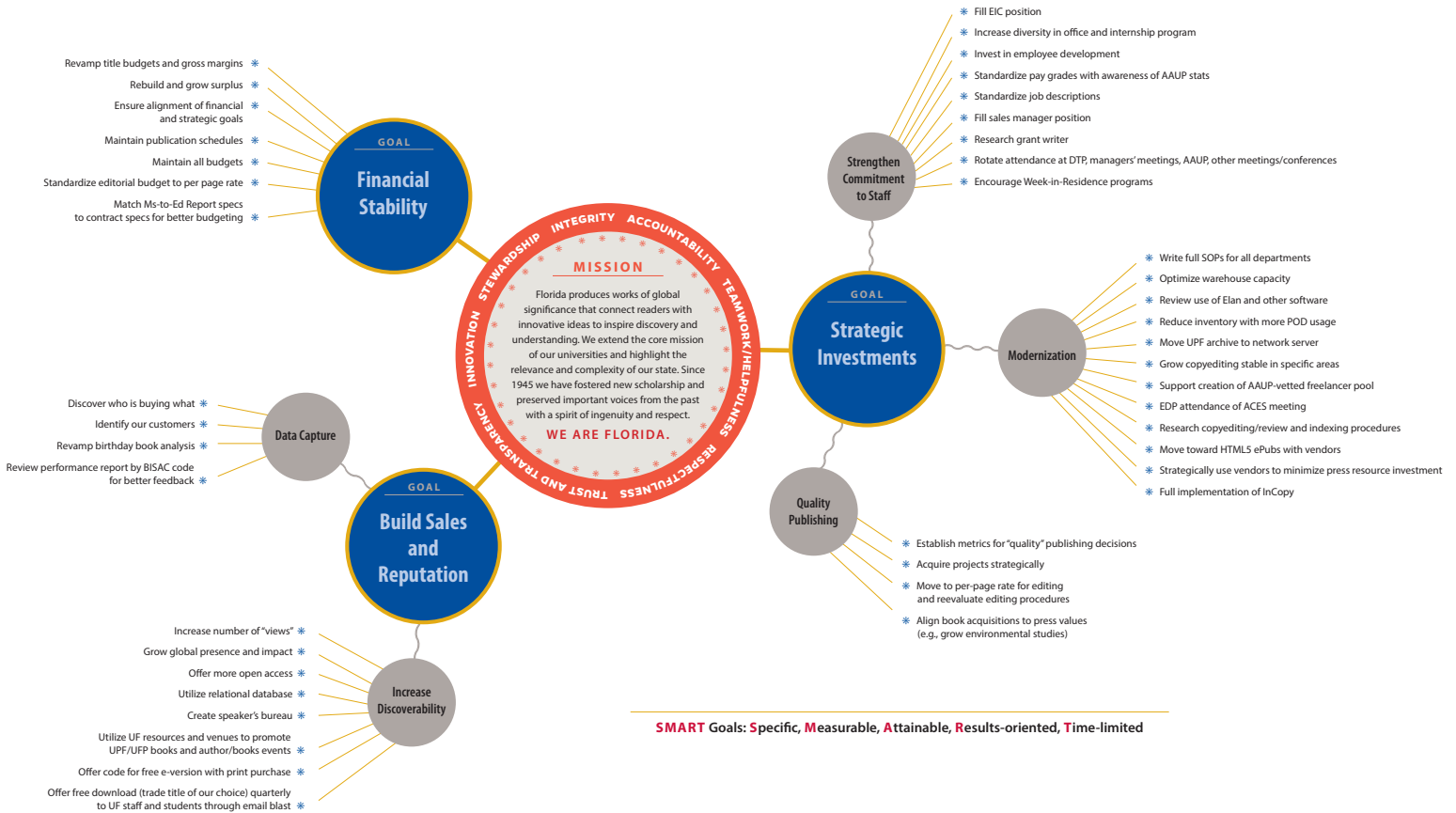
Stefan Kiesbye

Trees: South Florida and the Keys

Andrew K. Koeser, Melissa H. Friedman, Gitta
Hasing, Alan R. Franck, Holly Finley, and Julie
Schelb

Appendix C

UPF STRATEGIC PLAN



Appendix D

FY 2017 BESTSELLERS BY TITLE

	OVERALL SALES RANK	FRONTLIST SALES		BACKLIST SALES	
1	American Government (P)			1,082 copies	\$40,689
2	Backroads of Paradise (C)	2,859 copies	\$40,688		
3	Classical Ballet Technique (P)			1,589 copies	\$31,807
4	The Columbia Restaurant (C)			1,029 copies	\$21,953
5	The Columbia Rest Spanish Cookbook (C)			1,645 copies	\$20,879
6	Everglades: America's Wetland (C)			875 copies	\$20,597
7	Florida's Edible Wild Plants (P)			2,136 copies	\$18,268
8	The Versailles Restaurant Cookbook (C)			1,122 copies	\$17,406
9	The History of Human Space Flight (C)	836 copies	\$17,257		
10	The History of Florida (C)			857 copies	\$15,674
11	Elvis Ignited (C)	1,051 copies	\$15,579		
12	The Final Mission (C)	678 copies	\$15,301		
13	Sea Level Rise in Florida (C)	624 copies	\$14,541		
14	Virginia Woolf's Modernist Path (C)	241 copies	\$14,144		
15	Truth, Lies, and O-Rings (P)			907 copies	\$14,019
16	A Desolate Place for a Defiant People (P)			760 copies	\$13,746
17	An Ice Age Mystery (C)	962 copies	\$13,566		
18	Dance and Gender (C)	232 copies	\$13,337		
19	An Introduction to <i>Piers Plowman</i> (C)	245 copies	\$13,321		
20	Bad Guys, Bullets, and Boat Chases (C)	1,021 copies	\$13,225		
21	Race and Class in the Colonial Bahamas (C)	229 copies	\$12,881	4 copies	\$270
22	Florida's Minority Trailblazers (C)	284 copies	\$12,692		
23	Dressing the Part (C)	132 copies	\$12,553		
24	Walking St. Augustine (P)			1,685 copies	\$12,527
25	Documenting the Undocumented (C)	185 copies	\$11,159	12 copies	\$1,042
26	Who Owns Haiti? (C)	233 copies	\$11,952		
27	This Business of Words (C)	228 copies	\$11,835		
28	The Powhatan Landscape (C)	213 copies	\$11,743		
29	Charleston (C)	508 copies	\$11,722		
30	Best-Loved Recipes from the Columbia Restaurant (P)			3,292 copies	\$11,505
31	Shrimp Country (C)	812 copies	\$11,404		
32	Voices of Civil Rights Lawyers (C)	394 copies	\$11,325		
33	Extremism in America (P)			671 copies	\$11,254
34	Archaeologies of Slavery and Freedom . . . (C)	162 copies	\$10,908		
35	Cuban Revelations (P)			1,057 copies	\$10,807
36	Colonized Bodies, Worlds Transformed (C)	116 copies	\$10,405		
37	Waiting for Contact (C)	737 copies	\$10,119		
38	Theatrical Worlds (Beta) (P)			622 copies	\$9,851
39	Serials to Graphic Novels (C)	169 copies	\$9,639		
40	The Denmark Vesey Affair (C)	89 copies	\$9,630		
41	Gender and the Rhetoric of Modernity in Spanish . . . (C)	156 copies	\$9,307		
42	Known for My Work (C)	147 copies	\$8,595	9 copies	\$495
43	The Casma City of El Purgatorio (C)	148 copies	\$9,075		
44	Cuban Archaeology in the Caribbean (C)	145 copies	\$8,977		
45	Simon Bolivar (C)	155 copies	\$8,970		
46	Totch: A Life in the Everglades (P)			995 copies	\$8,636
47	Vegetable Gardening in Florida			1,028 copies	\$8,568
48	We Come for Good (C)	145 copies	\$8,540		
49	George Merrick, Son of the South Wind (C)			459 copies	\$8,522
50	Voyages, the Age of Sail, Volume I (P)			307 copies	\$8,517
			\$394,389		\$307,031
	% of sales from top 50 bestsellers		20%		15%
	Previous fiscal year: FY15-16		\$520,744		\$349,284



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY & STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP3
August 29, 2017**

SUBJECT: Mental Health Counseling and Public Safety Officers Implementation Plan

BACKGROUND INFORMATION

In the last two legislative sessions, the Board of Governors has included legislative budget requests for Mental Health Counseling and Public Safety Officers. Given the importance of these issues, the Board of Governors has requested that each State University develop a plan for implementing these initiatives utilizing existing resources. There is a critical need for student mental and behavioral health coverage that is steadily expanding in size, scope and complexity at the University. The University counseling services are integral to graduation and retention rates in that counselors directly assist students with their mental and behavioral needs so they can reach their academic potential.

Additionally, the University strives to provide a safe and secure environment for its students, faculty, staff and visitors. To that end, the University currently hosts a full-service, triple-accredited police department that provides a full complement of services to assure a safe environment for learning and research. This assurance requires the capacity of the university police to respond effectively and support the expanding and complex needs of the campus.

The University recognizes that its reputation for academic quality and student success is dependent on its ability to provide a healthy and safe environment for those learning, working and living on its campus.

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to approve the Mental Health Counseling and Public Safety Officers Implementation Plan as specified on the attached for recommendation to the Board of Trustees for approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors' approval is required.

Supporting Documentation Included:

- [Mental Health Counseling Implementation Plan](#)

- [Public Safety Officers Implementation Plan](#)

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs and David Parrott, Vice President for Student Affairs; Charlie E. Lane, COO and Senior Vice President for Administration and Curtis A. Reynolds, Vice President for Business Affairs

Approved by the University of Florida Board of Trustees, August 29, 2017.

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary



Public Safety Officers Staffing Plan

UF intends to augment the number of police officers by hiring five additional officers over three fiscal year periods. In FY 2018-19, the University of Florida Police Department (UFPD) will add two officers to its staff, in FY 2019-20 the department will add two more officers to its staff and in FY 2020-21 it will add one more officer to its staff.

There are currently 87 UFPD officer positions, and the officer to student ratio is approximately 2:1200.

Adding five officers to UFPD over three years will bring the total number of officer positions to 92, which will benefit the university in a number of ways.

UFPD will be able to increase the number of officer per shift by one, to accommodate 24/7 coverage on campus.

It will also allow the ratio of UF police officers to come closer to meeting the International Association of Chiefs of Police standard for community-oriented policing of two officers per 1,000 population, when taking into consideration the student population. However, this does not account for the faculty, staff, visitors, sporting spectators and patients who also come onto the UF campus each day.

This increase in officers will support the University of Florida's preeminence efforts in striving to provide a safe and secure environment for its students, faculty, staff and visitors.

The total cost to fund five additional officers, associated personnel equipment-gear and vehicles will be \$994,146. The funds will be provided initially from nonrecurring sources as we work to find a recurring source for this significant and important investment.



Student Mental Health Staffing Plan

UF intends to augment the number of student mental health counselors by hiring 4 additional staff in FY 2017-18, 4 staff in addition to that in FY 2018-19, and 4 staff in addition to that in FY 2019-20. The additional staff will thus total 12.

The current staff numbers 33.5, and the student to counselor ratio is approximately 1 to 1,400.

With the addition of 4 this fall, the staff will number 37.5. We expect to have 47,000 students taking courses on the main campus in Gainesville. That is a ratio of 1 counselor to 1,253 students.

With the addition of 4 more in FY 2018-19, the staff will number 41.5. The student body is projected to grow at no more than 1% per year. So if we assume there are 47,500 students taking courses on the main campus in Gainesville that year, the ratio becomes 1: 1,145.

With the addition of 4 more in FY 2019-20, the staff will number 45.5. If we assume there are 48,000 students taking courses on the main Gainesville campus that year, the ratio becomes 1:1,055.

This program constitutes a significant improvement in the student to mental health counselor ratio over three years, from 1:1,400 to 1:1,055.

The growth in student mental health staff from 33.5 to 45.5 is expected to cost \$1.46 million per year. The funds will be provided initially from nonrecurring sources as we work to find a recurring source for this significant and important investment.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP4
August 29, 2017**

SUBJECT: Block Tuition Policy-Levin College of Law

BACKGROUND INFORMATION

Pursuant to the Board of Governors' Regulation 7.001(11), the University of Florida Levin College of Law would like to implement a block tuition policy beginning in Fall 2018 for the following degree programs:

- Juris Doctor (CIP: 22.0101)
- LLM in Energy, Environment and Natural Resources Law (CIP: 22.0207)
- LLM in Taxation (CIP: 22.0211)
- LLM in International Taxation (CIP: 22.0210)
- LLM in Comparative Law (CIP: 22.0206)

PROPOSED COMMITTEE ACTION

The Committee on Educational Policy and Strategic Initiatives is asked to approve the Block Tuition Policy-Levin College of Law as listed on the attached for recommendation to the Board of Trustees for its approval on the Consent Agenda.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors' approval is required.

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

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

Approved by the University of Florida Board of Trustees, August 29, 2017

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

**PROPOSAL FOR BLOCK TUITION AT LEVIN COLLEGE OF LAW
UNIVERSITY OF FLORIDA**

This proposal for block tuition rates is authorized under Florida Board of Governors Regulation 7.001(11).

Provide separate information for each degree program to be included:

- (a) Name: Juris Doctor
 - (b) CIP: 22.0101
 - (c) Degree type: Professional Doctorate
 - (d) Brief description of degree program: The JD program provides three years of legal education and training, as approved by the American Bar Association, permitting graduates to sit for the bar exam in all fifty states of the United States. The JD curriculum is designed to develop students' analytical ability, practical knowledge, communications skills, and an understanding of the codes of responsibility and ethics that are central to the practice of law.
 - (e) Proposed date(s) of implementation: Fall 2018
-
- (a) Name: LLM in Energy, Environment, and Natural Resources Law
 - (b) CIP: 22.0207
 - (c) Degree type: Graduate
 - (d) Brief description of degree program: This one-year post-JD degree provides an opportunity for experienced attorneys as well as recent law school graduates to spend an academic year full-time on the UF campus developing in-depth expertise in environmental and land use law.
 - (e) Proposed date(s) of implementation: Fall 2018
-
- (a) Name: LLM in Taxation
 - (b) CIP: 22.0211
 - (c) Degree type: Graduate
 - (d) Brief description of degree program: This one-year post-JD degree provides an opportunity for experienced attorneys as well as recent law school graduates to spend an academic year full-time on the UF campus developing in-depth expertise in tax law.
 - (e) Proposed date(s) of implementation: Fall 2018
-
- (a) Name: LLM in International Taxation
 - (b) CIP: 22.0210
 - (c) Degree type: Graduate
 - (d) Brief description of degree program: The LLM in International Taxation provides one year of legal education and training in tax law for graduates of undergraduate law programs outside of the United States.
 - (e) Proposed date(s) of implementation: Fall 2018
-
- (a) Name: LLM in Comparative Law
 - (b) CIP: 22.0206

(c) Degree type: Graduate

(d) Brief description of degree program: The LLM in Comparative Law provides one year of legal education and training in U.S. law for graduates of undergraduate law programs outside of the United States.

(e) Proposed date(s) of implementation: Fall 2018

1. Explain the process used to determine the appropriate block tuition rate for the program(s) and the tuition at similar programs from at least 5 other institutions, including both private and public.

We propose to set block tuition at the following rates:

Degree	Yearly Resident Tuition	Yearly Non-Resident Tuition
JD	\$22,299.30	\$38,904.00
LLM Environmental	\$19,326.06	\$33,716.80
LLM Comparative	\$19,326.06	\$33,716.80
LLM Tax	\$22,211.06	\$37,993.80
LLM International Tax	\$22,211.06	\$37,993.80

We propose to set the block tuition rate for JD students at an annual amount that approximates the current tuition for two 15-credit semesters. Florida residents currently pay \$743.31 per credit hour, which would equal \$22,299.30 a year for those students. Non-resident students currently pay \$1,296.80 per credit hour, which would equal \$38,904.00 a year for those students. We do not have a part-time JD program, but in exceptional circumstances, students may take fewer than 10 credit hours in a semester. In such cases, students taking fewer than 10 credit hours in a semester will be assessed tuition on a per-credit hour basis. We do not permit students to take more than 17 credit hours per semester, so there is no need for a surcharge for excess credits.

Similar annual block tuition rates would be charged for the LLM programs, based upon their current per credit hour charges and 13 credit hours per semester. This would mean that tuition for the LLM in Environmental Law and LLM in Comparative Law would be \$19,326.06 for residents and \$33,716.80 for non-residents, and tuition for the LLM in Taxation and LLM in International Taxation would be \$22,211.06 for residents and \$37,993.80 for non-residents. Once again, we do not offer part-time LLM programs, but if extraordinary circumstances mandate that students take fewer than 10 credit hours in a semester, those students will be assessed tuition on a per-credit hour basis. We do not permit students to take more than 17 credit hours per semester, so there is no need for a surcharge for excess credits.

Block tuition is the norm at law schools ranked among the top 50 law schools in the nation by *US News & World Report*. Only four law schools in the top 50 – University of Iowa, University of Texas-Austin, Florida State, and UF – employ a per-credit-hour tuition scheme. Although the law schools currently charging tuition by the credit hour are all public law schools, most public law schools charge block tuition.

Because of the ubiquity of block tuition, most law schools simply announce the cost of tuition per year or semester. For example, Duke Law School lists JD tuition as \$61,000 for the 2017-2018 academic year; University of Virginia Law School lists JD tuition as \$58,300 per year for residents and \$61,300 a year for non-residents; University of Michigan Law School lists JD tuition as \$28,422 per semester for residents and \$30,045 per semester for non-residents; and Wake Forest Law School simply states that “[t]uition for the 2017-2018 academic year for JD students is \$44,470.” UCLA Law School has announced a tuition guarantee for California residents beginning in the fall of 2017, informing potential JD students on its website that “[i]f you qualify for California resident tuition, your total tuition and mandatory fees for your three years of law school will not exceed \$141,000.”

Law schools follow a similar approach for their LLM programs. NYU Law School charges \$29,779.00 a semester for students taking between 1 and 18 credits per semester in each of its LLM programs (including its top-ranked LLM in Taxation). Indiana University Maurer School of Law charges \$43,485 a year for its LLM programs. Berkeley Law School charges \$28,735.50 a semester or \$57,471.00 a year for its LLM programs.

Very few law schools describe their block tuition schemes. One law school that does is Michigan State College of Law. Its website states that “tuition is assessed at a ‘block rate’ whereby students enrolled in 10-17 credit hours in the fall or spring semester pay a standard rate. Students taking less than 10 credit hours in a semester are assessed tuition on a per-credit hour basis and students enrolled in more than 17 credit hours a semester will be assessed a per-credit hour surcharge.”

2. Explain how the University will ensure that sufficient courses are available to meet student demand.

The College of Law is required by the American Bar Association to offer a sufficient number of courses each semester so that JD students are able to graduate in a total of six semesters (or three years). The College of Law has met that requirement for decades. Because students in the LLM in Environmental Law and LLM in Comparative Law programs primarily take the same courses offered to JD students, they also have sufficient courses available to graduate in two semesters (or one year). Finally, the College of Law has long offered a sufficient number of tax LLM courses such that students are able to graduate in two semesters (or one year).

3. Describe how the proposal for block tuition is aligned with the mission of the University and the College.

The advantages of block tuition are numerous but, most critically, block tuition will encourage JD students at the College of Law to compete for summer employment opportunities, which will optimize their post-graduation employment opportunities. In addition, block tuition is more transparent for students as they make important financial

decisions and reduces the pressure to take over-loaded semesters in the hopes of subsequent "lighter" semesters.

The principle advantage of block tuition is that it incentivizes JD students to complete paid summer work rather than take summer courses. In the current per-credit model, many students use the summer to take courses in order to reduce the number of credits they will need to take in their final semesters. This hurts the College of Law's job placement efforts and student success because students with paid summer jobs are the most likely to get good-paying, full-time jobs upon graduation. Increasingly, law firms report that they are looking for substantial work experience when hiring first-year lawyers. Students also often receive full-time offers at the firms for which they work during the summer between their second and third years.

In addition, block tuition permits greater financial planning and provides incentives for students to spread courses more evenly over the required semesters. Rather than having to adjust their financial aid requests from semester to semester, students will know their fixed cost of attendance for the whole year. Thus, students and their families will have more concrete information with which they to make important financial planning decisions. Students will also be better able to focus on their coursework without facing the pressure to take extra credits in any one semester in the hopes of subsequent "lighter" semesters.

Finally, block tuition will allow the College of Law to utilize facility and faculty resources more effectively. Instead of a handful of students enrolling in a summer course, the College of Law will be able to fully enroll these same courses in the fall or spring. Faculty will then have more time to complete research and scholarship over the summer, helping the College of Law strengthen its scholarly reputation. The College of Law's reputation will likely also be strengthened by joining the vast majority of top 50 law schools who already charge block tuition.

4. Provide an explanation of how, and a declaratory statement to the effect that, offering the proposed program(s) under block tuition will not increase the state's fiscal liability or obligation.

Block tuition will not increase the state's fiscal liability or obligation. Enrollment in courses may be increased during the fall or spring semesters, but no additional faculty or staff will be required to support those courses.

5. Provide an explanation of any proposed restrictions, limitations, or conditions to be placed on the program(s) as a result of block tuition.

None.

6. Provide a clear statement that any student that is a beneficiary of a prepaid tuition contract, purchased prior to the first fall term in which the block tuition is implemented, will not be included in any block tuition policy and will be billed on a per-credit-hour basis.

Any student who is a beneficiary of a prepaid tuition contract can apply their tuition benefit to law courses on a per-credit basis so long as benefits remain. Once benefits are exhausted, the student will be included in the block tuition plan.

7. An estimation of the economic impact that implementation of the proposal will have on the University and on a typical student by identifying the incremental revenue the University anticipates collecting if the proposal is implemented.

JD students are required to take 88 credit hours to graduate. Most students currently graduate having taken exactly 88 credits. The yearly JD block tuition rate proposed above inures a net benefit to the University of two additional credit hours (because 6 semesters x 15 credit hours = 90 credit hours). Most JD students will experience only this minimal economic impact, yet students will have the benefit of an additional two credit hours of course work. Block tuition will not otherwise increase the costs of obtaining a JD degree unless students choose to take optional courses during the summer, and the College of Law predicts that most students will not. LLM students will experience no economic impact, as they are currently required to take 26 credits to graduate, and the proposed block tuition rate exactly matches the amount charged for 26 credits. The College of Law will therefore receive a small amount of incremental revenue from JD students only.

8. Provide a description of any outcome measures that will be used to determine the success of this proposal, including but not limited to, time to degree, course load impact, and graduation rates.

The College of Law will closely track and monitor employment outcomes and job placement success, time-to-degree trends, graduation rates, credits taken per semester, and course enrollments.

Submitted by:

Laura A. Rosenbury 8/14/17
Laura Rosenbury Date

Joseph Glover 8/18/17
Joseph Glover Date



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES
COMMITTEE ACTION ITEM EP5
August 29, 2017**

SUBJECT: Textbook and Instructional Material Affordability Report

BACKGROUND INFORMATION

Pursuant to Board of Governors Regulation 8.003, the University of Florida Board of Trustees shall report to the Chancellor of the State University System by September 30 of each year, the following:

- 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 and Instructional Material Affordability Report for recommendation to the Board of Trustees for its approval and adoption on the Consent Agenda and submission to the Chancellor of the State University System.

ADDITIONAL COMMITTEE CONSIDERATIONS

The University Board-approved report must be provided to the Chancellor of the State University System.

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

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

Approved by the University of Florida Board of Trustees, August 29, 2017

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

**State University System of Florida
Textbook and Instructional Materials Affordability
Annual Report
Statutory Due Date: September 30**

University of Florida
University Submitting Report

Fall 2016 and Spring 2017
Semester(s) Reported*

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

***Report Fall and Spring data separately to allow for Fall to Fall semester comparison and Spring to Spring semester comparison.**

Definitions:

- *Wide cost variance is defined as a cost per course section of \$200 or more over the median average cost of textbooks and instructional materials for the same course.*
- *High enrollment is defined as the top 10% of courses ordered by headcount enrollment.*

1) Required and Recommended Textbooks and Instructional Materials for General Education Courses

a) Report on the course sections identified as wide cost variance and include the number of course sections within a course (*n*). An explanation may be provided for sections with wide cost variance (e.g. honors course, economics text for two courses).

Methodology: Identify the median average cost for textbooks and instructional materials for all course sections of a course. Exclude sections with Open Educational Resources (OER) or no required materials from wide cost variance analysis. Course sections with a cost of \$200 or more over the median cost are considered wide cost variance.

- Required (Req) Textbooks and Instructional Materials
- Recommended (Rec) Textbooks and Instructional Materials

Response: No general education course sections were identified with a wide cost variance for Fall 2016 or Spring 2017.

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

There are no general education courses with a wide cost variance among different sections of the same course.

c) Report the course title(s) and number of section(s) that do not require or recommend the purchase of a textbook(s) and/or instructional material(s).

There are no general education courses that do not require the purchase of textbook(s) and/or instructional material(s) for Fall 2016.

Spring 2017

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections	Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
AEB2014-ECO ISSUES FOOD & YOU	5	ANT3930-SCREENING HOLOCAUST	1
AEC3413-INTERPERSONAL LEADERS	1	BCN1001-INTRO TO CONSTR MGMT	1
ANT3620-LANGUAGE & CULTURE	2	BCN3012-HISTORY OF CONSTRN	2
ANT3860-WRITING IN ANTHRO	2		

d) What measures, if any, are being 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 different 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 to select textbooks and instructional materials that are closer to the average cost for the course.

e) Describe the textbook and instructional materials selection process for general education high enrollment courses.

Methodology: Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment. Provide the number of courses (n) reported on.

Using the methodology described above, Fall 2016 had 90 high enrollment general education courses and Spring 2016 had 99 high enrollment general education courses. The textbook and instructional materials selection process for general education courses is the same regardless if the course is found to have high enrollment. Instructors adopt the textbook and instructional material for their section of the course.

2) Specific Initiatives of the University Designed to Reduce the Costs of Textbooks and Instructional Materials for General Education Courses

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

In Fall 2016, the university piloted an e-reader program in combination with e-text materials in multiple sections of the IUF 1000 course. In Spring 2017, the university piloted Ximera in MAC 2311. Ximera is open access instructional materials focused on calculus providing homework and quizzes. This was available to all students at no cost and was designed to replace WebAssign which cost \$70 for each student. Ximera will be considered to replace WebAssign in 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.

The average cost savings for the Spring 2017 semester was \$70.

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

There was no cost variance among different sections of the same general education course.

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

a) Describe policies implemented to ensure 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. For course sections that require or recommend textbooks and/or instructional materials based on student individual needs (e.g. audition/performance, directed independent study, research topic) that may miss the posting date, please reference these as exceptions in 3(d).

Each semester a university-wide memo is distributed notifying colleges, departments, and instructors that the UF Textbook Adoption system is open and available for the upcoming semester. The memo provides a link to the adoption system and the deadline for submitted 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 view what textbook and instructional material with associated costs are needed for each course and section.

b) 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?

The policies have been effective in meeting the reporting requirements.

c) Report the number of course sections and the total percentage of course sections that were able to meet the textbook and instructional materials posting deadline for the academic year. Note: A course section is in compliance if all textbooks and instructional materials in the course section have been entered by the deadline.

Semester	Total Course Sections	Course Sections in Compliance	Compliance Percentage
Fall 2016	10,302	9,817	95.3%
Spring 2017	10,273	9,922	96.6%

d) Report the number of course sections and the total percentage of course sections that were not able to meet the textbook and instructional materials posting deadline for the academic year. Provide an explanation as to why the

course sections were not able to meet the posting deadline. Note: A course section is not considered in compliance if all textbooks and instructional materials in the course section were not entered by the deadline.

Semester	Total Course Sections	Course Sections Out of Compliance	Compliance Percentage
Fall 2016	10,302	485	4.7%
Spring 2017	10,273	351	3.4%

The courses that did not meet the posting deadline for a variety of reasons but were reduced to only 95 sections for Fall 2016 within 2 weeks of the posting deadline, and to 52 sections for Spring 2017.

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

No exemptions were requested prior to the reporting deadline.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
BOARD CONFERENCE CALL / MEETING AGENDA**

August 29, 2017

**Beginning immediately after the conclusion of the Committee meetings (which begin at 3:00 p.m. with the Committee on Governance meeting)
123 Tigert Hall, University of Florida, Gainesville, FL**

- 1.0 Verification of Quorum Amy M. Hass, Interim Vice President, General Counsel
- 2.0 Call to Order James W. Heavener, Chair
- 3.0 Action Items (Consent) James W. Heavener, Chair

Board (BT)

BT1 Minutes--[June 8, 2017](#)

Committee on Educational Policy & Strategic Initiatives (EP)

- EP1 [Tenure Upon Hire](#)
- EP2 [University Press of Florida Annual Report](#)
- EP3 [Mental Health Counseling and Public Safety Officers Implementation Plan](#)
- EP4 [Block Tuition Policy—Levin College of Law](#)
- EP5 [Textbook and Instructional Material Affordability Report](#)

Committee on Finance and Facilities (FF)

FF1 [Amended 2018-2019 Fixed Capital Outlay Legislative Budget Request](#)

Committee on Governance (GV)

- GV1 [Amendment to Collective Bargaining Agreement](#)
- GV2 [Ratification of Affiliate Board Appointments](#)

- 4.0 Action Items (Non-Consent) James W. Heavener, Chair
FF2 and R17-190 [Naming: Roland T. Stern Learning Center](#)
- 5.0 New Business James W. Heavener, Chair
- 6.0 Adjourn James W. Heavener, Chair



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

June 8, 2017

Time Convened: 3:49 p.m. EDT

Time Adjourned: 4:44 p.m. EDT

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

1.0 Verification of Quorum

Amy M. Hass, Interim Vice President and General Counsel, verified a quorum, with all members present, except Trustees David Quillen and Steven Scott, who were unable to attend.

Board members present were:

James W. Heavener (Chair), David L. Brandon, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Robert G. Stern, David M. Thomas and Anita G. Zucker. Trustees David M. Quillen and Steven M. Scott were not able to attend.

Others present were:

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; Amy M. Hass, Interim Vice President and General Counsel; Jane Adams, Vice President for University Relations; other members of the President's Cabinet; 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, Legal Assistant; and other members of the University community and members of the media.

2.0 Call to Order and Welcome

Board Chair James W. Heavener called the meeting to order at 3:49 p.m. EDT and welcomed all Trustees, the administration and all in attendance at the meeting.

3.0 Public Comment

Vice Chair Mori Hosseini reported that the Board received due notice from Mr. Huntley Johnson that he would like to comment on the FY2017 presidential performance goals. Mr. Johnson made his comments and provided materials for collection.

4.0 Campaign Update

Trustee Anita Zucker provided an update on the progress of the capital campaign. She reported that the campaign is making excellent progress and is ahead of schedule on all campaign goals. Trustee Zucker recognized several fellow Trustees for their contributions to the campaign. In addition she announced that the University received a \$50 million anonymous estate gift. She noted that the campaign will go public in October of this year.

5.0 President's Report

President Fuchs gave his report to the Board. Highlights of this report included:

- Following his announcement in the meeting of the Committee on Educational Policy and Strategic Initiatives, President Fuchs announced that the University will add 500 new faculty members, in addition to committing to providing compensation and support equal to the very best research universities.
- UF has been highly ranked in the following sources:
 - New York Times: #6 among “colleges doing the most for the American dream”
 - Milken Institute: #3 among all universities in tech transfer
 - Forbes: #4 among “America’s Best Value Colleges”
 - International Business Innovation Association: 2017 Top Global Incubator Award
 - Center for World University Rankings: Ranked a number of UF degrees in the top 10
 - @CollegeFactual: #5 in veteran friendliness
- Two faculty members were elected to the National Academy of Sciences: Art Hebard and Doug Soltis.
- Also, Doug Soltis and Pam Soltis were named fellows to the American Academy of Arts and Sciences.
- Chemistry Professor George Christou was among 14 faculty to receive SEC Faculty Achievement Award.
- UF had a record high of \$791.3 million in research expenditures in 2016.
- UF received \$8.4 million from the Department of Defense to study brain training using electric stimulation and is the lead institution in a \$10 million grant to improve occupational safety.
- Recent hires include: Cathy Lebo, Director of the Office of Institutional Planning and Research; Will Atkins, Executive Director of Multicultural and Diversity Affairs; Jim O’Connell, Director of the Office of Technology Licensing; Cam Newbauer, women’s basketball coach; and Leon Haley, Dean, College of Medicine—Jacksonville.
- UF has funded seven research proposals that use the campus and surrounding community as a “living laboratory” to address real world problems.
- UF Athletics had many successes including:
 - UF Softball was the runner-up in the 2017 Women’s College World Series.
 - UF Baseball hosted the Gainesville Super Regional to advance to the NCAA College World Series.
 - UF Women’s Tennis won the national title on May 23rd. The 7th national title for UF Tennis and the 37th for UF.
 - Gators captured the SEC All-Sports Trophy for the 37th time and swept the combined title, along with the men’s and women’s title for the 16th time. UF is the only SEC team to accomplish this feat.

- Four teams—men’s basketball, women’s golf and men’s and women’s tennis--received NCAA recognition for Outstanding Academic Progress Rate.

6.0 Committee Reports

Committee on Audit & Operations Review

Committee Chair Marsha D. Powers gave the report for the Committee on Audit and Operations. She noted that Committee members Robert G. Stern, David M. Thomas, and W. Smith Meyers were present. Trustees James W. Heavener and David M. Quillen were unable to attend.

After reviewing and approving the minutes of the March 16, 2017, Committee meeting, the Committee discussed and then unanimously approved the following Action Item as a final action of the Committee (with details of this Action Item reflected in the Committee’s June 8, 2017 minutes):

- AO1. 2017-2018 Office of Internal Audit Work Plan Revisions

Discussion/Informational Items addressed were updates on external audits, OIA Quality Assessment Review Report, compliance program update, audits and other reviews, and the quarterly follow-up. Details of these discussion items are also reflected in the Committee’s June 8, 2017 meeting minutes.

Committee on Governance

Committee Chair Mori Hosseini gave the report for the Committee on Governance. He noted that Committee members David L. Brandon, James W. Heavener, Rahul Patel, David M. Thomas (following the end of the Committee on Audit and Operations meeting) were present. Trustee Steven M. Scott was unable to attend.

After reviewing and approving the minutes of the March 16, 2017, Committee meeting, the Committee heard the following discussion/informational items: an update on the governance enhancement initiative and a governance update from the University Athletic Association, Inc. Details of these discussion items are reflected in the Committee’s June 8, 2017 meeting minutes.

The Committee discussed and then unanimously approved the following Action Items (with details of these Action Items reflected in the Committee’s June 8, 2017 minutes):

- GV1. FY17 Performance Goals was approved as a final action of the Committee.
- GV2. FY18 Performance Goals was approved for recommendation to the Board on the Consent Agenda.

A report was not given by the Committee on Educational Policy & Strategic Initiatives because all Trustees are members. Reports were not given for the Committees on Finance and Facilities and External Relations because all Trustees were present.

7.0 Action Items, Consent Agenda

At the completion of the Committee reports, Board Chair Heavener asked for any further discussion of any matters to be approved by the Board. He then turned the Board's attention to the Consent Agenda and asked for a motion to approve the Consent Agenda (comprising all the Action Items listed below), which was made by Trustee Brandon, and a second, which was made by Trustee Johnson. The motion was approved unanimously.

Board of Trustees (BT)

BT1 Minutes – March 16, 2017

Committee on Educational Policy & Strategic Initiatives (EP)

EP1 Annual Tenure Awards

EP2 Tenure Upon Hire

EP4 New Degree: Bachelor of Arts in Education Sciences

EP5 and R17-189 Facility Security Clearance

EP6 University of Florida Regulations

Committee on Finance and Facilities (FF)

FF1 Final Operating Budget of Revenues and Expenses for Fiscal Year ended June 30, 2017 and Preliminary Operating Budget of Revenues and Expenses for Fiscal Year ended June 30, 2018

FF2 2018-19 Fixed Capital Outlay Legislative Budget Request

FF3 Facilities Spending Plan for the Fiscal Year ending June 30, 2018

Committee on Governance (GV)

GV2 FY18 Performance Goals

8.0 Action Items, Non-consent Agenda

Board Chair Heavener turned the Board's attention to the Non-Consent Agenda and asked Interim Vice President and General Counsel Amy Hass to read the text of Resolution R17-191 into the minutes:

R17-191 Investment in the University of Florida's Future

The University of Florida Board of Trustees ("Board") hereby adopts the following resolution:

WHEREAS, the University of Florida (UF) has Top 10 status in numerous national publications and wishes to recognize its stature among the Top 10 public universities in the nation.

WHEREAS, UF recognizes that in order to achieve the next mark in preeminence, UF needs to hire significant numbers of new faculty and to support existing faculty by compensating at levels on par with our highest-ranked peer institutions and otherwise assisting them in advancing their stature.

WHEREAS, UF recognizes that the best recruiters for new faculty are existing faculty – who are recognized, supported and compensated at Top 10 levels and who work in first-class facilities.

THEREFORE, BE IT RESOLVED THAT:

1. The Board commends and supports the commitment made today by President Fuchs to boldly pursue the hiring of 500 new faculty and his commitment to raise the compensation for our existing faculty to levels on par with our most highly-ranked peers and to otherwise assist existing faculty and staff in advancing their stature; and

2. The Board, the President and UF leadership will share responsibility for achieving these important goals, recognizing that it takes the work of all to move UF toward Top 5, and that work begins immediately.

Board Chair Heavener asked for a motion to approve R17-191, which was made by Trustee Hosseini, and a second, which was made by Trustee Johnson. The Board Chair asked for any further discussion, and then for all in favor of the motion and any opposed, and the motion was approved unanimously.

9.0 New Business

There was no new business to come before the Board.

10.0 Comments of the Chair of the Board

Board Chair Heavener welcomed Trustee Smith Meyers to the Board and his first meeting, He also welcomed Trustee David Quillen, who will join the Board at its September retreat. He noted that the Board had a productive day of meetings including approving the President's 2018 performance goals.

President Fuchs asked Chair Heavener for a few minutes to make some closing remarks. He reiterated the many notable recent successes of the University including the excellent progress of the Capital Campaign, the \$52 million appropriated by the legislature in recurring funds, the announcement that UF will add 500 new faculty, and confirmation in the vast majority of rankings that UF is a top 10 public university. Amid these milestones, President Fuchs noted that UF has lost two valued employees as a result of personnel matters. He noted that these setbacks represent an opportunity to reexamine policies and procedures and make needed improvements.

11.0 Adjourn

Asking for any further discussion and hearing none, Board Chair Heavener asked for a motion to adjourn the meeting, which was made by Trustee Thomas. With no further discussion, the motion was passed unanimously and the University of Florida Board of Trustees meeting was adjourned at 4:44 p.m. EDT.