



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
BOARD RETREAT MINUTES**

**October 2-4, 2018**

**UF Health Jacksonville, 15255 Max Leggett Parkway, Jacksonville, FL 32218  
and Marriott Ritz-Carlton Conference Center, 4750 Amelia Island Parkway,  
Amelia Island, FL 32034**

**Time Convened: 3:00 p.m. EDT, October 2, 2018**

**Time Adjourned: 12:15 p.m. EDT, October 4, 2018**

**October 2, 2018, UF Health Jacksonville, 15255 Max Leggett Parkway, Jacksonville, Florida –  
Welcome:** Board Chair Mori Hosseini called the retreat to order at 3:00 p.m. EDT and welcomed all those in attendance at UF Health Jacksonville.

**University of Florida Board of Trustee Members present:**

Mori Hosseini (Board Chair), Thomas G. Kuntz (Vice Chair), Katherine Vogel Anderson, Ian M. Green, James W. Heavener, Leonard H. Johnson, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Robert G. Stern, and Anita G. Zucker. Trustee David Brandon was unable to attend the meeting on Tuesday, October 2, 2018.

**Others present:**

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff, Joseph Glover, Provost and Senior Vice President for Academic Affairs; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President, Charlie Lane, Senior Vice President and Chief Operating Officer, Amy M. Hass, Vice President and General Counsel; Edward Jimenez, CEO UF Health Shands; Leon Haley, Chief Executive Officer, UF Health Jacksonville and Dean, College of Medicine – Jacksonville, Vice President for Health Affairs, David R. Nelson, Interim Senior Vice President, UF Health, Pradeep V. Kadambi, Professor, Department of Medicine and Senior Associate Dean for Clinical Affairs, UF College of Medicine – Jacksonville, and President and CEO, University of Florida Jacksonville Physicians, Inc., Wayne Marshall, Vice President UF Health North, Elias G. Eldayrie, Vice President and Chief Information Officer, Jodi Gentry, Vice President for Human Resources, Mark Kaplan, Vice President for Government and Community Relations, Mike McKee, Vice President and Chief Financial Officer, Tom Mitchell, Vice President, Advancement, Jack Payne, Senior Vice President for Agriculture and Natural Resources, Nancy E. Payton, Vice President for Strategic Communications and Marketing, Curtis Reynolds, Vice President for Business Affairs, Scott Stricklin, Director of Athletics, Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Sandy Mitchell, UF Board Administration Coordinator, and other members of the University community.

## **Retreat**

The University of Florida Board of Trustees' retreat convened at 3:00 p.m. EDT. Prior to turning to the main agenda for the retreat, President Fuchs welcomed Nancy E. Payton, who recently was appointed on October 1, 2018, as the University of Florida's Vice President for Strategic Communications and Marketing. He noted that Vice President Paton brings exceptional knowledge and experience to the position. Thereafter, Board Chair Hosseini noted that the first day would be devoted to "Where We Have Been and Where We are Going (Planning, Execution and Measurements), and Three-Year Financial Review" and the Wildlight project." He also informed the Trustees that the Mayor of Jacksonville, Len Curry will come by to welcome the Board members and attendees. The following presentations were made:

- Dr. Leon Haley, Chief Executive Officer, UF Health Jacksonville and Dean, College of Medicine, Vice President for Health Affairs gave a presentation entitled "Changing the Inflection Point, and Strategic Healthcare Alliance Raydient Places + Properties "Wildlight." Many discussions followed regarding historical funding challenges, strategic opportunities, existing and future partnerships, changing the ranking inflection point, UF Health Jacksonville downtown campus, UF Health North newest medical campus, finance report for fiscal years 2016-2019, improvement initiatives, engagement and development strategies, recruitment and retention strategies, potential city funding, hospital survey, Florida Low Country, and the UF Health Wildlight Project.
- Dr. Pradeep V. Kadambi, Professor, Department of Medicine and Senior Associate Dean for Clinical Affairs, UF College of Medicine – Jacksonville, and President and CEO, University of Florida Jacksonville Physicians, Inc., gave a presentation entitled "A Transformational Asset."

After the presentations, Board Chair Hosseini welcomed and introduced Mayor Len Curry of Jacksonville, Florida. Mayor Curry thanked the Board members for the opportunity to say a few words and welcomed everyone to UF Health Jacksonville North. Mayor Curry stated that he is an alumni of the University of Florida as well as his wife, Molly. He has been working as Mayor for Jacksonville for the past four years and committed to health care in this community and the visionary of the University of Florida. Board Chair Hosseini thanked Mayor Len Curry for the warm welcome.

Thereafter, he turned to the Board members and asked if the Board would like to vote on the action item to endorse the concept of the lease in contingent that Dr. Haley and his team provides additional funding cost information to the Board Vice Chair Kuntz and him for review. The Board members unanimously agreed to vote on the action item. Board Chair asked if there was a motion and Trustee O'Keefe made the motion and second by Trustee Zucker of approval of the lease. 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. Board Chair reiterated that the motion was only for the concept of the lease and he will make the final approval after other financial issues is vetted to him and the Board Vice Chair.

Next, Wayne Marshall, Vice President UF Health North led the Board members and others on a short tour of the UF Health Jacksonville North.

### **Adjourn**

The Retreat/Meeting was adjourned at 5:00 p.m. EDT.

**October 3, 2018, Marriott Ritz-Carlton Conference Center, 4750 Amelia Island Parkway, Amelia Island, FL 32034 – Welcome:** Board Chair Hosseini called the retreat to order at 8:45 a.m. EDT and welcomed all those in attendance. Thereafter, the Board Chair Hosseini personally thanked Provost and Senior Vice President for Academic Affairs Joe Glover for his dedication and hard work to the University.

### **University of Florida Board of Trustee Members present:**

Mori Hosseini (Board Chair), Thomas G. Kuntz (Vice Chair), Katherine Vogel Anderson, Ian M. Green, James W. Heavener, Leonard H. Johnson, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Robert G. Stern, and Anita G. Zucker. Trustee David Brandon was unable to attend the meeting on Tuesday, October 3, 2018.

### **Others present:**

W. Kent Fuchs, President, Winfred Phillips, Executive Chief of Staff, Joseph Glover, Provost and Senior Vice President for Academic Affairs; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President, Charlie Lane, Senior Vice President and Chief Operating Officer, Amy M. Hass, Vice President and General Counsel; Edward Jimenez, CEO UF Health Shands; David R. Nelson, Interim Senior Vice President, UF Health, Elias G. Eldayrie, Vice President and Chief Information Officer, Jodi Gentry, Vice President for Human Resources, Mark Kaplan, Vice President for Government and Community Relations, Mike McKee, Vice President and Chief Financial Officer, Tom Mitchell, Vice President, Advancement, David Norton, Vice President, Research, David Parrott, Vice President, Student Affairs, Jack Payne, Senior Vice President for Agriculture and Natural Resources, Nancy E. Payton, Vice President for Strategic Communications and Marketing, Curtis Reynolds, Vice President for Business Affairs, Scott Stricklin, Director of Athletics, Karen Unger, UF Alumni Association Immediate Past President, Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Sandy Mitchell, UF Board Administration Coordinator, and other members of the University community.

### **Retreat**

Board Chair Hosseini provided a brief highlight of the Agenda. He first asked each Board and Cabinet member as a round table discussion... “What do you want your legacy to be as a Board Member or Senior Leader at the University?” Each Board Member made comments to the question. Thereafter, the following presentations were made:

- President Fuchs gave a presentation entitled “One UF, One Vision.” which addressed the US News ranking, annual philanthropy, research grants, state appropriations, academics, governance, and the legacy as Board and as Senior Leaders.
- Scott Stricklin, Athletic Director gave a presentation entitled “University Athletic Association Ethics, Future Vision and Three-Year Financial Review.” He also provided UAA Policies and Procedures, the Student-Athlete Achievement handout, and cited Bart Giamatti, the late Commissioner of Major League Baseball description of why we care.
- Trustee Rahul Patel, Chair – Committee on Governance, Government Relations and Internal Affairs gave a presentation entitled “Enhanced Governance Standards Update, which included a video <https://thefloridachannel.org/videos/9-13-18-florida-board-of-governors-meeting-part-1/>.” There were discussions regarding the Governance projects, Governance recommendations, and the video.
- Dr. Chimay Anumba, Dean for College of Design Construction gave a presentation on “University of Florida Top 5” which outlined the key building blocks to Top 5 by improved student experience, innovative programs, new and improved facilities, and increased research. There were discussions regarding the issues as it relates to the building maintenance. Board Chair requested that Dean Anumba keep the documented building maintenance issue to be addressed and shared to the legislature.
- Dr. Diane McFarlin, Dean for College of Journalism and Communications gave a presentation and shared a video on “University of Florida Top 5”, which addressed ways of helping UF reach top 5 by (1) Enhance our reputation; (2) Amplify impact of UF scholars; (3) Consortium for trust in media and technology; (4) Strategic investments to bring the College of Journalism and Communications to the top to include endowed positions to support the best and brightest faculty, funds to smartly upgrade and expand building and facilities, and career and placement resources customized for our industries.
- Tom Mitchell, Vice President for Advancement, congratulated the Board of Trustees, President Fuchs, Provost Glover, and all colleagues at the University of Florida for a spectacular 2018 fiscal year. He informed the Board members that there will be presentations from Trustee Anita Zucker, and UF Alumni Association immediate Past President Karen Unger, and himself on the “UF Go Greater Campaign Update.”

The first vignette (Mid-Campaign Update) was led by Trustee Zucker, who provided a high-level overview of the campaign goals, timeline, and progress to date. She also provides a progress report on our colleges and units.

The second vignette (Alumni Participation Rate) was led by Karen Unger, former president of the UF Alumni Association. She provided a high-level overview of the APR initiative, and the progress made to date, and plans for fiscal year 2019.

VP Mitchell presented the third vignette (Top 5), which focused on the last four years of the campaign, some ambitions to accomplish by 2025 and some initial thoughts on what the top 5 fundraising programs look like.

- Dr. David R. Nelson, Interim Senior Vice President and Ed Jimenez, CEO gave a presentation on “UF Health Shands Top Hospital in State Update (Planning, Execution and Measurements), which focused on reaching the top by focusing on the mission of high impact: patient care, research, and education.
- Ed Jimenez, Chief Executive Officer, UF Health Shands gave a presentation on “US News Best Hospitals 2018 Adult Rankings,” that provided an input components, data-driven specialties for the 2018 rankings.

### **Adjourn**

The Retreat was adjourned at ~4:45 p.m. EDT.

**October 4, 2018, Marriott Ritz-Carlton Conference Center, 4750 Amelia Island Parkway, Amelia Island, FL 32034 – Welcome:** Board Chair Hosseini called the retreat to order at 8:30 a.m. EDT and welcomed all those in attendance.

### **University of Florida Board of Trustee Members present:**

Mori Hosseini (Board Chair), Thomas G. Kuntz (Vice Chair), Katherine Vogel Anderson, Ian M. Green, James W. Heavener, Leonard H. Johnson, Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Jason J. Rosenberg, Robert G. Stern, and Anita G. Zucker. Trustee David Brandon was unable to attend the meeting on Thursday, October 4, 2018.

### **Others present:**

W. Kent Fuchs, President, Winfred Phillips, Executive Chief of Staff, Joseph Glover, Provost and Senior Vice President for Academic Affairs; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President, Charlie Lane, Senior Vice President and Chief Operating Officer, Amy M. Hass, Vice President and General Counsel; Edward Jimenez, CEO UF Health Shands; David R. Nelson, Interim Senior Vice President, UF Health, Elias G. Eldayrie, Vice President and Chief Information Officer, Jodi Gentry, Vice President for Human Resources, Mark Kaplan, Vice President for Government and Community Relations, Mike McKee, Vice President and Chief Financial Officer, Tom Mitchell, Vice President, Advancement, David Norton, Vice President, Research, David Parrott, Vice President, Student Affairs, Jack Payne, Senior Vice President for Agriculture and Natural Resources, Nancy E. Payton, Vice President for Strategic Communications and Marketing, Curtis Reynolds, Vice President for Business Affairs, Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Sandy Mitchell, UF Board Administration Coordinator, and other members of the University community.

### **Retreat**

Board Chair Hosseini turned to the Agenda and asked for the first presentations as followed:

- David Parrot, Vice President for Student Affairs gave a presentation entitled “Student Success Update” which focused on the Student Affairs Impact in creating a signature student experience that differentiates the UF degree, Student Affairs Assessment, Programs- Hitchcock Field and Fork Pantry, Processes – Preview/New Student Orientation (Student and Family Responses). Discussions followed the presentation in great length as it relates to improvement of student experiences. Trustee Dan O’Keefe requested statistics and data relating to student wait time and how its measured. Board Chair stated that the Board wants the focus to be on the following: (1) net new 500 faculty; (2) 16:1 student ratio; and (3) billion-dollar researches.
- Joe Glover, Provost and Senior Vice President for Academic Affairs gave a presentation on “University of Florida Top 5.” Discussion followed regarding US News Rankings that UF rises to #35 nationally and UF is a Top Ten, #8 public university; Impact of new Social Mobility element (Graduation rates); Academic Reputation; Student Selectivity, and comparison to UC Irvine.

After the presentations, Board Chair Hosseini asked each Committee Chair to explain their Board of Trustee Committee Charge and their committee update as follows:

- Academic, Faculty and Student Affairs & Experience, Committee Chair Jason Rosenberg;
- Advancement, Committee Chair Anita Zucker;
- Audit and Compliance, Committee Chair Marsha Powers;
- Facilities and Capital Investments, Committee Chair Mori Hosseini (Board Chair);
- Finance, Strategic Planning and Performance Metrics, Committee Chair Tom Kuntz (Board Vice-Chair);
- Governance, Government Relations and Internal Affairs, Committee Chair Rahul Patel;
- and
- Marketing, Public Relations and Communications, Committee Chair Rob Stern.

Committee Chair Stern requested the following changes to be made to Marketing, Public Relations and Communications Committee Charge:

**MARKETING, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS**

The Marketing, Public Relations and Strategic Communications Committee shall be responsible for strategic communications and oversight of institutional pursuits that enhance the University of Florida’s stature and reputation while promoting its teaching, research, and service missions in the local, state, national, and international communities. It shall review and recommend to the Board policies affecting communications with institutional audiences including members of the media and alumni while serving as a partner that seeks to align communications strategy with institutional goals and priorities.

The Marketing, Public Relations and Strategic Communications Committee shall make periodic reports to the Board.

THE MARKETING, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS COMMITTEE'S RESPONSIBILITIES SHALL INCLUDE:

- Advancing and protecting the University's reputation and brand.
- Providing high-level input and guidance on the identification of institutional marketing priorities that are audience-based and reflective of institutional objectives and endorsing marketing programs that communicate key messages to priority audiences.
- Reviewing and recommending policies pertaining to public relations, branding, advertising, internal and external communications, news and information, and publications.
- Developing strategies to advance the value and an understanding of the significant contributions of the University to economic and community development.
- Identifying trends and issues that affect the University and higher education in general.
- Positioning the University to respond to these trends and issues in the appropriate context.
- Convening a forum for sharing, networking, and joint opportunities to meet with colleagues, media representatives, and community leaders on topics pertinent to higher education.

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COMMITTEE MEMBERS:

Robert G. Stern, Chair  
Leonard H. Johnson  
Daniel T. O'Keefe  
Rahul Patel  
Marsha D. Powers  
Anita G. Zucker

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UNIVERSITY STAFF LIAISONS:

Vice President for Strategic Communications and Marketing Nancy Paton  
Vice President for Advancement Tom Mitchell

Board Chair Hosseini asked for a motion to make the requested changes to the Committee, which was made by Trustee Kuntz and Seconded by Trustee Zucker. The Board Chair asked for any additional discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**Board Business**

Board Chair Hosseini noted that the University of Florida, Gainesville and University of Florida, Jacksonville has a big UF name on it and there is a need for strategic partnership. He explained the importance to bring UF Jacksonville to fold and demand excellence, work with the City of Jacksonville and legislature. He further stated that he was very impressed with Dr. Haley and his commitment. President Fuchs committed with agreement with the Board Chair. Board Chair Hosseini asked for any further discussion. Vice Board Chair Kuntz asked if we were endorsing our making a commitment? Trustee Johnson asked where are we contractually with Dr. Haley? Board Chair Hosseini stated that Dr. Nelson will make sure that we are contractually in line. Dr. David Nelson, Interim Senior Vice President, UF Health stated that he believed that Dr. Haley is accountable and has a great plan. Board Chair asked for a vote to encourage President Fuchs and UF Health Jacksonville to work together and understanding that it will take a lot of work. Trustee O'Keefe made the motion and Seconded by Trustee Stern.

Board Chair Hosseini confirmed Amy Hass as Vice President and General Counsel for the University. He explained her responsibility and that she reports to the President and the Board

of Trustees. Board Chair Hosseini asked if there were any comments. President Fuchs made a comment that it has been a good two days and he appreciates the Boards commitment and the senior leadership. Vice President Tom Mitchell echoed President Fuchs comments and further stated that he appreciated the Board's commitments. Trustee Heavener also stated that he felt the University is going in the right direction and he's excited about what the University is doing. After all comments, Board Chair Hosseini thanked Melissa Orth and Sandy Mitchell for a great job.

**Adjourn**

The Retreat was adjourned at 12:15 p.m. EDT.