



## **BOARD RETREAT MINUTES**

**August 27-28, 2020**

**Embry-Riddle Aeronautical University, Daytona Beach, FL**

**Time Convened: 9:01 a.m.**

**Time Adjourned: 9:31 a.m.**

### **Board members present:**

Morteza “Mori” Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Sylvain Doré, James W. Heavener, Leonard H. Johnson, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Trevor J. Pope, Marsha D. Powers, Jason J. Rosenberg, and Anita G. Zucker

### **Others present:**

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charlie Lane, Senior Vice President and Chief Operating Officer; J. Scott Angle, Vice President for Agriculture and Natural Resources; Elias Eldayrie, Vice President and Chief Information Officer; Zina Evans, Vice President for Enrollment Management and Associate Provost; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Thomas Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and other members of the public.

### **1.0 Call to Order and Welcome**

Board Chair Hosseini welcomed everyone in attendance and called the meeting to order at 9:01 a.m. He thanked Embry-Riddle Aeronautical University (ERAU) for hosting the University of Florida Board of Trustees. He also thanked the Trustees and President’s Cabinet for coming to Daytona Beach for the retreat. He then reviewed the agenda items highlighting UF Health reaching #1 ranking in the state of Florida by U.S. News and World Reports. President Fuchs also thanked ERAU for hosting us and indicated that he looks forward to a productive retreat.

### **2.0 Verification of Quorum**

Vice President and University Secretary Kaplan verified a quorum with all members present.

### **3.0 Public Comment**

Board Chair Hosseini asked Vice President and General Counsel Amy Hass if there were any requests for public comment at today's meeting. VP Hass informed the Board there was no public comment to come before the Board.

**4.0 Action Items (Consent)**

- BT1 June 4-5, 2020 Minutes**
- BT2 July 21, 2020 Minutes**
- BT3 Textbook & Instructional Material Affordability Annual Report**
- BT4 University Press of Florida Annual Report**
- BT5 Tenure Upon Hire**
- BT6 Direct Support Organizations and Affiliate Budgets**
- BT7 Regulation Amendments**
- BT8 Bylaw and Articles Updates**
- BT8.1 BOT Bylaws**
- BT8.2 Florida Foundation Seed Articles**
- BT9 DSO Appointments**
- BT10 Collective Bargaining Amendments**
- BT11 Legislative Budget Request IFAS Workload**

Board Chair Hosseini asked for any questions or discussion on Board Consent Action Items BT1 through BT11, noting that all materials were provided in advance and reviewed prior to the meeting. He then asked for a motion to approve Board Consent Action Items BT1 through BT11 for their approval, which was made by a Vice Chair Kuntz and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**5.0 Action Items (Non-Consent)**

**BT12 & R20-245 Naming: Mendenhall Family Camellia Walk at the Wilmot Botanical Gardens**

Board Chair Hosseini asked for a motion to approve Action Item BT12 & R20-245, which was made by Trustee Brandon, and seconded by Trustee Johnson. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**BT13 & R20-246 Naming: Dizney Grove at the Florida Ballpark**

Board Chair Hosseini asked for a motion to approve Action Item BT13 & R20-246, which was made by Trustee Brandon, and seconded by Trustee Johnson. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**BT14 & R20-247 Naming: Pace Taylor Pavilion at the UF/IFAS Nature Coast Biological Station**

Board Chair Hosseini asked for a motion to approve Action Item BT14 & R20-247, which was made by Trustee Brandon, and seconded by Trustee Johnson. Board Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **6.0 New Business**

There was no new business to come before the Board.

## **7.0 Adjourn**

There being no further Board business, the meeting was adjourned at 9:31 a.m. and the retreat began.

### **Artificial Intelligence (AI)**

Provost Joe Glover began by defining AI and reviewing the AI Initiative. With Nvidia's gift to UF of the most sophisticated supercomputer in the world, Provost Glover believes this initiative will distinguish UF and set us apart from every other university. In the AI Initiative, AI will be conceptualized across the entire University and its curriculum. He also reviewed the timeline for installing the supercomputer and implementing the AI Initiative. Provost Glover indicated UF will offer an AI Certificate program. He also highlighted the potential benefits of the initiative to the state and nation.

Vice President David Norton discussed that AI will be a game changer at UF in cross-disciplinary research and education. He also introduced the UF AI research working group that will help integrate AI across campus. VP Norton highlighted the working groups work to connect with external partners such as corporations, external researchers, and government agencies.

Dean Cammy Abernathy highlighted AI opportunities and research in the Herbert Wertheim College of Engineering (HWCOE). She also discussed AI partnerships being formed across campus, in our community, across Florida, including workforce development programs partnership activities.

### **Go Greater Campaign/Artificial Intelligence Fundraising Initiative**

Vice President Tom Mitchell reviewed the current fundraising efforts indicating they are in the final capstone phase of the campaign and will reach the \$3B goal ahead of schedule. He also shared some comparable fundraising data, including public universities in the state of Florida, the SEC schools, and the top public universities. VP Mitchell then discussed Advancements' AI Fundraising Initiative with a goal of raising \$175M. He also highlighted some details associated with their initiative including naming opportunities, engagement events, an Advancement team, an AI Global Leadership Council, and other proposed partners. When VP Mitchell concluded his presentation Board Chair Hosseini emphasized that people want to support success; people want to invest in quality.

President Fuchs pointed out after seeing the comparable fundraising data in the presentation, that compared to our competition we are young in the endowment space. Michigan has had 100 years to grow their endowment to the level reflected in the presentation.

Board Chair Hosseini asked for VP Mitchell to share research institutions comparable data at the next meeting.

Board Chair Hosseini also referenced the support UF has received from the state of Florida and indicated that this year will be a tough year for the state. He pointed out that the AI Initiative is not just about UF it is about the state of Florida and nation. We need to get the message across to everyone and asked for speaking points to be prepared for everyone indicating that we are looking for AI partners.

### **Update on Campus Activities**

Athletic Director Scott Stricklin gave an update on athletics reviewing student-athlete return to campus, plans for 2020-2021 athletic competition, including required testing and a financial and construction update. He noted that they continue to work with UF Health to ensure a safe environment for athletic competitions. Finally, he shared Name, Image, and Likeness (NIL), which will go into effect in Florida on July 1, 2021 and athletics' social justice program, Listen, Learn, and Act. Trustee Cole asked about the city of Gainesville's concerns about athletic events and fans in Gainesville. AD Stricklin indicated they have been communicating with the city of Gainesville to address concerns, as well. Trustee Pope asked about football ticket and if students will have access to any tickets. AD Stricklin indicated that they have not determined yet, though they do plan to be able to offer some student tickets. Trustee Brandon emphasized that we need to remember how much the athletes have supported the University and as the Gator Nation it is our turn to support the athletes and athletics.

Senior Vice President and President of UF Health David Nelson presented a COVID-19 update. He reviewed UF Health visits indicating they have returned to normal levels pre-COVID. He reviewed the return to campus summary, including the campus surveillance testing strategy going forward. Trustee Cole asked if UF has received US government CARES Act funds. CEO for UF Health Shands Ed Jimenez indicated we have received \$30M.

Trustee O'Keefe asked about the student experience with students being tested as they return to Gainesville. SVP Nelson indicated that now all have returned, they plan to have more mobile pop up testing in convenient locations on campus, and possibly saliva testing in the near future.

Trustee Doré thanked UF Health for their work and asked if they are working with Santa Fe College and if the data being tracked includes the VA and nursing homes. SVP Nelson indicated they are not working with Santa Fe College and the VA and nursing home numbers are included in the numbers reported by the Department of Health (DOH). He highlighted the great relationship UF Health has with the DOH, as Alachua County has 10 times more contact tracers than any other area in the state of Florida.

Board Chair Hosseini and Trustee Patel questioned UF Health's testing turnaround times and capacity. SVP Nelson indicated they have the capacity to continue to test up to 5,000 a day with testing result turnaround times of typically 24 hours, but within 3-5 days.

Senior Vice President and COO Charles Lane gave a campus reopening update and reviewed the timeline since the beginning warnings about COVID-19, including supplies purchased and residence hall occupancy. He discussed campus events and gatherings and concluded by highlighting points of collaboration across campus and Gainesville. Board Chair Hosseini

expressed concern and asked if Student Government Association (SGA) has been involved in COVID planning and messaging. VP Mull and Trustee Pope indicated that they have engaged students and have promoted behavior expectations. Board Chair Hosseini asked for the Universities plan to handle COVID outbreaks and behaviors. VP Mull indicated that they have a plan and will share it the Trustees. Trustee Cole asked if the plan includes fraternity and sororities. VP Mull indicated that it did and pointed out that all fraternities and sororities had to submit COVID-19 plan for approval.

### **Diversity and Inclusion**

President Fuchs introduced the diversity and inclusion presentation. He emphasized the important role we all must play to facilitate to change the culture at the University of Florida. He turned the program over to Chief Diversity Officer Antonio Farias.

Chief Diversity Officer Antonio Farias discussed leading a diverse and inclusive top 5 university. He highlighted the goal of the Universities strategy as an exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty, and staff who have diverse experiences and backgrounds. CDO Farias also discussed engaging our core strengths and pursuing a national and regional cohort approach.

Board Chair Hosseini asked to have a metrics to track our progress at the next meeting.

### **Student Experience and Surveys**

Vice President D'Andra Mull discussed the student experience and reviewed their mission and approach. She presented the results of the healthy behavior survey. She pointed out the messaging to students about what is expected, being socially engaged yet physically distant. She shared Student Affairs plan to educate, engage, and enforce COVID-19 behaviors and the GatorSafe app. She also highlighted support for students including Gator Care Kit, support for students needing self-isolation or quarantine, and virtual mental health services. VP Mull reviewed the communication timeline. She highlighted community engagement and partnerships being formed to promote consistency. She completed her discussion by reviewing ongoing efforts to promote social engagement while remaining physically distant.

Associate Provost Angela Lindner discussed the UF remote student success initiative and gave an overview on survey results to date. She shared the ongoing student success efforts and highlighted remote student success activities. She concluded by discussing how they will address those concerns and continued efforts including surveys in the fall and spring to address student concerns. Board Chair Hosseini asked that they continue their work during COVID and present results at a future meeting.

The retreat concluded at 5:00 p.m.

**August 28, 2020, Embry-Riddle Aeronautical University, Daytona Beach, FL**  
**Board members present:**

Morteza “Mori” Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Sylvain Doré, James W. Heavener, Leonard H. Johnson, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Trevor J. Pope, Marsha D. Powers, Jason J. Rosenberg, and Anita G. Zucker

**Others present:**

W. Kent Fuchs, President; Chris Cowen, Senior Vice President and Chief Financial Officer; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charlie Lane, Senior Vice President and Chief Operating Officer; J. Scott Angle, Vice President for Agriculture and Natural Resources; Elias Eldayrie, Vice President and Chief Information Officer; Zina Evans, Vice President for Enrollment Management and Associate Provost; Antonio Farias, Chief Diversity Officer and Senior Advisor to the President; Jodi Gentry, Vice President for Human Resources; Amy Hass, Vice President and General Counsel; Edward Jimenez, Chief Executive Officer for UF Health Shands; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Thomas Mitchell, Vice President for Advancement; D’Andra Mull, Vice President for Student Affairs; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; members of the University of Florida community, and other members of the public.

The retreat began at 9:15 a.m.

**UF Health Rankings, Future Expansion and Strategy**

Senior Vice President David Nelson started the UF Health discussion by reviewing the mission of the University and UF Health being named the #1 hospital in Florida. He discussed the link between patient care and the academic mission with clinical enterprise supporting the academic mission. He indicated that they would like the Healthcare system to increase the amount of money they contribute to academics. He reviewed research awards and rankings for the 6 healthcare colleges. He also gave an update on the search for a new Dean in the College of Medicine and expressed his gratitude to the tremendous job Dr. Adrian Tyndal has done as Interim Dean over the last two years. He discussed the continued growth and expansion of UF Health in central Florida and along the I95 corridor. He then discussed ONEUF Health’s vision to build one of the top academic health centers in the country.

Dean Leon Haley presented UF Health Jacksonville Campus Strategic Priorities. He recapped on the impact of COVID-19, including losses and CARES Act funding. He reviewed the rankings highlighting UF Health Jacksonville’s successes and challenges, including areas that require additional focus. He presented the strategic growth planning along the I-95 corridor. He also discussed the needs of the downtown campus, growth and future expansion sharing unique challenges of the location, which involves a financial relationship with the city. Board Chair Hosseini thanked Dean Haley for the tremendous job he has done over the last several years. Board Chair Hosseini suggested having an outside firm review our plans for growth. Board Vice Chair Kuntz asked about the growth over the last two years including revenue. Dean Haley indicated that the downtown hospital loses approximately \$2M a year and the north locations profits of \$4M helps to cover the losses. The north location has been able to realize those profits within the 3 years since it’s opening. There was some discussion about the unique

situation between the city and the need for the city to continue to invest in and support the downtown hospital. Board Vice Chair Kuntz asked for Dean Haley to provide some additional details at the next meeting to include a financial comparison showing financials of UF Health Jacksonville pre-north location, current, and future projections, including the city's contributions. Board Chair Hosseini stated his commitment to continue to work with the city.

Chief Executive Officer for UF Health Shands Ed Jimenez gave an update on UF Health Shands. He indicated that UF Health has had losses of \$46M related to COVID and received CARES Act funds to cover some of their losses. He indicated the hospitals are back to pre-COVID capacity. He discussed UF Health Shands plans to support and serve UF, the state of Florida, and nation. They will focus on great patient outcomes, investing in our medical school and health center, and increasing regional and national stature. He gave an update on construction projects and discussed the southern strategy. He also discussed the potential need for pediatric inpatient care determining its need through a targeted approach. He reviewed UF Health Shands national recognition and rankings and concluded his presentations highlighting UF Health ranking as #1 hospital in the state of Florida by U.S. News and World Reports. Trustee Powers was impressed by UF Health's excellent strategy. She agreed with tremendous opportunity ahead of UF Health with the potential growth in central Florida of 3000 homes per year. Board Chair Hosseini also agreed with the growth potential of central Florida.

### **Academic Reputation and Rankings**

Assistant Provost Cathy Lebo discussed academic reputation and rankings. She indicated that the latest U.S. News rankings will be released Sept 14. AP Lebo reviewed the changes to the 2021 survey that might affect future rankings. Lebo also reviewed a few other things that we may need to understand their relation to rankings including special programs, research, and writing in the discipline. AP Lebo gave an update on our competitive position among the Top 20 Public Universities in reference to student, faculty, finance, and graduation performance. She highlighted that UF has the lowest predicted graduation rate. She compared UF's graduation performance, full-time faculty count, average alumni giving rate (two-year ave.) with top public universities.

AP Lebo then discussed factors related to academic reputation indicating the reputation score is a tough measurement to move. She pointed out the relationship between ranking and reputation, noting that ranking influences reputation. People tend to highly rate institutions that are highly ranked.

### **Story Telling and Strategy**

Vice President Nancy Paton discussed brand and reputation, UF continues to make significant inroads in earned and social media being a leader in positive sentiment and brand awareness. UF is benefitting from the proactive and thoughtful approach to COVID-19 communications with the website gaining national attention with social media stories. She reviewed how UF is demonstrating elite reputation management throughout COVID-19 compared to top 5 public universities. VP Paton indicated that UF is building a best-in-class issues management, crisis preparedness capability, and infrastructure to drive long term success. VP Paton explained the acceleration of national brand prominence with a comprehensive institution-wide media

strategy realizing 115% increase in coverage of UF as expert in the media. UF is gaining on the top 5 peers in reputation thanks to storytelling efforts including a podcast series that highlights faculty. UF is driving strengthened reputation through a national paid media campaign that targeted influential audiences.

VP Paton reviewed the brand strategy development timeline highlighting UF's strong top-of-mind position with prospective students. She indicated they will use a tailored approach to engage audiences. She then introduced the strategy for 2020-2021 to build UF's reputation score. She reviewed peer surveys highlighting the characteristics that represent institutional quality.

Associate Provost Cathy Lebo reviewed U.S. News peer assessment timeline with results being released in September 2021. She also reviewed other national and international rankings and reviewed what factors will influence our academic reputation score in the 2022 rankings.

Board Chair Hosseini questioned if the voters listened to podcasts. VP Paton indicated that they targeted voters with a podcast on LinkedIn and data from LinkedIn supported its influence.

### **Construction Project Update**

Vice President Curtis Reynolds gave an update on the construction, improvement, repair, and renovation projects. He also gave an update on transportation improvements, utility projects, and landscape masterplan implementation and projects. He reviewed projects still in planning stages.

Board Vice Chair Kuntz expressed his concern for projects to remain on target to be sure the cost doesn't exceed thresholds which would require a technical committee review.

Board Chair Hosseini expressed his concern on the timeline for the Honors dorm project. He asked for meetings to be scheduled to move this project along as soon as possible. He emphasized the importance of this project to our rankings and to support the Provost, Student Affairs, and Enrollment Management. Board Vice Chair Kuntz agreed that this project needs to be expedited.

Board Chair Hosseini and Board Vice Chair Kuntz also expressed his concern on moving forward with the landscape master plan, which was already approved by the Board. Board Chair Hosseini emphasized the work that Charlie Lane and others put into it.

SVP Lane and Board Chair Hosseini mentioned holding on the biomedical building due to financial concerns arising from COVID. Trustee Doré expressed his concern about this because of the limited research space available for faculty and the importance of these facilities to reach the \$1B research goal. Board Chair Hosseini assured him this is important, and they will move forward at the right time.

Board Chair Hosseini restated that all projects should stay within budget.

### **Trustee Discussion: Priorities for the Future**

Board Chair Mori Hosseini invited everyone to listen to one of the most important discussions of the retreat which focuses on UF's future priorities and the future of higher education.

President Fuchs pointed out that this discussion is a priority driven by SVP Lane and Provost Glover.

Vice President and University Secretary Mark Kaplan introduced the capstone discussion of the retreat on the future of the University of Florida. He introduced the workgroup of Deans, Cabinet Members, and University leadership who prepared a white paper on the Future of Higher Education. The workgroup began the process of preparing their thoughts by reviewing the goals of the University which can be found in the Universities Decade Ahead. To organize their work, the workgroup divided the major functions of the University of Florida into four broad categories: teaching and learning; research and discovery; service and engagement; and economic development. They vetted their thoughts with internal and external constituents. Ultimately, the workgroup believes AI will help set us apart and lead us into the future. The following focus areas emerged including residential campus experience, diversity equity and inclusion, AI initiative, and economic impact. Dean Julie Johnson was asked to share more details on the teaching aspect.

Board Chair Hosseini thanked Dean Johnson for the great work she has completed in the College of Pharmacy and asked her to share Pharmacy's accomplishments.

Dean Johnson briefly highlighted the accomplishments of the College of Pharmacy and their rise in ranking from #14 in 2012 to #5 in 2020. Dean Johnson then discussed teaching and learning – the reimagined residential experience. The workgroup predicts residential education, particularly at top public universities, will continue to be highly valued but will have to change. Dean Johnson pointed out that UF has the opportunity to meet diverse student needs through an exceptional residential experience and a fully online option. UF is well ahead of its peers in technology-enabled education, which allowed us to adapt to remote learning quickly. UF must use its technological advantage to build a new kind of residential experience. She discussed on their vision of a reimagined residential education with faculty teams both remote and in person teaching students both remote and in person. Traditional classroom lectures would be taped and streamed, and classroom time would be used for active experiential interactive learning promoting relationships and comradery. Ultimately, the reimagined residential experience would allow the University to offer exceptional, interactive residential and online education combined, where we will lead the nation in higher education, and creating a highly educated and skilled workforce that drives the states and nations' economies.

Board Vice Chair Kuntz asked if this new type of learning would stress faculty and if it requires more teaching time. Dean Johnson indicated the College of Pharmacy has already gone through this transformation. She indicated they did lose some faculty, but the current faculty love the new interactive learning. The ability to tape lecture and use them multiple times and she does not believe it requires more time to be spent.

Dean Cammy Abernathy discussed research and economic impact in the future. She highlighted the fact that the U.S. leads the world in the number of doctoral graduates. She reviewed the demographics of doctoral students and faculty and compared that to the racial population of the US. Dean Abernathy pointed out recruiting domestic talent by optimizing the employee experience promoting and inclusive diverse environment, professional development, flexibility in location & time and evaluation metrics, and impact. She indicated that interdisciplinary research requires partnerships, across disciplines and with the academic and non-profit institutions. Maximizing the economic impact on Florida by focusing on problem relevant to our state, reexamining our tech transfer objectives, and diversifying our approaches and our metrics. Ultimately, the future of research and economic development will be increasingly domestic and diverse, distributed geographically and temporally, and we will work with interdisciplinary teams on problems relevant to society and foster job and start up creation.

Vice President Tom Mitchell discussed the workgroups thoughts that the future is based on building relationships and engagement. VP Mitchell pointed out the importance of engagement with principal partners that is individualized and personalized with intentional profound engagement. COVID has given us the opportunity to change, rethink, revisit, and reimagine. Opportunities expressed by the workgroup include collaboration with the state and federal priorities, an exceptional interactive residential education, new ways of partnering, and principle partners and profound engagement. VP Mitchell then asked the group to share what they think are the University of Florida's opportunities to lead.

Board Chair Hosseini thought the discussion was outstanding and thanked the group. He asked everyone to think about the transformation in UF Health over the last 2 years, ultimately becoming #1 in the State of Florida. He too has a vision for UF's future that is big and audacious. He thinks that AI will be the curriculum of the 21<sup>st</sup> century and student will have jobs in this field after graduation. UF's vision of the future is forward thinking and will offer the state a great return on their investment. He also believes this will be a great return on the student investment. Board Chair Hossieni then asked each Trustee to share thoughts on what they think is UF's opportunity to lead.

President Fuchs thanked everyone for their thoughts. He believes our persistence will make a difference and he can't think of a any other team he'd like to be working with. He indicated that with classes starting on Monday, UF will have a challenging couple of weeks. He looks forward to the students signing their pledges and winning the student pledge challenge with FSU because he doesn't want to wear FSU's colors or sing their song.

VP Mitchell closed the discussion by indicating it is our time to be the modern age engaged land-grant University with a bias for action and persistence. We are committed to diverse equity and inclusion. The AI Initiative is a national strategy that will impact Florida, the nation, and the world. UF is a leader, continuing to strive for excellence, and is ranked among the very best universities. It starts with the students, in which we provide a platform for the rest of their lives. We develop talent and recruit the best. Ultimately, we help others achieve their best.

Provost Glover added that AI is an initiative. It is a project in systemic change, in which AI data science will be added to all curriculums and incorporated across the entire University.

The retreat concluded at 5:00 p.m.