



## **BOARD RETREAT MINUTES**

**September 15-16, 2022**

**Sawgrass Marriot, Ponte Vedra, Florida**

**Time Convened: 8:45 a.m.**

**Time Adjourned: 2:05 p.m.**

### **Board members present:**

Morteza “Mori” Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Lauren D. Lemasters, Daniel T. O’Keefe, Rahul Patel, Amanda J. Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

### **Others present:**

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; J. Scott Angle, Vice President for Agriculture and Natural Resources; Chris Cowen, Senior Vice President and Chief Financial Officer; Melissa Curry, Interim Vice President for Human Resources; Elias Eldayrie, Vice President and Chief Information Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Shands Hospital; Charlie Lane, Senior Vice President and Chief Operating Officer; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; Tom Mitchell, Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Steve Orlando, Interim Vice President for Strategic Communications and Marketing; Mary Parker, Vice President for Enrollment Management and Associate Provost; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Heather White, Vice President for Student Life; Associate Provost Angela Lindner; Gigi Lipori, Senior Vice President and Chief Information Officer for UF Health; Colleen Koch, Dean College of Medicine Gainesville; Linda Edwards, Dean College of Medicine Jacksonville, and members of the University of Florida community.

The retreat began at 8:45 a.m.

### **Welcome and Overview**

Chair Hosseini welcomed everyone to the retreat. He began the retreat by thanking the Board for their service and contributions to the university. Chair Hosseini then highlighted some of the great things happening at UF and reviewed the agenda for the retreat.

### **UF Health**

David Nelson, Senior Vice President for Health Affairs and President of UF Health presented UF Health Updates Roadmap 2030. The updates included a 10-year expansion plan for UF Health Gainesville, Jacksonville, and Central Florida. UF News & World Report National Rankings were

provided focusing on the College of Nursing and Veterinary Medicine. Health Research initiatives were shared along with Artificial Intelligence highlights. In October 2022, UF has been designated for an NCI site visit. Dr. Nelson concluded his presentation talking about new opportunities for UF and Scripps, a new research building, and philanthropy. Chair Hosseini thanked UF Health leadership and the doctors. He asked Dr. Norton work with Dr. Nelson regarding space in the new research building and report back on how it will be utilized.

Gigi Lipori, Senior Vice President & Chief Information Officer, UF Health, presented a high-level overview of the rating and ranking agencies. She talked about qualifiers and factors leading to differences in ratings which included timelines and domain weight. She shared 2022 ratings for specialties at UF Health Shands Hospitals with adult facilities being ranked in the top 3 several times over the last 10 years. She reviewed the percent scores received and specialty rankings both at the state and national level. She concluded her presentation covering recent public facing measures as determined by U.S. News and World Report for Best Hospitals.

A discussion regarding the rankings of UF ensued with Chair Hosseini asking about the rankings of UF past and present and stated UF should be consistently ranked number one. He recommended Dr. Nelson empanel an internal committee to review the numbers. He appointed Trustee Powers to the committee and asked that the group provide quarterly report on the road map to return to number one.

Dean Colleen Koch, College of Medicine Gainesville, provided two presentations. The first was a roadmap for success that reviewed the strategic plan, with seven strategic plan pillars for the college. She discussed the education pillar initiative which is pioneering the implementation of AI-based medicine. The research pillar focuses on an R1 Boot Camp or Team Science Academy. She covered several patient care initiatives as well as the people pillar initiative of a faculty mentorship resource center. The diversity, inclusion, and health care equity pillar initiative (DEI) will network a department of faculty liaisons for DEI. She indicated the needle was being moved on the value pillar. She shared the summer 2022 progress of the AI initiative and concluded her presentation with a dashboard review and the introduction of new leaders in medicine. She provided a highlight of summer progress with AI and reviewed new leaders in the college. Her second presentation focused on quality and safety measures which include workforce development, comprehensive unit-based safety program, clinical communities, and a quality framework for the future.

A discussion ensued with Chair Hosseini regarding rankings and how the college could move up. Dean Koch shared they need more research dollars and more space for researcher's resources which will generate new research and funding. It will take time. President Fuchs noted how important department chairs are for every college. They need to be high performing. Chair Hosseini asked SVP Charlie Lane to work with Dr. Norton on space and report back at the December board meeting.

Dean Linda Edwards presented an overview of UF Health Jacksonville. She highlighted the vision and mission. She shared the reach of the hospital as well as impacts of Covid. She reviewed

metrics and rankings. She noted UF Health Jacksonville is committed to improving patient care through community engagement and focused research on inpatient and outpatient care.

### **Preview Update**

Vice President and Associate Provost Mary Parker, Angela Lindner, Associate Provost for Undergraduate Affairs, and Heather White, Vice President for Student Life presented an update on Preview. VP Parker shared what defines a preview, why the experience matters and how it is administered, in addition, she highlighted leadership and personnel associated with preview as well as statistics on attendance, costs and impact. UF faculty are the preview advisors. Dr. Lindner shared the method of evaluation which included the charge from the BOT and Provost. The evaluation focused on four areas: holistic, academic advising, co-curricular and non-academic programming, and communications and operations. VP White shared findings and proposed next steps by focus area. The holistic approach focuses on our mission, goals, learning outcomes, assessment, and leadership. Trustee O’Keefe asked about best practices. Trustee Lemasters shared preview is important as it is the first impression for students. One on one advising is a strength and not done by many peer institutions. Trustee Phalin added that all students use Canvas. The platform provides a lot of information students can review on their own time. Chair Hosseini asked if the preview students are surveyed about their experience. VP White said they are after their academic advising appointment, but they could potentially do more. VP Elias Eldayrie added that it depends on the student’s status if they will be able to receive the survey until they are an official student. We may not have all cell numbers, etc. VP White indicated they hope to start implementing this updated process in November for transfer students and May for incoming students.

### **Admissions Update, Regular and Honors**

Mary Parker, Vice President and Associate Provost and Angela Lindner, Associate Provost presented an admissions update, regular and honors. They reminded the Board of the charge from the retreat – to clarify the interaction between admissions and honors office and recommend and implement any changes to ensure UF can recruit an appropriate cohort of honors students. They reviewed schools in the AAU, SEC and top honors programs. They learned in most cases the admissions office was responsible for the recruitment and admissions of honors programs. The majority of the schools had only one essay. Finally, they learned the majority of schools sent a separate honors admit letter from the campus admit letter. They highlighted recruitment goals and strategies including increasing visibility, applications and diversity within the applications. Enrollment Management will manage the admissions process for honors as well as all marketing and recruitment for honors. Honors will participate in all events, partner on all call campaigns and supply relevant content. They reviewed the holistic review and confirmation process. Vice Chair Kuntz asked why we may be losing students to other universities. The primary reason is Pell money. VP Parker praised the college deans and their offices for their full support. There was a discussion regarding the class in male to female ratios, GPA and yield rates. Trustee Phalin suggested we look at strategies of those universities who went coed in the last 50+ years ago. Trustee Powers asked if the out of state percentage changed? VP Parker said it remained flat from last year. Trustee Patel asked how to improve the yield. VP Parker said she would work with Cathy Lebo on the class.

### **Athletics Update**

Director of Athletics Scott Stricklin shared an update about the University Athletic Association. A video was shown highlighting all the projects which have been completed or are in process. He provided the Board with an update on the Ben Hill Griffin Stadium Study. He will come back in December with an update. He noted there is more work to be done in the Name, Image and Likeness space. Trustee Phalin commented that the student athletes were some of the best students which is a testament to Farrior Hall and advising received.

### **Campus Tours Update**

Mary Parker, Vice President and Associate Provost provided an update on Campus Tours/Welcome Center. She shared the charge from the trustees of developing a top 5 university tours program at UF. She provided an overview of the welcome center/tour committee. She shared the focus of the committee as well as details on the site location and photos of the site with new and existing buildings identified. She shared the Welcome Center footprint, environment design recommendation as well as interior details including photos from similar college welcome centers for comparison. She said when more work is done, they will come to back to the Board for approval to move forward. Trustee Patel thanked VP Parker for all of her hard work.

The first day of the retreat concluded at 5:00 p.m.

### **September 16, 2021, Ponte Vedra Beach, FL**

#### **Board members present:**

Morteza “Mori” Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Thomas G. Kuntz (Board Vice Chair), Lauren Lemasters, Daniel T. O’Keefe, Rahul Patel, Amanda Phalin, Marsha D. Powers, Fred S. Ridley, and Anita G. Zucker.

#### **Others present:**

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The retreat began at 8:30 a.m.

## **Welcome**

Chair Hosseini asked President Kent Fuchs to address the Board. Dr. Fuchs encouraged the Board be audacious in their goals for the future of the university, allow the next President to be themselves and build trust; the Board and Cabinet be open with one another, and remember the heart of the university is the faculty. Faculty do the work and are the core of the university. We have to have audacious goals and hold them to high standards and support them to go do their work. For the next President, they should embrace and enjoy the job. Enjoy successes, history, and people.

## **Performance Based Funding, Preeminence and Rankings**

Cathy Lebo, Assistant Provost and Director of Institutional Planning and Research presented a summary of the U.S. News rankings. She provided an overview of the rankings formula along with data for national rankings as well as the state university system. She talked about how data was collected and the effects of the pandemic. UF ranks #4 for student outcomes, up from #9 last year. Pell was discussed. Provost Glover noted we are at average and need to do better. She provided key results from RY2023 broken down by the top 5 and top 20 universities and shared reviewed the average test scores. Class size, faculty ratio and salary were discussed. Provost Glover noted the ratio has a numerator and denominator that should be looked at independently. President Fuchs pointed out state employees got a raise from the state but that it did not include universities. Chair Hosseini said this was a topic the Board of Governors is discussing. Dr. Lebo highlighted retention and predicted graduation information for the top 25 public universities. She discussed predicted graduate rates, class size and additional data points. Dr. Lebo concluded with a review of financial resources and how UF fared in 2021 in specific undergraduate programs as well as advances and areas to focus on. Chair Hosseini said we need to focus on reputation and charged Trustee Patel with looking at freshman retention and graduation rates. He asked about faculty credentials. Provost Glover noted there are good statistics for full-time faculty, but more part-time faculty are a new element to discuss with the Deans. President Fuchs and the Board thanked Dr. Lebo for all of her hard work.

## **West Palm Beach Update**

Kent Fuchs, President, Tom Mitchell, Vice President for Advancement, Charlie Lane, Senior Vice President and Chief Operating Officer, Amy Hass, Vice President and General Counsel, Chris Cowen, Senior Vice President and Chief Financial Officer presented an update on West Palm Beach. They shared key criteria which included high-growth urban area, visibility, influx of high-tech, engaged alumni, available land, and available private support. They discussed the property gifts and shared slides with aerial views. The project is funded with \$100 million from eight gifts and \$100 million from the state. It was noted there is proviso language in the appropriation and all gift agreements. Business, engineering, and law will be the initial academic program focus. A conceptual vision of the campus was shared along with future use, and benchmarks. Details of the planning process, development of master plan and land constraint requirements were provided. The presentation concluded by highlighting phase 2 which focuses on Palm Beach State College as a temporary space as well as upcoming key dates.

### **Budget Overview and Outlook**

Chris Cowen, Senior Vice President and Chief Financial Officer presented a Budget Overview and Outlook by highlighting a strategically and financially balanced budget. He reviewed the strengths and weaknesses of the UF financial profile and provided an overview of an enhanced budget model. He highlighted the 2023 budget enhancement do's and don'ts as well as academic annual growth revenues and expenses. He provided a comparison of our process and investment growth with our peers. He concluded his presentation with a review of the future state of enterprise budgeting, with focus areas, a model for implementation, best optimization efforts, future activities and supporting strategic priorities. He added they were in the planning stages of the financing plan for the new research building. Provost Glover noted three projects that were totally funded internally include UFPD, Student Health facility and the FLMNH storage. Trustee Powers thanked SVP Cowen for his presentation and noted that the FSPPM Committee Workshops were very helpful.

### **Infrastructure and Facilities Priorities**

Charlie Lane, Senior Vice President and Chief Operating Officer and Curtis Reynolds, Vice President for Business Affairs presented an update on infrastructure and facilities priorities. They provided an update on the campus framework 5-year capital construction plan. A flyover video was shown of new completed projects as well as those in process. David Manfredi, architect, provided an overview of a site study of the college of dentistry in the UF Health campus showing potential sites and phases.

### **AI-based Student Success Prediction System**

Joe Glover, Provost and Elias Eldayrie, Vice President and Chief Information Officer presented AI & Student Success in Gateway Courses. The goal is to identify students at risk of getting a C-, D, or E or withdrawing from a gateway course and how to provide assistance to students identified at risk. Some gateway courses include calculus, chemistry and physics. They provided an overview of the UF team along with important metrics and variables for model development. They focused on student success support systems and pillars including advising, peer tutoring, success coaching, and peer mentoring. The presentation concluded with the team who will help move this system forward. They hope to integrate admissions data into the model. Trustee Lemasters asked who would reach out to a student who is identified as potentially needing additional help in a gateway course. Provost Glover said it would be someone in undergraduate affairs. Trustee Cole if this system could work for law and others. VP Eldayrie indicated it could.

### **Next Steps**

Board Chair Hosseini reviewed a list of the top key priorities discussed at the beginning of the retreat and asked each trustee and cabinet member to share their top 3 priorities that they think UF should focus on in the future.

The retreat concluded at 2:05 p.m.