



**BOARD RETREAT MINUTES**  
**September 9-10, 2021**  
**The Alford Inn, Winter Park, FL**  
**Time Convened: 9:15 a.m.**  
**Time Adjourned: 12:30 p.m.**

**Board members present:**

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, 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; Elias Eldayrie, Vice President and Chief Information Officer; 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; Charlie Lane, Senior Vice President and Chief Operating Officer; 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; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Associate Provost Angela Lindner; Assistant Provost Cathy Lebo; Dean Cammy Abernathy; Dean Collen Koch; Dean Saby Mitra; members of the University of Florida community.

The retreat began at 9:15 a.m.

**Welcome and Overview**

Chair Hosseini welcomed everyone to the retreat. He began the retreat by sharing Dr. Leon Haley’s accomplishments at UF Health in Jacksonville and observed a moment of silence for him and his family.

Chair Hosseini then highlighted some of the great things happening at UF and reviewed the agenda for the retreat.

**Discussion: Priorities for the Future and Desired Outcomes for Retreat**

Chair Hosseini opened a discussion about what UF's priorities should be for the future and the desired outcomes of the retreat. He then asked each trustee to share their perspectives. Board Chair Hosseini concluded that we would revisit the discussion at the end of the retreat.

### **Opportunities for Statewide Economic Impact and Reach**

President Fuchs introduced two opportunities for UF to expand the university's impact. The first includes an opportunity for UF to build a new graduate, professional and executive education campus on approximately 13 acres of centrally located real estate in downtown West Palm Beach (WPB). President Fuchs shared thinking about why such an opportunity might be beneficial for the university and the state, potential academic programs, financial considerations, and next steps. Vice President David Norton and Deans Saby Mitra and Cammy Abernathy discussed the benefits of a WPB location to research and their colleges. Chair Hosseini commended everyone for their work on this exciting opportunity. He asked the Trustees for questions and then encouraged Trustees to reach out to the administration with other issues. Chair Hosseini said that a potential decision wouldn't be finalized until all details are reviewed and agreed upon by numerous parties.

President Fuchs then introduced the second opportunity with Scripps Research Institute in Jupiter, FL. Senior Vice President David Nelson reviewed details of the potential arrangement. He highlighted Scripps research, NIH Funding, faculty, and the campus and facilities. He then discussed potential details of the agreement and opportunities for both institutions and their faculties. Dean Colleen Koch added her experience with this opportunity and emphasized its significance. Senior Vice President Chris Cowen reviewed potential financial implications.

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

Provost Joe Glover reviewed each of the current performance-based funding (PBF) metrics highlighting UF accomplishments and obstacles. He also indicated a change to metric #10 to replace it with endowment size. Associate Provost Angela Lindner discussed their focused efforts in the graduation rates (2, 4, and 6 year) as well as student success. Lindner reviewed UF Student Success launched in the Fall of 2019 to highlight results during the pandemic. She also discussed ongoing efforts to further improve 2 and 4 year graduation rates.

Assistant Provost Cathy Lebo provided an overview of university rankings. She indicated that the U.S. News and World Reports Rankings will be announced on September 13. She reviewed the rankings formula, UF's competitive position, strengths, and reputation. Dr. Lebo then reviewed improvements being made and discussed collaborative efforts underway across the university that will improve state metrics for PBF and our position in national and international rankings.

### **UF Health Rankings and Expansion**

Chief Executive Officer for UF Health Shands Ed Jimenez presented information about UF Health hospital rankings. CEO Jimenez explained the methodologies, learnings, and paths forward for the hospitals in Gainesville and Jacksonville. He then discussed UF Health's expansion and aspirations to be the southeast's premier academic health system. He reviewed their vision over

the next 10-years, building the UF Health System of the future, including expansions to existing facilities and new facilities.

### **Budget Overview and Outlook**

Senior Vice President Chris Cowen reviewed the approach and philosophy of the university budget. He reviewed UF enterprise revenues and their restrictions and discussed the availability of funds for strategic purposes. SVP Cowen then discussed the next steps to implement a series of enhancements to the budget model to achieve a more strategic and financially balance model that enable UF to achieve its strategic priorities.

### **Advancement Roadmap**

Vice President Tom Mitchell presented the current fundraising efforts indicating they have raised \$3.2 billion during the campaign and achieved record levels of alumni participation. VP Mitchell compared total commitments and campaign goals of other Florida public universities, Southeast Conference Schools, and top public universities. He then mentioned a variety of considerations for the final months of the current campaign.

Trustee Fred Ridley then presented the concept of a new golf facility for the UF golf team and the community, including potential benefits and opportunities for various academic programs of the university.

The first day of the retreat concluded at 6:15 p.m.

### **September 10, 2021, The Alford Inn, Winter Park, FL**

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

Morteza “Mori” Hosseini (Board Chair), David C. Bloom, David L. Brandon, Cooper L. Brown, Richard P. Cole, Christopher T. Corr, James W. Heavener, Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, 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; Elias Eldayrie, Vice President and Chief Information Officer; 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; Charlie Lane, Senior Vice President and Chief Operating Officer; 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; Mary Parker, Vice President for Enrollment Management and Associate Provost; Nancy Paton, Vice President for Strategic Communications and Marketing; Curtis Reynolds, Vice President for Business Affairs; Scott Stricklin, Director of Athletics; Dean Nicole Stedman; members of the University of Florida community.

The retreat began at 9:15 a.m.

### **Cybersecurity Closed Session**

Vice President and Chief Technology Officer Elias Eldayrie reviewed information about cybersecurity in a closed session.

### **Infrastructure and Facilities Priorities**

Senior Vice President and COO Charles Lane provided an infrastructure and facilities priorities presentation that included a high-level construction/renovation overview, review of upcoming major capital projects, and a discussion of future priorities. He reviewed the Campus Master Plan highlighting its framework themes with a focus on open space and infrastructure, the student experience, interdisciplinary research, academic space regeneration, and future learning. SVP Lane highlighted capital projects totals since 2019 going towards academic facilities, non-academic facilities, UF Health, utilities, landscape, and transportation. He stated there is a projected 6.35 million gross square feet of construction projects over the current 10-yr time period. SVP Lane then reviewed a timeline of the UF Strategic Campus Master Plan. Chair Hosseini asked Trustee Brandon to work with the Facilities and Capital Investment Committee to review the university's planning design committee requirements for efficiencies and determine areas where they need to make changes. SVP Lane then highlighted some of the current major projects in process. Vice President D'Andra Mull presented improvements being made on campus to improve the student experience. She highlighted improvements to the Reitz Union, Peabody Hall, and the Honors Residential Complex. VP Mull also discussed additional improvements to student housing. SVP Lane also discussed future facility priorities including the Dentistry Building, architecture, deferred maintenance, School of Music, and Biomedical Research Building. Vice President Curtis Reynolds discussed the Dentistry Building. They have repaired immediate problems with the building but discussed the need for more repairs or optionally building something new. VP Reynolds reviewed ongoing campus utility projects with 47 projects under construction exceeding \$81M including improvements on museum road, University Athletics Association football operations, inner road, temporary chiller plant, water reclamation facility filtration systems, Norman Hall, exterior lighting upgrades, and SW chiller plant. SVP Chris Cowen presented on the infrastructure and facilities projects' financials. He highlighted capital budget opportunities and challenges.

### **Enrollment Management**

Vice President Mary Parker reviewed her vision for Strategic Enrollment Management and assessment of the Division. She highlighted how the pandemic has changed Enrollment Management (EM) and reviewed the long-standing trends and resulting challenges. She explained how enrollment approach is changing, including the need for complex marketing operations that are responsive, personalized, authentic, and fully integrated. The goal of the new imperative of enrollment marketing is to meet a student's expectations at every stage of the process.

### **The Role of Graduate Students and Housing Opportunities**

Dean Nicole Stedman presented on graduate education and housing at UF. She discussed the targets and key priorities in graduate education indicating a focus on reputation, recruitment,

and programs. Dean Stedman highlighted the importance of social climate and support system, career paths of graduates, and availability of financial aid in the graduate student experience. VP Mull and SVP Cowen joined in an overview on graduate and family housing indicating that a goal of a potential graduate student housing partnership would be to give UF a competitive advantage in recruiting graduate students.

### **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. Chair Hosseini asked Vice President Mark Kaplan to summarize the results and bring them back to the Board in December for them to prepare a road map and strategy.

The retreat concluded at 12:30 p.m.