



BOARD MEETING MINUTES

November 1, 2022

University of Florida, Gainesville, FL

Time Convened: 10:00 a.m.

Time Adjourned: 2:06 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:

Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; members of the University of Florida community, and 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 10:00 a.m.

2.0 Verification of Quorum

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

3.0 Public Comment

Vice President and General Counsel Amy Hass informed the Board there were twelve members of the public who registered to speak, including Paul Wassel III, Bryn Taylor, Rachel Harnett, Tara Ezzell, Nathaniel Pelton, Alana O’Brien, Allan Frasheri, Oscar Santiago Perez, Riley Moon, Janice Dees, Andrew Taramykin and Mikhail Mikhaylov. Chair Hosseini welcomed each person and advised they had three minutes for comment.

4.0 Action Items

4.1 Presidential Search Finalist Interview

Chair Hosseini provided comments prior to the start of the interview. He shared where the University of Florida has come, where we are heading, and what our job is today as fiduciaries of our flagship university.

Chair Hosseini began noting he charged the search committee with finding a once-in-a-generation leader who can take what we have done over the last seven years and bring us to the next level. Over the last seven years, board members have created and executed on a vision for the University of Florida to reach new heights, things that have never before accomplished. As a board, we set bold goals for what the University of Florida could be and together, with our president and his administration, our faculty, and our students, we have worked not just to create that vision, but to execute on it. The board persisted and persevered. He shared his gratitude to the board for their leadership noting each member cares deeply about the university and each has done what is best for UF in spite of challenges that come our way. He highlighted additional accomplishments including:

- Reaching top-five stature-- as a result of our concerted efforts and a continued focus, UF has risen in the U.S. News and World Report rankings from 14 to 5 in 2022. This year, UF reached 5 again making UF the first university in the country to do so, other than the original top five that have been there since the rankings were created.
- On faculty hiring, because of this board's willingness to set big goals, UF has created 500 net new faculty positions since 2018, plus another 100 focused on artificial intelligence. Never before has this happened. A student-faculty ratio-- UF student-faculty ratio was around 21 to 1 in fall of 2016. As a result of the faculty hiring initiative, the ratio now stands at 17 to 1.
- UF has raised faculty pay by more than 33% in the past six years. In fiscal year 2016, our faculty payroll was \$923 million. In the fiscal year that just ended, our faculty payroll was \$1.27 billion.
- Undergraduate applications have more than doubled in the past six years, rising from just over \$32,000 in 2016 to more than \$65,000 in 2022.
- The Florida legislature has increased UF base recurring appropriation by \$217 million. We received just over \$383 million in fiscal year 2016 and just received over \$600 million for this fiscal year. He added the state is investing in UF, because UF is investing in the education of its students.
- The Florida legislature and governor have also appropriated another \$639 million over the same time period to allow us to improve the buildings and the infrastructure on our campus. An unprecedented \$148 million appropriation was given to UF in the Spring for deferred maintenance projects across UF.
- UF is embarking on its boldest infrastructure project in decades. The \$1.6 billion strategic campus masterplan was adopted by this board in December of 2020. That plan will add 1 million gross square feet to the campus and includes dozens of projects forecast for the next 10 years and beyond.
- In 2022, UF faculty surpassed \$1 billion in research expenditure for the very first time in the history of this university. UF joins an exclusive group of 15 public universities around the country to surpass \$1 billion, including the University of Michigan, UCLA, the University of North Carolina at Chapel Hill.
- UF launched the artificial intelligence initiative in 2020. UF's \$1 billion artificial intelligence, AI initiative combines world-class research infrastructure, cutting-edge research, and transformational approach to curriculum. Its depth is making the university

a leader in research and development of AI. Its breadth will make sure every UF student develops a basic competency in AI, regardless of their field of study.

- More than 620,000 Gators made contribution to totaling over \$4.5 billion during UF's Go Greater capital campaign, significantly more than the original \$3 billion goal. The Go Greater grand total is the fifth-largest ever raised at a public University, the largest in the history of the state of Florida, and the highest among SEC schools.
- In April of 2022, two of the nation's most respected research institutions – UF and Scripps – closed their transaction that will accelerate the pace of biomedical discoveries that benefit patients. The Florida campus of Scripps Research in Jupiter, Florida, is now integrated with and is a part of UF. UF received \$100 million from Herbert Wertheim for Scripps.
- UF is currently moving to establish an urban campus in West Palm Beach. We have secured \$100 million in state funding, \$100 million in private philanthropy.

He closed by adding there is so much more that has been accomplished, from UF Health expansion, to our state-of-the-art athletic program and facilities, to land, sea, and space grant opportunities around the state in every county, 67 counties, we're involved. All of this, all of it, is because of this board's willingness and insistence that we be audacious. It is because we function as a team and as partners with our university leaders. It is because we not only think about the potential of this great university, but we see it through. It is because we rolled up our sleeves and got to work. And we didn't stop, not even in the face of a pandemic. It is because we care deeply about the university, its students, and all of those who are part of it. It is, in the end, because this board has one common goal-- to set this university in motion for success long beyond our time here.

Chair Hosseini then provided comments and instructions for the interview. He reminded the board he charged the search committee with finding a once-in-a-generation leader who can take what we have done over the last seven years and bring us to the next level. That is the job before us. Our search committee conducted an exhaustive process over the last seven months and unanimously delivered to us a finalist who they believe has the vision, the wisdom, the energy, the diplomacy, the intellect, the innovation, and the ability to execute the audacious vision that we, as the Board of Trustees, will continue to set.

He outlined that he would lead off in the interview, and then call on board members for questions they have. Once questions end, the board will vote. Finally, the board will consider the compensation range information that Trustee Ridley will review from Mercer before voting.

He asked Trustee Rahul Patel to provide a brief review of the search process before questions for the finalist. He thanked Trustee Patel for the tremendous job he did leading the search and for his time, dedication, and care for this university.

Trustee Patel provided a highlight of the process including the following:

- On March 29 of this year, Chair Hosseini appointed a 15-member presidential search committee, and he was appointed chair. The search committee included the following, which is consistent with Board of Governors regulations requiring a committee of no more than 15 members consisted of 5 from the faculty and administration-- Dr. David Bloom from the Department of Molecular Genetics and Microbiology, Lisa Lundy from the Department of Agricultural Education and Communications, Duane Mitchell from the Department of Neurosurgery, Laura Rosenbury, the Dean of the Levin College of Law, and Lynda Tealer, the Executive Associate Director of Athletics; a student member, student body president Lauren Lemasters; members of the Board of Trustees, in addition to Patel, Trustees Marsha Powers, Fred Ridley, and Trustee Anita Zucker; Board of Governors member Charlie Lydecker; alumni members Doug Band, David Duda, Manny Fernandez, and Bob Stilley.
- Through a process chaired by Vice Chair Kuntz, we selected SP&A Executive Search as our outside search consultant, and that was led by their senior partner, Alberto Pimentel.
- Immediately after our search committee was formed, Chair Hosseini gave this committee its charge. The charge noted that the search committee was appointed to serve in an advisory role to this board of trustees in selecting the 13th president of the University of Florida.
- The charge also outlined key attributes that Hosseini has mentioned in his remarks including UF is located in one of the fastest-growing and most important states in the country; momentum in the rankings; a world-class athletic program; Institute of Food and Agricultural Sciences that is critical to Florida's economy and the national food chain; game-changing artificial intelligence initiative; South Florida initiative that has included the acquisition of Scripps and the development of a West Palm Beach campus; an online initiative that is ranked number one in the country; world-class health system; support from the Governor and the state legislature that is unparalleled in the country-- all attributes that make this an exciting opportunity.
- The charge also noted that the next president of the University must have the experience, accomplishments, vision, and reputation to lead the University of Florida to build upon its top-tier reputation. There were five main objectives including one develop and recommend to the UF of Trustees for its approval the search criteria and job description, which reflect the University's vision of its next leader, noting that the criteria and job description should also reflect qualifications of a leader with the ability to effectively position UF to achieve its strategic priorities, and who has the stature and vision to elevate UF's national and global reputation. Two, consistent with the principles of shared governance, the search criteria should be developed with outreach from a broad range of UF stakeholders, including students, faculty, staff, alumni, community leaders, donors, and business leaders. Next, the committee was tasked with recruiting and actively soliciting nominations from a diverse group of well-qualified individuals. Next, assess the qualifications of applicants against the search criteria and conduct interviews of those applicants and determine those applicants who are the most qualified. Next, recommend to the Board of Trustees for its consideration finalists

consistent with Board of Governors regulations. Finally, conduct a search process that is transparent while balancing an appropriate level of confidentiality for the candidates.

- Five subcommittees/working groups of our search committee, a qualification subcommittee chaired by Doug Band, a compensation subcommittee chaired by Fred Ridley, a marketing subcommittee chaired by Manny Fernandez, a campus visit subcommittee chaired by Laura Rosenbury, and a transition subcommittee chaired by Lynda Tealer.
- The committee held 16 listening sessions with students, faculty, administration, staff, alumni, and the general community. In addition to those 16 groups listening sessions, Trustee Patel noted had one-on-one listening sessions with approximately 25 key individual stakeholders. During the listening sessions, we asked for and received feedback on two main areas-- first, the professional and personal attributes and qualities that we should be looking for in our next president, and second, input on the state of the University and the direction the University should take going forward. We also asked for candidate suggestions.
- Based on listening session feedback, the qualification subcommittee put together a document summarizing the list of qualities that we should be looking for in our next president. That qualifications document focused on four key areas-- academic background, leadership skills, administrative skills, and the ability to collaborate with key stakeholders.
- Each of the qualifications subcommittee of the search committee, the full search committee, and this board of trustees ultimately approved that qualifications document during public meetings.
- Manny Fernandez and his committee then took that qualifications document and the input we received from the listening sessions and put together a search website and a prospectus document. That website and prospectus were used by candidates and various stakeholders to get an overview of the University and the selection process.
- Parallel with all of this, Fred Ridley interviewed compensation consultants, and based on those interviews and input from our search committee, we retained Mercer as our compensation consultant. Trustee Ridley worked with Mercer on a compensation study to help us with the compensation structure of our next president.
- Laura Rosenbury chaired a committee that was responsible for the finalist's campus visit that was held on October 10.
- Lynda Tealer chaired a subcommittee that began the transition planning process.
- In July, after the qualifications document and prospectus was finalized and approved, Alberto Pimentel, our lead outside search consultant, and Trustee Patel started making preliminary contact with prospects. They reached out to presidents, provosts, and others with scholarly backgrounds. As we advertised the search, a variety of people came to us with recommendations, and we received recommendations from our various listening sessions which ultimately reached out to hundreds of prospects. Trustee Patel spoke in detail with 35 prospects, a group who had both the background and experience to be legitimate candidates and expressed interest in the position. He commented on observations from those initial conversations including all of the candidates he spoke

with were focused on the process and confidentiality. Before getting into any discussion on the substance of their interest, all prospects initially asked many questions about the process, and in most cases, wanted clear confirmation that their names would not be publicly disclosed unless we could give them comfort that they would be offered the position. They also wanted to understand the process to ensure there would be no inadvertent leaks. And as a result, they wanted to keep the list of individuals they initially spoke with relatively small. During this period, as I mentioned, I spoke with 35 prospects-- most of them, multiple times and visited a number in person.

- Following those discussions, some candidates left the process, mostly for one of two reasons. They determined, for one reason or another, that they were not interested in the position, or it was crystal-clear that they would not be a good fit.
- For those candidates who we thought would be a good fit but chose to leave the process, we in each case tried to get them back into the process, and in many cases, we were successful pulling a number of prospects back in. Once we eliminated those who dropped out and those who were clearly not a fit, we had 12 prospects. We brought each of those 12 to meet with additional members of the search committee. Not every search committee member met everyone in that group of 12 because prospects were still very concerned about confidentiality and wanted to limit the number of people, they spoke with to mitigate the chances of an inadvertent leak. For context, the makeup of that group included the following. Nine were sitting presidents of R1 universities, R1 being the classification for top research universities. Seven were presidents or provosts of AAU universities-- a great majority of those presidents, as opposed to provosts. And more than 1/2 were women or people of color.
- Trustee Patel shared observations from the interviews. First, we heard in those discussions with prospects that our current president, Kent Fuchs, is extremely well respected around the country. We knew that, but it was great to hear that consistently from so many of our prospects. The academic world recognizes the tremendous momentum we have realized under President Fuchs' leadership. Second, our view that this is an opportunity to lead one of the most important organizations in one of the most important states resonated with prospects. Prospects recognized that UF is in a unique position, even relative to other top universities. As Chair Hosseini mentioned in his remarks, candidates recognized that we are the first public university since the rankings began to enter the top five and stay in the top five. Berkeley, UCLA, Michigan, UVA, and UNC have been top-five public universities since the rankings began. And while other universities have come in and come out of the top five, we are the only university to break into the top five and stay for more than one year. Candidates recognized that distinction. Candidates also recognized that UF is on the cusp of firmly and consistently being recognized as one of the most impactful universities in the country, ready to break into that top level of public and private universities. And given our platform, prospects recognize that UF has the potential to be a real leader in higher education around the country. Fourth, all of the candidates, particularly the sitting presidents of public R1 and AAU universities, were intrigued and excited about the support that UF receives from the state. That was a real differentiator for them on why they would consider leaving the presidency of an AAU or R1 university to lead UF. Many

talked about the lack of support that they receive from their own state and were excited about the prospect of leading a state flagship public university where the state is supportive of the University becoming one of the most important universities in the country. Our history of recent state support was key in getting such a qualified, deep group of individuals interested in this position.

- Following the meetings with individual search committee members, we focused the rest of the prospect on a subset of that initial group of 12. We focused on six of those 12. Each member of the search committee met in person, or virtually with each prospect in that group of six.
- Candidates were all very concerned about confidentiality. That final group were all mostly either sitting university presidents and a United States Senator. There was not one single person in that final group of 12 who would agree to be named a public finalist unless they were the sole finalist. Our process was designed to attract the best and most qualified candidates. In this case, if we had a process that required more than one finalist to be publicly named or if names of prospects were publicly disclosed, simply put, we have not-- we would not have gotten the most qualified applicants.
- He noted the outside search consultant also advised us that were we to publicly disclose more than one name, in their professional opinion, it would materially and adversely impact the quality of prospects that we would be able to attract, including resulting in each person in that final 12 not moving forward with the process. So given the feedback we received from our prospects, Alberto Pimentel, our outside consultant, advised our chair, Mori Hosseini, that none of the prospects that the Committee was focused on would agree to be publicly named a finalist unless they were the sole finalist.
- Following those meetings, the full search committee met, and after robust discussion, unanimously agreed that Dr. Ben Sasse, currently a US Senator from Nebraska, should be the sole finalist for the 13th president of the University of Florida. He noted during those meetings of the search committee, every voice on the committee was heard. There was great respect for the opinions of all members of the committee. And the process galvanized us in our final decision. He added that the vote was unanimous with faculty, administrators, student, BOG representative, trustee, and alumni, each agreeing.

Trustee Patel thanked Chairman Hosseini for his leadership, putting together a great committee, and putting in place a process that assured our committee could do its work with independence. Chair Hosseini thanked Trustee Patel for his report and comments.

Chair Hosseini addressed the final process. As the search committee focused in on a smaller number of candidates, all of whom were sitting presidents and a US senator, he spoke with the search consultant. The consultant informed him that each of the candidates had expressed deep concerns for confidentiality throughout the process, and each had participated because they could do so, under the new Florida law, in a confidential manner until a finalist or finalists were announced. In this way, the new law helped us to attract leaders from across the country in ways we could not do in the past. The law also requires that the finalist names be out in the public for 21 days before a board vote. The candidates were all very clear they would not

engage in a process if there was any chance, they would be publicly named, unless they were the sole finalist. If the process that required more than one finalist to be publicly disclosed, none of the top 12 people interviewed would have stayed in the process. He added he respects the students and the faculty, and their resolution, the only solution to the issue they raise is to publicly announce names of more than one prospect however, he feels none of the top 12 considered would have moved past the initial conversation.

He added that a couple of months before us, FIU faced the same issue. He then shared a video clip from the Board of Governors September 2022 meeting that addressed the one finalist. In the video FIU Board Chair Dean Colson stated 'I have an observation about the process because we have several other universities going through searches. And I'm not surprised by this, but one of the things that's happened with the new law is the quality of the applicants is terrific. You're getting really good people. But one of the things we're learning is most of these people, many of whom might be sitting presidents, are saying, I'm willing to be considered, but only if I'm the only person that comes out. And our regs allow for that in exceptional circumstances. So, I just want you to-- I want to set the stage that we're dealing with a new law, and our regs haven't-- were made. Some of them were before. We're tinkering with our regs now. But you're going to have three or four searches, and a lot of these people-- I mean, the University of Florida is getting, I'm sure, interest from the top presence at the top universities in the country. And none of them are going to say, hey, send me out with three or four, and we'll see how the Board of Trustees votes. That's not going to happen. So, it's part of this process, it's a learning process for us as a Board of Trustees, and for you all as a Board of Governors, how to work under this new law we have, which is attracting the quality of candidates we're looking for, but I think it'll be interesting to see what evolves going forward. Thank you, sir. 'Board of Governors Chairman Brian Lamb commented in the video 'Chair Colson, first of all, to both you and Governor Frost, thank you for leading this really important process. Let me just take hit on that point because I think you're spot on. I said right up front that one of the things I wanted to do in my role as chair is look at the regulations at the bog. I think you're raising an opportunity for me to do that in terms of how we think about what the search process looks like from a Board of Governors regulations. So, I will-- my commitment to you is we will do that. But I also, just even today, want to say you've got my full support. I've got trust and confidence in all of our board chairs, and in particular, your search committee process. You know, frankly, you look at the Board of Governors modeling the way. We had a search committee process that was completely transparent. We advertise nationally and globally, in fact. The search committee interviewed several candidates, and we brought one candidate to the full board. So, we're modeling the way, I think, of what you're describing. You already have that authority to your point. All of the open president roles, you have that authority, but you have my support if that's where you in the search committee land in terms of how you work with your board. '

After the video, Chairman Hosseini added UF's process is no different than the other top public universities in the country. For each of the most recent presidential searches conducted by public universities currently ranked in the top 10 in each case, except for the University of Wisconsin Madison, they publicly disclosed only one finalist. He then listed examples including UC Berkeley sole finalist in 2017, UCLA sole finalist in 2006, University of Michigan Ann Arbor

sole finalist in 2022, University of Virginia sole finalist in 2017, University of North Carolina at Chapel Hill sole finalist in 2019, UC Santa Barbara sole finalist in 1994, UC Irvine sole finalist in 2014, UC San Diego sole finalist in 2012, UC Davis sole finalist in 2017. Number 10 ranked University of Texas at Austin sole finalist. He added the University of Wisconsin at Madison did have multiple finalists but none of whom were sitting presidents.

The agenda then turned to the finalist interview. Chairman Hosseini stated he will start and then call on our board members as hands are raised. He asked finalist Ben Sasse to spend 15 to 20 minutes to tell the board about himself, why he chose higher education, and why University of Florida specifically as well as his vision to bring this university to the next level.

Presidential Finalist Ben Sasse stated he genuinely believe this is the most interesting university in the country right now. This is the most important institution in the most economically dynamic state in the Union. And there is so much happening here. He noted in Chair Patel's remarks that all the things that make UF great and made this position attractive. Dr. Sasse outlined four topics.

First, the age of technological disruption through which we're living should be making the academy more relevant, both as a research institution, and also, and especially, as an educative preparatory and life transformative institution for 15 to 35-year-olds. There is a moment happening right now in the digital revolution which is changing coming of age, and we don't yet have the right supply side of the institutions we need to serve a big broad, diverse 330-million-person nation, and 20-plus million citizen Florida.

Second, the path toward the university becoming more relevant is going to require massive change. The university of 30 years from today is going to look different. As an aside, many of the loudest people right now, not just around universities, but around every institution in American life, because new institutions in an age of digital and technological disruption and social media where there are so many different sources of information, and where motivated reasoning and confirmation bias are so prevalent among us, the loudest folks among us tend to be focused heavily on partisan politics and culture war issues. And yet those issues have almost nothing to do with most of the riddles that we need to navigate in our time.

Third, the opportunities in Florida, and especially at the University of Florida are breathtakingly exciting right now. He believes that this is the most interesting institution in the state that has the most happening right now and is therefore the best positioned to help lead our country through a time of truly unprecedented change. He is a trained historian. We are living at a time where lifelong work is going to end. Almost everybody in all of human history has had the experience of, for nomads and for hunter gatherers, you had going from age 8 to 10 to 12 to 14, no job choice. Job choice is really only a mass phenomenon for the last 200 years, but people only did it once. They got to age 14 or 18 or 20, or the super privileged got to be in school until they were 22, and they left institutional schooling, and they went and started doing the thing they did to put bread on the table, and they did that thing until death or retirement. That's never going to happen again for the vast majority of people.

The vast majority of people are not going to be able to assume at 25 that they're going to be able to add value and provide for themselves and their families the same way when they're 45 than they did-- that they did when they were 25. And that kind of disruption is both opportunity filled, and scary as heck, and he thinks that Florida is better positioned than any other institution to help lead through this time of not just scary disruption, but also magnificent opportunity.

Fourth and finally, he outlined what a rough transition timeline of 12 to 18 months might look like. One, Americans navigating the digital disruption right now need higher education more, not less. Two, but higher education is going to need to change a lot and it's going to need a lot of humility about how much change is coming. Three, we at the University of Florida are incredibly well positioned to lead that change. And four, how we pace ourselves to be efficient and effective over this coming year plus, open to lots of new ideas from all corners, and inviting lots more partners, not just in intellectual conversation, but actual research and educational delivery partners.

Sasse framed up four topics and the Board should decide if we continue down that path or go in whatever direction you all as the Board of Trustees take us.

First, the digital revolution. The economy, which for basically all of human history has been about atoms, is being transformed all around us to being primarily, not exclusively, but primarily about bits and about data. This obviously changes everything. From health care to retail, from media to governance, culture and agriculture, the architecture of neighborhood and home. But most fundamentally, this disruption unsettles identity because it changes everything about work, which for the vast majority of people across human history has been near the very center of questions about how I redeem the time, why I matter, and whether and why anybody needs me. Our work is the fundamental driver of identity for most people, and sociologists of the happiness literature will tell you that work is the most important driver of human happiness. When you leave home on Monday morning or whatever time your workweek begins, if you think somebody needs you to show up, statistically, you're highly likely to be happy. And if when you wake up at the beginning of what should be a work week, and you don't think anybody needs you, statistically, it's highly probable that you're going to be unhappy. Humans have usually only had to navigate that adolescent like identity crisis disruption once in their life. We're entering an age where most people are going to have to navigate this many, many, many times in their adult life.

Technology is changing everything about the where, the when, the why, the what, and the how of American work. And so, it's changing our homes, our neighborhoods, and our communities. Lifelong work in one sector will never again be the norm for most people, and therefore, lifelong learning must necessarily become the norm for all of us. When he was a kid the average duration at a firm for a primary breadwinner was 26 years. Today, the average duration in a job is four years, and getting shorter. His dad was a teacher, football and wrestling coach his entire upbringing. His dad didn't just coach, he was Coach. He heard that name and title, Coach Sasse, at least 10 times as many times in his life as I ever heard his proper name, Gary Sasse. His job

wasn't just the return address for his paycheck. It was a core part of his identity; it literally became his name. This is no longer true for many people today, and it will be even less true for people going forward. Connections to any given workplace will become less enduring, thinner, and less identity producing, creating lots of vacuums. People are going to need to navigate many more disruptions over the course of their adult lives, and for most of us, these will not just be job or firm disruptions. They will be whole sector disruptions, industry disruptions.

Students walking across the stage here in Gainesville next May are going to change not just jobs, but industries almost three times in their first decade after they leave Gainesville. Many of us remember the McKinsey Global Institute study four years ago, which suggested that more than 30% of all the current skills, and at least 70% of the jobs in the US economy would be eliminated by 2030. Many of these technological disruptions have robotics, or they have AI enablement, but the broadest way to think about it is simply automation. Humans are really, really good at automating repetitive tasks, and the marginal cost of quantifying quantification power is falling towards zero.

The cell phone is the most powerful tool any median citizen, worker, voter, student has ever held in their hand, and most of us have two of them. The cell phone has more computing power than gymnasium sized computers at MIT and the Lincoln Labs that helped win the Cold War in the late 60s and early 1970s, and we haven't even come close to grappling with all that this disruption means for us. Burning Glass in the Boston Consulting Group reported last month that 37% of the top skills of the average job, not the high-end knowledge economy job at the 90th percentile of the income distribution. 37% of the top skills of the average American job have been eliminated by technology in the last five years. That fact is incredibly important because it speaks to the subtler aspects of the things that we often hear about in media reports as hyperbolized warnings about all the jobs that will supposedly instantly go, poof, or instantly be created by new technology. That's not really what's happening. What's happening is that basically all jobs, or at least all jobs that are not going to have precipitously declining wages. All jobs are going to experience a great deal of dynamism in the skills that define them. And that brings us to the second major thesis.

Although a coming-of-age institution like the modern research university should be becoming more relevant in a disruptive moment like ours, where securing a broad foundation for lifelong learning should be a no-brainer for all of us, and therefore, the university should be an essential, undisputed linchpin institution in our society. Large portions of higher education, not everybody, not every institution, not everybody at any of the institutions that are most problematic, but large portions of higher education appear more complacent and self-satisfied, rather than more innovative and more humble. More inclined to seek experimentation and a greater number of partnerships.

Although there are many important university purposes, it is obvious that the primary reason for the broad governmental and familial investment that higher education now knows is because of the alleged workforce preparatory needs we meet. Let's return to that 37% Burning Glass stat. 37% of the top skills in the average US job have been disrupted in the last 60 months.

Then ask yourself the question, do you believe that the nation's training system as a whole is keeping pace? Have 37% of the courses in community college curriculum been updated since 2017? What about the average company's onboarding process, so their continuing education? He does not think that the exclusive purpose of the university is job preparation, but it is one of the fundamental purposes, and it is surely the basis of why there is so much support from family budgets and from public budgets.

Top 50 institutions, or top 30 institutions like ours have many responsibilities beyond workforce preparation, but that's part of it. And the fact is that most institutions are not nearly good enough at this part, and definitely not self-critical enough about it. Over 90% of chief academic officers in America tell survey takers that they believe the average graduate from an American university is prepared for their first job. What share of employers in America agree? 11%. We have this gap between north of 90% of universities sure we're doing a great job for 22 and 23-year-olds who exit, and 11% of the people who hire them agree. For employers, these gaps and the lack of agility inside many American higher education institutions raises fundamental questions about whether the workforce that they have today, and the workforce they need to hire two and five and 10 years from now can possibly be produced by the kinds of colleges and universities that they've historically trusted as their central preparatory partners.

Now, to say that higher education is self-satisfied and sometimes complacent is not to deny that higher education knows we have many challenges. You can attend any conference of academic leaders, and you will hear many discussions of the declining number of total graduates of the demographic cliff, of the declining number of applicants to selective universities in particular. But often, these conversations are focused exclusively on what it would take to reproduce the input funnels, and the economics of higher education 20 and 30 years ago.

It's usually only in the lobby, or at the edge of the convention room that you, rather than from the main stage, where you hear a lot more honesty about things like the declining rigor at some of our institutions over the last two decades, about the fact that admitted students at many universities are now more than 65% female, raises some fundamental questions about the larger question of 15 to 25-year-old transition in America, and about the degree-optional of conversation that has spread in the last five years from technology companies to many other sectors.

Google made headlines two weeks ago by expanding its grow with Google program at far removed from traditional college campuses. Many of the top pathways into jobs at Google now don't require that you attend university at all. You can come straight to Google, and they have an onboarding process, which they think is more effective in terms of the efficacy of what it produces. Also, in terms of the cost, and especially in terms of the timeline. About a 15-month pathway for many of the paths. This conversation is not simply happening in Silicon Valley anymore. For those who are listening, it is happening in almost all Fortune 200 and Fortune 500 boardrooms, and obviously it's happening more broadly across the demography of America when you look at the gendering of the admissions pipeline.

If you spend time with 16-year-old Hispanic males work in a crew, as he regularly does, and you if they think higher education has anything to offer them, I think we'd be pretty surprised about the answers you get, and I think it could, should cause us to ask a lot more questions about whether or not our pipelines are really as big and broad as we assume they are.

So why is this moment, which sounds so scary on many dimensions, and a conversation that draws all the people that wanted to participate in this conversation, why is he sitting before you today? It starts with Chair Hosseini's word, audacious. We are living in an unprecedented technological moment, which is disrupting the economy, which is disrupting culture, community, and identity. That's scary, and yet it's opportunity filled. And at the University of Florida, what he has sensed is a lot more excitement about the opportunities than fear of the disruption. Because despite all of the challenge of this moment, there really is massive opportunity. The dynamism of the digital revolution isn't just about producing stuff. It's also something in this electric moment that allows us to learn more and better and faster and broader. It's sort of like the revolution in personalized health care, where you used to think there were attributes or symptoms of a disease, and there were properties of a drug, and we just regularly assumed, well, if this drug works 60% of the time, let's just throw this drug at everybody and see if it works. But we were missing the third leg of the stool, which was the genomics, the genetics of the individual person. A lot of drugs don't work 60% of time for the population. They work 97% of the time for 65% of the population, and 0% of the time for the other 35%. We shouldn't be wasting our time and having the drug interaction risks and the side effects costs of giving a drug to that 35%. There is so much more about all that we can learn in this moment, and all the ways that we can serve more students in more ways to learn about more of the beautiful diversity of this creation.

Sasse believes the University of Florida is the most important institution in the most economically dynamic state going right now. A huge part of that is because this institution feels like it was kind of built in a lab. There's massive momentum happening here. We've heard the recitation of statistics today. 65,000 applicants for 6,500 freshman spots, breaking a billion dollars of research, hiring 600 new faculty members. No other institution in the country had anything like 600 new faculty hires. HiPerGator, all the stuff that's happening in IFAS across your 67 counties, there's an unbelievable amount of dynamism inside this institution, and it's reflected in the rankings that you've all talked about a lot today, rising from 14th to 12th to eighth to fifth and staying inside the top five of U.S. News and World Report.

More interesting than the momentum in Gainesville and around this institution more broadly, is the fact that this institution is not in any way satisfied to rest on its laurels. This institution and this board appears to be filled with people who say, there's a lot more work to be done. There are a lot more people to serve.

There have been more capital flows into Florida in the last 36 months than to any geography in human history. There have been more people moving to Florida, wanting to move to Florida, and bringing not just their bank accounts, but their philanthropic desires to invest and to build

and to serve and to love neighbors to this state in the last 36 months than anywhere else in history.

Sasse serves on the Intelligence Committee, and he visits CIA stations and NSA outposts and special forces around the world. When he is in country, he regularly ends up meeting with the head of state. He has met with three heads of state in the last two weeks, and all three of the nations have economies that are nominally smaller than Florida's. Florida, as you probably know, if it were a standalone nation would be the 15th largest GDP on Earth. But more than the nominal number, it's the growth trajectory, and the ambition, and the entrepreneurial of this state, that when he meets with other heads of states, and they think of the university that is the flagship centerpiece of Florida, they see it as massively opportunity filled. That is how he sees it as well.

There is energy in this community and amazing support from state officials, which is not commonplace across the country. The growth of recurring funds from \$320 million to \$600 million a year over the course of the last 10, or if it's five or six years on that denominator, plus the money for new projects, new capital projects, and the \$148 million new fund for deferred maintenance. This just isn't happening other places. There's something really special happening in Florida.

Finally, if we end up moving forward if given the opportunity pacing will be important. There is too much to do and too many opportunities. Some of the biggest items on to do list are well established. One, what should be the shape and the priority of the South Florida initiative, given all that's happening in tech, and in cyber, and in fintech in West Palm, in Miami and beyond. How do you, how do you sequence all of that opportunity? How does the expansion of UF Health relate? The UF Health is the second largest health system in the state, and it's primarily in the northern portion of the state, and obviously, lots of the health care demand in the state is in the south. So how do you how do you relate the South Florida initiative to UF Health expansion?

What are the next steps to making AI across the curriculum a reality? He applauds the university on this initiative. He noted that as a member serving on the Intelligence Committee, he does a lot of work with General Paul Nakasone who runs the National Security Agency. Many parts of the intelligence apparatus, and the Defense Department in the US have been building out partnerships with MIT for a number of the things that they're doing and thinking about in the application of AI to many other disciplines and domains. It is exciting to see the energy and the optimism around building AI across the entire curriculum here.

How do we sustain and extend the total sponsored research budget, and how do we find more synergies, not just across campus, but with other partners, other universities in the state, and other institutions in the region? How do we plan for the changing accreditation landscape, both because some of what will be measured is inevitably going to drive changes in accreditation, and some because you have a state law in Florida now that mandates reconsidering the accreditation process?

What are our next steps for our rankings benchmarks? Under President Fuchs's leadership and the broader community over the course of the last eight years, what is the next targeted milestone to which we want to be held accountable? What are the priorities and the timing for the next capital campaign? Most of these issues are fairly obvious. That doesn't mean they're easy, but they're fairly obvious to be tackled.

Many other tasks are as important, but less intuitive because there aren't focused constituencies demanding something by a deadline. Just a selective few include what will the best career services look like? Not just for spring of your senior year, but for fall of your freshman year in 2030? How does the University of Florida serve our students by leapfrogging everyone else to have the best career services that exist?

How do we create a data rich, data saturated environment for our students and faculty about not just career services at the moment of getting a job, or assessments at the moment of getting graded for something that shows up on your transcript, but in a world where data is becoming ubiquitous, where it's becoming free? How do we create a data saturated environment that empowers our alums two and three years after they've walked across the stage and left Gainesville? How do we help them navigate from job and service opportunity to job and service opportunity?

Three, how do we create a high frequency, low stakes assessment environment where students can take more ownership for their learning by assessing themselves, the gaps in their knowledge earlier? We set up these two extremes between saying we shouldn't assess anything, or everything has to be hyper meritocratic, stress producing, mental health challenging things that are trying to show up on a permanent record. The person who's trying to learn in life, they want to know what they know and what they don't know so they can focus their time and attention. He gave an example of tabs chewed after brushing your teeth that showed plaque on the teeth. We should view assessment like that. We should be giving our students massive opportunities to have greater insights to what they do and don't know and what they need to do next.

How do we create a broader suite of experience of learning options? Cross-cultural, study abroad, to be sure, but also earlier internships and externships, more labs, more hands-on learning experiences. We know that students learn more in lots of environments where the questions are pregnant in their head. Passively sitting still, indoors with somebody, sort of fire hose lecturing at you is one of the least effective ways for the vast majority of people to learn. At one way, the one level this is simply Socrates starting with a question because if you can't get somebody to have a question, the ground isn't fertile for planting any of those answers. How do we create a broader suite of experiential learning opportunities for our students? What should the brand and market position be of our Honors College, and how should that relate to our broader current student recruiting profile, both undergrad and in our master's and grad programs. How do we become the most partner-friendly institution in the country, with more folks clamoring to team with us, both for research and for access to our students? What key top

line goals should we be setting for ourselves besides just the rankings, and what metrics do we want to be held accountable for? Not just for current students, though obviously them, but for funders, and legislators, and families, and employers. What's that broad suite of metrics? It's easier and easier, and cheaper and cheaper, and faster and faster to measure. We should be measuring a lot more, and we should be wanting to hold up that mirror of accountability to ourselves and to everybody else who loves us and wants to invest in us and with us. What are the opportunities for building on the great work of extension and IFAS more broadly to expand both education and health services on the footprint of our 67 counties?

He shared thoughts on timing and sequencing, again. He would distinguish in an onboarding phase between three chunks of time. Maybe a first month, a next four, and then most of the next year. One month, four months, and 11 months. And the first phase of that foundation setting is on campus with assignments and requests for everybody to bring every big idea they have. We need to build a community of inclusion on many, many different dimensions, but one of those certainly includes having everybody with an idea about how the University of Florida can do more and better, and serve more effectively, both our current constituents and constituents yet to come.

There is a phase that includes, in a state with north of \$20 million people and 11 media markets, a listening tour across all of those different communities about ways that the University of Florida is serving them well, and ways that we can do better beyond just the constituencies internally.

It would be a Board directive, but strategic planning would help us strategize and sequence among many of those opportunities that we'll have learned about in the first one in four months. And over the course of the year, accountability measures.

Sasse closed by saying he is a romantic when it comes to the importance of education and the mission of the university. Students aren't machines, and universities are not assembly lines. Education properly understood is an exclusively, or even primarily about transmitting information. Education is about learning how to humbly and meaningfully engage new ideas. A library card and internet access can get you far in the simpler business of just acquiring information, but it takes a community, a community of learners is what a university is, to learn how to engage ideas. And that's why I'm a romantic about education.

A healthy university must challenge young women and men with new and even uncomfortable ideas. A healthy university embraces debate and difference. A healthy university welcomes complicated truths and explores eye opening perspectives. A healthy university stays humble by understanding that the quest for knowledge and truth is a lifelong endeavor. No wise person ever concludes that they know it all.

A healthy university affirms the dignity of every human being and builds a community of inclusion. Life is short. How are we, who are destined for dust, going to redeem the time that we've been given? Deep down, we all know that we need things bigger than consumerism, and bigger than boring power politics. None of us is the center of the universe. That's something

that all of us from freshman students, and new presidents, to tenured faculty, and Hall of Fame coaches need to remind ourselves of on a daily basis.

This is a community of ideas, and communities of ideas are built on respect and trust. You can have a community of power, or you can have a community of respect. A university is supposed to be a partnership built on respect and trust. A healthy university works to expose students to a wide range of opinions, to challenge their assumptions, and to help them refine and reconsider their arguments. Not because we want to indoctrinate them on what they must believe, but because we want to teach them how to think for themselves, how to wrestle with competing truths, agree to disagree, and then disagree profoundly, and passionately, and heartily. Argue with sharp minds, but open hearts. See the best in the other side. As he says in his family, argue hard and hug anyway. We want Gators to engage ideas. We want Gators to know why they believe what they believe. We want them to know that in our community, we sing Tom Petty. We sing that not because we're brash, but because we want our graduates to be confident. Confident that they've done the hard work of learning, and confident that it's not done just because they got a piece of parchment.

We want to embrace ideas, humility, curiosity, and learning for every single member of this community. He wants us to build something big, students to be challenged, and to rejoice in the challenge, to embrace the struggle, because we want Gators to go out and serve Florida and the world. Let's do the work together of making the University of Florida an even more life changing university, and world changing institution.

Chairman Hosseini restated the board will raise their hand so they can be recognized and ask questions. He called on Vice Chair Tom Kuntz to start.

Vice Chair Kuntz thanked Trustee Patel and for all the work he did in the process. As the Trustee working with Human Resources on the faculty hire initiative, he set the record straight that there were 600 net new faculty (not new faculty).

Question One: You've talked a lot in the past and today about your vision for higher education in America. I'd like you to talk about your vision for the University of Florida. Pick a year, two years, three years, four years, five years from now from the faculty's perspective, and the student's perspective. What is going to be different at the University of Florida with you as the President of the University if this board chooses to recommend that you be confirmed as the President-elect? Question Two: you've heard since your nomination has been made public that there is some controversy to your nomination. Not all the conversations have been positive, and what I want to know is, what will you do if you are the next president of the University of Florida to gain the trust and the confidence of the students, and of the faculty of this great institution?

Question One Response: It's a pretty special opportunity to be potentially joining a community that is positive sum. When life is bumpy at an institution and things are zero sum or negative sum, it's a lot more painful. I think that there's both continuity and discontinuity for this

community, this institution. Students and faculty right now, but it isn't like there's some massive reorganization that's required here. Things work really, really well, and there's lots of new opportunities. And rarely in life do you get a situation where the resource flows are in the right direction, so you can say how do we keep getting better at what we do well at, greater Gainesville, and the core programs of 17 colleges and schools, but 200 different academic units. How do we figure out how to not just upgrade the institution as a whole, but drill down beyond the 17 to the 200, and grow and improve all of that?

Question Two Response: To jump a little bit from question one to two, but then I'll come back to your first is invite people down at that unit level to recommend what is and isn't working all the way down at the more granular. There's the old adage that in Atlanta, there's one word for cold wet stuff that falls from the sky a couple of days in the winter, and in Alaska, there are 39 differentiated words for snow. This place is improving so profoundly that there's an opportunity to drill down. In addition, there's this giant blank canvas of new programs. Not all of that as the South Florida initiative, but that's a useful placeholder to think about some of the new possibilities. So, for our students, I think you're going to see, I've mentioned career service, so I won't belabor that here, but I think we're going to see expansion in South Florida that's going to allow students who come to school at this top institution in the country that is centered in Gainesville. They're not just going to be able to go out and find internships and externships in general in the country on their own. My guess is there's going to be lots of opportunities in Miami proper for our students to come and go. For faculty, and your point about net 600 as opposed to just a top line gross 600 is well taken. I've learned my fact, thank you. But HiPerGator has so much excess capacity right now. If you're an electrical engineering computer science professor at Auburn, and you can't get on the machine there, and you come and benefit from the excess computing power that we have here, we want to be cherry picking and stealing all of the best faculty from other institutions who come to spend time here. And so, we want to continue to upgrade our pipeline for the people who are here. But also, good institutions, what's the old line, A people hire A people, B people hire C people. We want everybody who works here to hope that the next people that get hired here make them glad that they got in at the moment they got here because they wouldn't have cleared the next search moment. I feel like the trajectory of this place is like that, and the community of intellectual discourse and research happening for our faculty should make this place feel dynamic and more exciting going forward. Some pieces of that, I think, are tied to the South Florida initiative, but maybe just to put a bow on your second point. I would go back to the way I would view a foundational 17 or 18 months upon arrival. And especially the first one to four. There is just ton, tons and tons of listening and learning that I need to do. Any \$8.6 billion place is too big for any individual to fully understand, but there's a lot to learn about this place, and I hope that people would find the community of the way I as an intellectual nerd love to learn to be me wanting to be at the foot of lots and lots of those 200 different units learning what they do great, and how we can support them better.

Chairman Hosseini recognized Trustee Fred Ridley for his questions. Question One: As part of our qualifications and criteria document, the Board of Trustees supported the faculty recommendation that the next president of our university show political neutrality as part of his

or her appointment. Can you comment on your commitment to political neutrality as you advocate for the University of Florida going forward?

Question One Response: I would just say I'm well aware of a lot of the controversy that has been discussed over the course of the last month, and I respect that both people's right to express their opinion. But I also think it's pretty important for us to build anthropologies that are aware that people are a lot more than partisan positions. How people have voted on different things as a citizen or as a legislator for a time, and so I do think one of the things that's sad about our moment is that we often reduce whole humans to specific views on super charged policy issues at a given moment. I think humans are a lot more complex and interesting than that. And I really don't care very much what my next-door neighbor's partisan views are in many questions. I care if they, we at our house want to make sure people don't drive too fast down the street and hit their kids or our kids with their car. I think neighborliness is a lot more interesting than politics. And I don't want to say anything to disparage an important service role that I still have today and have had over the course of the last eight years. I'm one of only nine people out of 100 in the US Senate who's never been a politician before until being elected in November of '14. And its important work, but frankly, I find it super appealing to be able to step back from politics for a time. Again, it's important to make decisions about how you maintain a framework for ordered liberty so all of our participation in the political process matters. But as I envisioned this foundational phase that I've just outlined of one month and four-- one month and four months and 11 months, that 18 months foundational period, it's inconceivable to me that I would have any bandwidth to do anything other than be a Gator superfan, be a dad, and get to know this place, and how I can be a servant leader in this community.

I would have no activity in partisan politics in any way. As I arrived at the University of Florida, I wouldn't speak at political events, I wouldn't make political contributions, partisan political contributions, I wouldn't surrogate for or assist any candidates. Mitch Daniels, who's just stepping down after a decade at Purdue called this his declaration of political celibacy. When he, as a former governor of Indiana, became the president of Purdue, he stepped down from all engagement and partisan activities. And it would be my plan as I arrived here to take a similar pledge to you all the political celibacy, partly because it's good for the community to know that I'm not a partisan figure in this role. The job is the board sets policy. The president's job is to go out and be chief, storyteller, fan, and salesperson for all the people that we want to come to this place, and all the people that we want to invest in what we're doing in this place. But frankly, just at the level of time management, I would have zero bandwidth for it. I look forward to a period of political celibacy.

Question Two: As you know, we're a land grant university. How do you see our land grant mission as part of our strategy, and how will it impact that strategy as we go forward?

Question Two Response: I grew up in rural Nebraska and I didn't live on a farm, but all my aunts and uncles and grandparents did. I grew up working on the farm. My mom grew up in a house with no plumbing. And so, at my grandparents' farm and the places where I worked as a kid, I didn't know all that they got from the University of Nebraska's Ag Extension programs when I was a kid. I didn't know what land grant meant when I was eight, 10, 12, 14 years old. But I

knew that they knew how to do crop rotation. I knew the way corn and beans and fallow used to work was because some folks showed up on their farm once in a while and gave them free tutorials and lessons. I didn't know that was a part of the land grant mission at the University of Nebraska. But as I became an adult, I understood how the land grant tradition works in US history. It's a glorious inheritance. It is a wonderful opportunity to serve. It benefits our neighbor. It repays some of the debt from the investment of the taxpayers in Florida, and appropriators, and legislators, and decision makers in Tallahassee. But frankly, what a wonderful opportunity in a world where health care delivery, and what we're going to understand in the digital and personalized health care revolution. What an unbelievable foundation of opportunity for us to have a footprint across 67 counties. I thought I was going to guess at the numbers of how many buildings are in Gainesville for the University of Florida. How many of those are new, or being renovated right now, but my sense is the majority of buildings owned by the University of Florida are not on this contiguous campus. They're spread across the other 66 counties. And I think that's a great opportunity to serve. I'm a passionate believer in that system. I've been a beneficiary of it at a family level. And I think it presents huge opportunities for us to have that geographic footprint for many other programs well beyond ag and food.

Chair Hosseini recognized Trustee Amanda Phalin for her questions. Question One: I appreciate your remarks. I appreciate your comments related to political neutrality. That said, we don't live in a very politically neutral time, and as Faculty Senate chair, it's really important to me that I bring concerns that I have heard directly from the faculty. There have been media reports about political influence in the search process. And so, I want to take this opportunity to ask you directly. Did anyone from the governor's office connect you with, or guide you through this presidential search or selection process?

Question One Response: No. I do not think I have had a conversation with or been in a room with Governor DeSantis since he was a congressman at about 2016. Had zero conversations with him about this and have been shepherded through this process by no one. I've been, as I think I mentioned in the forum that you led with faculty, I have been approached by a search committee for university vacancies maybe every two weeks or so for the course of the last year and a half. And very few of them were compelling enough to listen to or return phone calls until chair Patel came with his laundry list of tireless attributes of this place. People around this table persuaded me to keep listening when I told you I wasn't a candidate and didn't plan to become one.

Question Two: This question comes from my colleagues on the LPAC, which is the LGBTQ+ Presidential Advisory Committee, who will be advising you be confirmed, and they note that during his time as president, Dr. Fuchs has supported the LGBTQ+ community on campus through several actions, including expanding all gender bathrooms on campus, adding personal pronouns to Canvas, increasing transgender health care options, and enabling UF Health staff to prescribe contraceptives and prep medication to students. In addition, here at UF, we have domestic partner benefits for our employees. Will you commit to preserving these initiatives and services and policies that LGBTQ staff and students at UF rely on daily? And second, will

you further commit to using your presidency to continue the growth of these LGBTQ+ supporting services on campus?

Question Two Response: I look forward to the meeting with the advisory group that you mentioned, and I have had at least one conversation, maybe two with President Fuchs about what he's been doing in this space. And I expect that my record would be fairly indistinguishable from his. I don't know the particulars of all the policies and programs that you mentioned, but my guess is that Kent, who would be an advisor to me on this as well. I would guess that the trajectory looks the same.

Chairman Hosseini recognized Trustee Lauren Lemasters for her questions. Question One: As you know, protecting and promoting diversity is a cornerstone of the mission of the University of Florida. How will you recognize, protect, and advance all students, faculty, and staff, including our LGBTQ+ students, students of all different views, including with respect to sexual orientation, gender identity, and same sex marriage?

Question One Response: I look forward to meeting with this group, and also, I just think we have to begin at the foundational point of the universal dignity of every human. Everybody is created with infinite worth, and one of the fundamental missions of the university is for us to get better at learning how to take people as infinitely worthy people who have views that are often different than ours, who have backgrounds that are often different than ours. And we sit down together, and I think the phrase that I mentioned in my opening comments that my wife uses is, humans have to get good at talking. And therefore, not just reducing people to some single variable. And so, if you love your neighbor, you want to recognize their worth, affirm their worth, listen to them, learn from them, and break bread with them. So, I look forward to getting to know lots and lots and lots and lots of UF students. Some versions of this question in the past have brought up Obergefell multiple times. Obergefell is the law of the land. It has nothing. There's nothing about it that's changing anywhere. It has nothing to do with anything that, not just that the president would do, but that this board has any say over. So, it seems to me the question before us is the missional work. What are the verbs of all the stuff we have to do together, and I want every student at UF to have, again, I say this not as somebody who believes massive reform is needed in this place, but let's build on what's great, and let's expand upon it. I want every student to have better in classroom experiences, better out of classroom experiences, and better beyond UF experiences. And that's true of all 57,000 of our students.

Question Two: This board has talked a lot about the student experience, which I know our students really appreciate, and I know you've written and talked about the fact that so much learning at a university comes outside the classroom. In the university community, in our residence halls with our student organizations, at athletic games are all important in the full development of our students. So how are your thoughts on this impact how you lead UF?

Question Two Response: As somebody who, a lot of my work life has been corporate strategy and disruption of companies and not for profits that are going through technological disruption, but my training is as a historian. So please hear nothing that I'm going to say as disparaging 12

or 15 people sitting around a seminar table wrestling through a text deeply. That is, it's a passion project of mine. So, reading a text deeply with 12 or 15 other people humbly engaging it, and wrestling through ideas they didn't already know, and they needed some of their classmates to open up the text for them in ways they hadn't seen. It is fundamental. And yet, most of the life transformation that happens in the four years that people are at a place like this isn't in a classroom. It's not inside those four walls. It's the network that you build. It's the tears that you shed with people. It's the worldview implications that you only stumble across at 7:00 in the dining hall from something that you read in class at noon that day. And so, it's the suffering and the loss that happens on the field, track, mat, stage. The coming-of-age aspect to being 18 to 22 and 23, and almost everybody in this room who's well beyond 23 all wishes we could go live 18 to 23 again. When you're living it, you want all the great stuff. You want all the high moments. But the reality is scar tissue is the foundation of future character, and the stuff where you don't get what you want, when you lose, or when you mess up your line in the play, those things are almost always more important than any particular meetings of a class. And so, I don't want to be presumptuous because I don't have an adequate footprint, and I don't know our measures about how we can say that all of our students are having lots and lots of experiential learning times here. But I want there to be lots more.

Let's figure out what works and do more of it, and let's figure out what isn't working as effectively, and figure out how to redirect those resources to do more of more stuff. There's lots of opportunities, and in a 38,000, I know we get to 57 total, I don't know the exact breakdown of undergrad to grad. Our 35 to 38,000 undergrads, my belief is if we did a distribution curve on how much experiential learning they get, our top 10% is kicking butt. Our top 50% it's probably really, really good. My guess is there are a lot of people falling through the cracks at 80 and 90 percentiles on experiential learning, and I want us to get better at measuring that, so that nobody's falling through the cracks.

Chairman Hosseini recognized Trustee Anita Zucker for her questions. Question One: It was great to hear your conversation and your talk to us earlier, and you talked about already about government, and about taking celibacy when it comes to politicians and so on. However, this position, being president of the University of Florida was interesting to so many people who were highly qualified prospects because of the support that we've received from state government. I would love for you to talk about the approach you plan on taking, balancing having a position and collaborative relationship with the governor and the state legislature, and also asserting a level of appropriate independence, especially given the noise around the country relating to alleged political influence at public universities. So, it's a little bit different than your supporting individuals.

Question One Response: Thank you for allowing me to clarify. It's-- I think I tried to dump the word, partisan, back in there every time when I was speaking to Mr. Ridley about the pledge because of course, you wouldn't want to have this role, and not go to Tallahassee and advocate hard on behalf of UF. And so, what I was trying to draw a distinction between is partisan politics, and then of course, political advocacy that we need to do as chief salespeople for this institution. And obviously, your chairman wears a second hat as full-time advocate in Tallahassee for this institution, and remarkably well compensated way of \$0 per year in that

role. I think that it is clearly one of the things that's appealing about this place in this moment is that the flagship university of the most interesting economic state in the Union right now has a legislature that supports what's happening here. That is very, very rare right now in a time of declining budgets. And it's partly because of love of this place, partly because of Gator sports. It's partly because of memories of falling in love when they were here, probably. But a huge part of it is because of the workforce development needs when firms are leaving New York, Chicago, and San Francisco right now, and trying to decide between Austin and somewhere in Florida, usually Miami. If they pick Austin instead of Miami, my guess is if you could talk to the decision makers on those boards and in those c-suites, overwhelming the reason, overwhelmingly, the number one reason would be workforce preparedness. The argument would be that Austin has a workforce that's better ready to hit the ground running than Miami right now. And I think that Tallahassee, again, as an outsider who has a lot to learn here, I think Tallahassee knows that the University of Florida is a massive jewel that needs to be used even more effectively to persuade people to move to the state and to invest in developing 2020, 2035, and 2040 Florida. So being tireless, relentless super fan and salesman for this place is a key part of what's appealing about this project.

Question Two: Is there a way to keep the political influence, however, out of that in terms of someone just taking a look at some of the laws that are trying to be made? Do you feel you can influence that thinking?

Question Two Response: Getting near some of the arguments and controversies of the last year plus, I think it's very important to be able to make a case that this place is special, and therefore, should be invested in, and that this place is special and therefore shouldn't be micromanaged. It's not that complicated a message. As the rubber meets the road, I'm sure there are lots of ways that it plays out that are messy and complicated. But at the end of the day, what happens at a lab bench, what happens in a classroom is incredibly special, and there's no committee two hours away that can decree exactly how all that should work. And so, they shouldn't try. And you should be able to explain that, and at the same time say, and still keep investing. It's because of the independence of the place that the investment produces fruit.

Chairman Hosseini reminded Trustee Zucker that of the political influence mentioned every one of them was investigated and no all found no political influence. He then recognized Trustee Marsha Powers for her questions.

Question One: You've heard about our artificial intelligence initiative, and our goal of becoming the leading university in the country in the AI area. What are your thoughts on AI in general, and how can we leverage this initiative nationally?

Question One Response: What an incredible blessing from Tom Mitchell and many other people around here to get NVIDIA and their leadership team to have made some of the investments that they've made here that give us the infrastructure and the foundational basis for many of

the things that are happening. Obviously, Joe Glover has done yeoman's work in this lane as well and been supported by the broader administration and by the legislature to invest in the, I won't name specific numbers of how many faculty they've been hired because Tom will tell me that I've gotten it on the wrong denominator base, but it's lots. Big, big three figures of new faculty in that space, and aspirational vision to see AI across the curriculum. I think it's clearly the case that the generally educated American adult of not just 2033, but of 2023, needs a lot of quant and stem fluency that has never been a part of median educational experience in the past. And so, I have a lot to learn about what's actually happening right now. I know that there are a lot of offerings. That's different than having massive take up across our whole student body, but it is obviously the case that a generally educated adult needs to understand which questions qualitative, and which questions are quantitative. And historically, very few people had to be able to deal with quantification. There were people who needed to be able to know accounting and finance. There were people who needed to be able to dial in certain kinds of machinery in an applied engineering environment historically. But right now, what's happening as the marginal cost of computing power falls towards zero is we're going to figure out as a civilization how to take every repetitive task, and essentially automate it and make it universally accessible and free. All of economics in human history has been scarcity based. So many of the challenges we're going to face are going to come from the super abundance of the world in which we're going to live when AI is going to help build AI in robotics. And generally, educated Gators who live here have to understand that. Not just to lead, but to navigate their own 30 and 40 and 50-year-old life experience. So, I'm very impressed by the conversations that have already begun here, but those conversations aren't anywhere near done. They're not anywhere done anywhere. I mentioned earlier, some of the work I do with the NSA and in the intelligence community. Obviously, HiPerGator is the largest computer on a university campus in the nation. The biggest computers in the world are owned by Silicon Valley, or defense departments, or intelligence agencies. And so, I spend a lot of my time connected to that community. And learning how to distinguish the old Rumsfeld quadrant of known knowns, known unknowns, unknown unknowns, and unknown knowns, there is so much about the disruption that's coming in our economy and in our culture that we can see, but we don't really yet feel what that's going to be like. And our students need to be able to do that and it isn't just a question for people who are going to work in engineering. It's a question for people in philosophy, and English, and nursing as well.

Question Two: UF Health is growing and including, for example, the recently announced partnership with Jupiter Medical Center in South Florida, what's your vision for UF Health?

Question Two Response: First of all, I'm really glad that we have Dave Nelson. I have learned a lot from him to date, and it's clear that the community has been well served by him. And it's also clearly the case that we have massive opportunities. So, at some stops in my past, I've worked a little bit in the health care sector and in health care delivery. And at a strategy level, not as a practitioner. But we have massive opportunity as the demand side of this state for health care goes through the roof to think through what our responsibilities and opportunities for service are on the supply side. And I would be presumptuous to try to offer any of the top line sequencing of question three versus four, but I think if you just thought about it geographically, it's obviously the case that Gainesville and Jacksonville, being our primary

delivery locations right now, are not going to be our exclusive, they're not our exclusive today either, but they're not going to be as exclusive as they are today, relative to also being in Central and South Florida. Jupiter is a huge opportunity, Scripps more broadly. What a special group of, I don't know what the right number is, but 50 researchers, and 300 or 400 supporting folks there. Figuring out how to integrate them, thinking about the adjacencies in terms of the real estate footprint at Scripps, there's a lot of synergistic opportunity getting south, and allowing a lot of that to also redound to the benefit of practitioners up here.

Chairman Hosseini recognized Trustee Richard Cole for his questions. Question One: I don't know if you recently saw it in Jacksonville, but this country is really suffering from an explosion of anti-Semitism. At the Gator game this last weekend was an ugly example of it. How will you deal with that on this campus?

Question One Response: I would agree with you that it's disgusting. We've seen growing anti-Semitism, again, I've been in the Senate for just shy of eight years now, and I think in 2015 was about when a curve of some of the folks who've advised me on this issue started to see an inflection point in the curve of a lot of anti-Semitism, not just in the US, but across Europe as well. And the causes are so multivariable that I don't want to say anything that sounds reductionistic, but I do think we can see historically in times of disruption, economically and culturally, people look for scapegoats. And for whatever odd reason, anti-Semitism has regularly flared when there's more cultural upheaval. And we're living through a time of massive cultural upheaval that is not going to be done for decades. So, we need to be well aware of supporting our communities that are threatened and targeted in situations like this, and I would applaud both the leadership of the university and the athletic department, and the University of Georgia's leadership in immediately standing together against the craziness of putting stupid stuff on the wall like that. So, it was a grotesque event, but I'm glad to see how quick the response was from here.

Question Two: Your views on China have been pretty well publicized, and it really is a little bit broader than just China. We have a lot of foreign students that come here. We have a lot of foreign professors that will come for periods of time here. I think some of them are nervous or will be nervous about somebody coming in with the strong views that you have about China. How do you lay their fears? What will you do to make sure that they're comfortable thinking that they're going to be supported by you?

Question Two Response: I was a little emotional in responding to it in one of the, I think it was the student session in early October. You said my views are well known, but evidently, I haven't done a very good job of making them very, very clear because I believe two things that I think are inarguable. And there's really no tension between them. So, if I can state them both. The first is that 7.9 billion people on Earth, including 1.4 billion people in China, are created with immeasurable dignity. The dignity and the worth of every human being is eternal. And so, I have a very pro-China and pro Chinese citizen position, and I have a very anti-Chinese Communist Party position. My gripe isn't with 1.4 billion Chinese. It isn't with any Chinese-Americans, or any Chinese national students that come to study with us. We want students

from everywhere around the globe to want to come in this, come and study in this special place. There are 2,400 thugs who prop up Chairman Xi as he commits genocide in our time. The most pro-China position you can absolutely have is the anti-CCP position. In Xinjiang, there is a genocide happening in our time against the Uyghurs. There are one and a half million people forcibly imprisoned in camps. There are women who are forced to either be impregnated by neighboring men from the community, or to be sterilized. There is organ harvesting happening in the work camps in Xinjiang. The only pro human dignity, human rights position is to speak about what the CCP and particularly, the 2,400 people who just this last weekend made Chairman Xi dictator for life, to speak against them is to be pro the Chinese people. So that's my position. There's no anti-China position. There's an anti-CCP genocide position. And so, we want more and all students of every background, hue, ethnicity, and national origin to want to study in the special community.

Chairman Hosseini recognized Trustee Chris Corr for his questions. Before he asked his questions, Trustee Corr thanked Trustee Patel and everyone that contributed so much time and energy to the process. Question One: I'm going to take you to a hot topic, and it's the subject of academic freedom. And specifically, just talk about this subject of academic freedom, how you see it in the university environment, and how it would be a part of your leadership here at UF.

Question One Response: First, I'm a zealous defender of and advocate for academic freedom. What happens when you're trying to figure out how to solve riddles and research, what happens when you're trying to teach students can't be compelled. Power isn't what happens when you're trying to discover. Discovery requires freedom. And so, I'm a defender of tenure at a research institution. I think it's important for us to recognize that our faculty are not a monolith. We've got lots of different types of folks, tenure track, non-tenured track, primarily professors of practice and teaching, people who most of their time is spent in solitary, or in group research. You can't shoot pool with a rope, and you can't plan how to discover the next thing. We need the big brains, and the curious appetites to chase that next discovery, and that requires freedom, and what happens in a freedom, in a classroom that's dynamic requires a similar kind of freedom. We also, at a more crass calculating way of stating it, we want the best faculty to want to stay at this place and to be recruited to this place, and that requires that we have academic freedom and tenure. And so, I look forward to advocating for those positions so we can recruit and retain the best.

Question Two: I note you were a college athlete. Athletics at Florida is a huge part of the university experience. It's a big part of the brand and influence on our reputation, how people see us, and perceive us, and experience this place. So just talk about athletics. How would you leverage that power, and how do you see it fitting into this vision that you're describing for us?

Question Two Response: As I mentioned in the opening, my dad might have a first name, but pretty much he's coach Sasse to me and to all my friends, and to people for generations in my town. Football is the second most important religion where I'm from, so I believe deeply in athletics. I think probably, given that we've had some scrutiny on a lot of my positions today, we should probably address the single ugliest, most scandalous thing about my record, and that

is that I should confess that it is true that in 1981 as a nine-year-old, I did regularly decree that the SCC was quote, "trash," close quote. That was wrong. And if I could get the freedom to revise and extend my remarks, I should have said that Georgia, Alabama, and LSU were trash. And if we could just keep that amongst us, I would appreciate that. My wife is an Alabama superfan, and so I'd appreciate it if nobody told her my view of what's happening in Saban world at the present. I'd prefer to not sleep on the couch for the next decade. So, I believe deeply in athletics. I think, they're not the most important thing, but in some ways, it's the most important daily thing. We live a bodily clock, and our bodies are made to move, not just sit still. And seeing athletes perform at a great level, obviously thrills the human soul. Obviously, so much of what's wrong in our public life, and in our public square is that people are looking for tribal identity in places that can't bear that weight. But like Aristotle saying that it's important to go to the theater for the catharsis of going through emotions that you don't want to fully feel in your daily experience, you don't want full grief and full rage every day. But it's pretty great at the theater once in a while to get to feel and pass through those emotions. Sports tribalism gives us that kind of outlet. And let's just admit it a pragmatic level, that Gator symbol is one of the five or so most recognized icons and brands in college athletics, not just in this country, but internationally. And we ought to be exploiting and taking advantage of that front door. So, I would be a super fan. I will, in Nebraska, I vend at Husker sporting events. I work the chains at high school football games, and I would gladly be an equipment manager for Billy when I get here as a side hustle.

Chairman Hosseini recognized Trustee David Brandon for his questions. Prior to his questions, Trustee Brandon thanked Trustee Patel for an outstanding job leading the search committee. Question One: Infrastructure and buildings. They're often relegated to be only the backdrop against which innovative teaching and research proceed. The quality of core infrastructure and buildings is typically only acknowledged when there's problems. How would you approach the challenge of a campus that is both growing and aging to keep the UF facilities condition on pace with the caliber and research the education that's taking place at University of Florida?

Question One Response: I think this might be the first time I've been asked it in public, but I think it might be the most commonly asked question I've gotten from faculty. So again, it doesn't show up in newspaper stories, because somebody doesn't scream about it. But actually, this is, I think, the most common question I've gotten from faculty in one-on-one conversations. So, I've done a little bit of homework. With Tom here, again, I won't quote many financials because I'll be wrong, but I know the \$148 million fund from Tallahassee for deferred maintenance, which is great news. We should be grateful. It's a wonderful start. But I've heard reports of everywhere between \$500 million and \$900 million of deferred maintenance on campus right now. And so, I don't know all the particulars of the public-private partnership to try to essentially create the sequencing process for what gets upgraded when, but that's a game changer in terms of managing decades into the future how you do your planning. Obviously, our faculty are not going to be, and our researchers, are not going to be highest tier performers if they're in rooms where some water pipe is dripping on their keyboard. And so, we need to be sure that we're providing the tools necessary for our folks to be able to be top tier

performers, and I look forward to learning that. And though it's, as you said, not really a sexy topic, it's a critically important topic. And it looks like there's a lot of progress here. And in my work, in the defense space, obviously, and I'm just back from a bunch of US embassies in Latin America as well, there are different sequenced priority processes by which lists are created for which embassy, or which runways and Air Force bases get upgraded three years from now versus 20 years from now. And very few universities have a process like what you all have been putting in place here, so I don't mean to minimize the challenges of people who are often, again, I've heard from lots of faculty members. So many folks are working in environments that sound to me like they're subpar in certain cases. But kudos to the fact that you have been building this prioritized sequencing process going forward, and I look forward to learning more about it.

Question Two: University of Florida is a large operation with a budget of roughly \$8 billion. A university, a health care system, an athletic program, a research enterprise, an IFAS arm, et cetera. What has prepared you to lead this large and complex organization?

Question Two Response: In my 28 years of working with and observing for profit entities, not for profit entities, and governmental institutions, sometimes, sitting on boards and sometimes, in executive roles, it's become clearer to me as I've aged that more and more of leading an institution well is figuring out how you pull together big cause, slow ego people. Who want to do their work well, and don't really care much who gets the credit. And I know that there are generational transition moments, and there are certain roles that will change. But I've been gratified in the time that I've been able to get to know the cabinet that exists here today, and how they work together, and how there's sort of a culture of, and we talk a lot about culture of excellence here. One of the things that drives a culture of excellence is a culture of humility. And we've got a bunch of leaders that are important to that project. And I think we should recognize that every \$9 billion entity doesn't have one individual who is Sisyphus changing the world. It's about gathering a team of folks, and we have a lot of great performers, and I look forward to working with lots of that team.

Chairman Hosseini recognized Trustee Dan O'Keefe. Question One: Earlier, the chairman touched on some of the success that we've had, the University of Florida, and you mentioned that was one of the things that was appealing about UF was that they're not here to rest on their laurels, and whether it's the faculty or the cabinet or the student body, everybody wants to do more.

One of the opportunities that we're looking at and have in front of us is a West Palm Beach graduate campus, and I wanted to get your thoughts on how that opportunity fits in with your vision for the future of University of Florida if you're selected as a president.

Question One Response: I think it was probably my second conversation with Mr. Patel, when he was first laying out, again, his bullet list of what's amazing about this place. My distillation of it, so the West Palm project, and I've known of it a little bit from some of the relationships that I have in South Florida. And I knew that you all had been deliberating about this, but early on in this search process, I don't think it was public at that point. And so, Rahul walked me through

some of what was going on there, and its location on the I forget what the bullet train, the high-speed train line, is called the 59 minutes from West Palm to Miami proper. But the fact that your real estate is right on the train station north line there, north end there, I quickly distilled it in our pillow talk at home. I said, one of the things that's amazing is that Gainesville is booming, and the trajectory is up. You want to live on this steep part of the curve, and lots of great things are working here and getting better here. And yet there's this massive blank canvas for new programming. Obviously, Gainesville is the heart of the University of Florida and always will be. And it's the center of the undergraduate experience. But when you also think about where master's programming footprint should be, and frankly, where a come and go programming can and should be. And maybe we haven't talked about that much today. I think in one off conversations with many of you, I've said this, but let me just maybe make a small commercial for it. When I say that higher education is going to have to change massively in the next decade, decade and two decades, one of the most obvious things that I think is pretty inarguable is that a decade from now, when we look back, we'll be surprised at how much of all of our programs look like they were four years, eight semesters, sequential in residence. That's actually not most of higher ed in America. 78% of all students involved in higher ed in the US are not full time, residential undergraduates doing their first degree. Most students are a 29-year-old single mom at her third institution working full time, going to school half time at the third institution, stitching stuff together. But at a flagship elite institution, at a top 30 institution, the picture we have in our mind of full time eighth sequential semesters in residence in one place. I think that will become less and less common. It will surely still exist, and it will surely exist for people right coming out of high school. But as the economy changes, and as technology changes, we're going to have lots more people boomeranging back through our institution. And we should be preparing them when they're 18 to 22 to think about what it looks like to come and go at age 28 or 35, and very few of those people are ever going to be full time, residential for a long time again. They'll be more like hybrid delivery programs, where you might have, pardon my throat, you might have a lot of synchronicity, but you're only going to have occasional co locality. You might have classes where you're still with a cohort. Stanford has been exploring some options for when students leave their MBA program, what if they just stay enrolled at Stanford for the next 5 to 10 years post MBA, and they still have a cohort. They still have a core group of classmates, but most of the time, they're getting together digitally, remote. But it's still a synchronous meeting of their experience, but they only come occasionally back to Palo Alto. If we end up with more come and go programming 10 years from now, as I think is highly likely, a footprint of a place like West Palm and Miami is going to be at least as valuable as a footprint in Gainesville for some of those mid-career experiences. So, I think it's incredibly exciting to think about the West Palm opportunities from a tech, just the tech ecosystem of all of South Florida is so dynamic right now, and there's not enough supply side in higher education for all the needs that are down there. And so, at a level of tech, fintech, cyber, and beyond, law. I think there are many, obviously, health delivery research subjects for some of our broader projects. There's just a huge need for us to have a South Florida footprint. And so, I'm very excited about West Palm and other ideas we could have in addition.

Question Two: You touched on the Scripps acquisition earlier, and that goes to our third party funded research, which we were fortunate enough with the excellent team that we have here to have that exceed \$1 billion this year. How do we build on that for success going forward?

Question Two Response: So, let me just confess how little I know about the menu of what I think of as quarterfinals becoming semifinals. In terms of the Scripps integration, I'm very-- I know Scripps La Jolla better than I knew the historic Florida footprint, but why they were excited about getting into Florida originally, all of those reasons are still true. They had internal institutional reasons why change was potentially useful to them. And I think the strategic vision of this place to go and court for that, and now thinking through what the integration opportunities are, again, both at a pure medical research level, and also at a health care delivery level across all of the UF Health footprints, north end yet to come in the South. I think the strategic planning process of how I envision, again, much of this is already moving and shouldn't just wait for a new executive to be a part of the team. But I think a lot of this needs to sync up with a broader sequencing conversation of that sort of 11 months from the end of a listening tour for me.

Chairman Hosseini recognized Trustee Rahul Patel. Question One: We've talked a lot today about the changing workforce and how education has to keep up with the changing workforce. And I've read recently how Google, for example, has entered into partnerships with leading universities like the University of Michigan and Columbia University on specialized career training in areas like data analytics. What are your thoughts on those types of partnership with business, and how that could be a part of our strategy going forward?

Question One Response: I don't want to scare folks because I know that change is often unsettling and scary, but it seems to me, indisputable that we would want to be the kind of place that screams, if you're looking for a partner and you've got big ideas and you want access to talent, both at the faculty level and at a grad student level, and increasingly more of our undergrads who can also have that service opportunity, we should want you to want to be here, and we should be screaming, we're open for business. So, I think we should figure out what does it take to become the most partner friendly institution in the country, and then start through the steps of executing against that. I just want to say this is both opportunity and threat. And so, on a SWOT analysis, we should see it both ways. This is a nimble dynamic place with an entrepreneurial board, and an entrepreneurial culture, and not self-satisfied. So, we shouldn't be threatened by the fact that we have to rethink a bunch of things. We should view that as opportunity. But the people who should be threatened are the institutions who think there's a pathway for 2040 and 2050 to look like 1980 and 1990, because it's not going to look like that. And the Grow with Google path is driven partly because they have some good partners, but largely, because they're dissatisfied with the students that arrive at Google's front door after having a BA, and they're like, why do we have the opportunity cost of people going from 18 to 23 expecting a much higher starting salary, and have to be retrained, and had a whole bunch of things happen over the course of their five years that weren't sufficiently value adding? Again, this is not my critique. This is the critique that you hear, not just from the tech community, but from the corporate world more broadly, that the arrival students are regularly

not prepared to do work, and that shouldn't be the case. And so, Grow with Google is their attempt to say, we're going to come up with our own pipelines, and if you want to be humble, if you want to be nimble, if you want to add all the breadth, and they know that soft skills matter. They're not just looking for people who simply know how to code. They'd rather have great UF graduates we need to go out and build those partnerships.

Chairman Hosseini recognized Trustee Amanda Phalin for another question. Question One: A follow-up on Trustee Cole's question. I've heard from my colleague some Chinese and Chinese American faculty, and the differentiation, obviously, between the Chinese Communist Party and Chinese individuals is important. What I've also heard from them is the concept of profiling. I think the concern is that faculty are wondering, will they be assumed to be part of the Communist Party, will they be assumed to be supporting that, and have to prove that they're not? They're afraid of being, they're afraid of being profiled and placed into a box instead of being viewed as an individual.

Question One Response: Frankly, if we can go back to this question 10 more times, I'd like to just keep singing the chorus. Because what actually happens in my office in DC is we regularly have Chinese dissidents walking into our office thanking us for the work that we do on behalf of oppressed communities inside China. So absolutely not. Is there any profiling here, the assumption would be contra that the people who want to be at this place want to be here because they believe in dignity, and they believe in freedom, and they believe in the research and educative mission of this place. So, I mean, what is happening in Xinjiang is something that every single American, and surely every human rights conscious student at the University of Florida should understand. People tour a museum, and they say, never again, and they post something on social media. There is actually a genocide happening right now in our time. There is a genocide happening in our time. This should be front and central for every student who cares about people. And so, the starting point is saying, why are we indifferent to the fact that in Xinjiang, millions of people are in a camp? I'm not looking to profile anybody. I'm looking for us to champion the dignity of the people who are being forcibly impregnated in Xinjiang. And so, I think we should be talking about this issue lots more. The math chair at Harvard that was walked out, perp walked out by the FBI as a Chinese Communist Party spy as an Anglo guy. If somebody was doing profile in there, they did it wrong because he was the guy traveling there to take bribe money to be a surveillance asset of the Chinese Communist Party at Harvard.

Chairman Hosseini recognized Trustee Richard Cole for another question. Question One: You're coming from a national political stage, which is very important. We have almost a billion dollars now in research money and our people do a fantastic job of it. But it seems to me that one of the attributes you may bring is the ability to get into offices in Washington to get federal money. Can you comment on what you think you can do in that regard?

Question One Response: I'll be cautious just because I haven't sought legal advice on how to speak to a question like this. But I'll just speak to a few matters of public record first. I have advocated very hard for the expansion of the DARPA budget. So, the Defense Advanced

Research Projects administration. I am a co-sponsor. There are many different iterations of what ultimately became the CHIPS Act, or the Endless Frontiers, or the CHIPS Act. But at the core of that legislation to deal with the semiconductor issue industry, and particularly if the Chinese Communist Party would invade Taiwan. And if TSMC's capacity would be lost to the broader world, I think it's critically important for us to reshore and save sure more of the semiconductor supply chain. But the second level of that legislation centered on a lot that happens at the National Science Foundation and Panch, who's the head of the NSF now, a long-time provost at Arizona State before that, is a very special guy and I think is very thoughtful about the ways that we should be investing. And so, I think it's probably not appropriate for me, given that I'm still sitting in the Senate, to comment on any advocacy and a particular way that I would do. But I would just say more broadly that I'm a believer in the basic science mission of federal government expenditures for NIH, for NSF, and in a lot of the defense tech and space, space. We also haven't mentioned space. If I can just very briefly do that. We have not just, the Kennedy Space Center and Canaveral here, there is the Johnson Space Center in Houston. There's a whole bunch of stuff outside USAFA, the Air Force Academy, and NORAD in Colorado Springs. There's a lot in Long Beach happening. Some of SpaceX is well known, but Planet Labs, the low orbit satellite company. I think there are many, many dynamic and fascinating things happening in low-low orbit space. A way to think about this is Clay Christensen's insight about technological innovation at the Harvard Business School 15 or 20 years ago, that when people think about new tech, they tend to think of higher quality, more expensive stuff for your best extent customers, and most technological revolutions are actually the opposite. It's much lower quality stuff, but that is so much cheaper that folks have historically been non consumers of those assets, or those tools are able to come off the supply lines, the sidelines, excuse me, and create new uses and new applications for things. When you went from mainframe computers to the home desktop, nobody would think the home desktop was a better machine. It was a piece of junk. But what it was so cheap that someone who had no access to a mainframe could now get access to a desktop, and all these new apps were born. Think about Microsoft Office Suite of tools. I think in space, we're going to see a transformation in many domains, that in people's minds start as sci-fi or military applications, and huge numbers of the space applications are going to be in agriculture. They're going to be environmental regulation and managing the energy transition. And so, there are many, many, many opportunities about basic science that the federal government funds that I think the University of Florida ought to do. Even though we're doing really great, we ought to do an even better job of getting in line and competing for the future.

Chairman Hosseini recognized Trustee Anita Zucker for another question. Successful private fundraising has been an incredibly critical component to our recent success. We just completed a \$4.5 plus billion capital campaign. How do you view fundraising at UF evolving during our next capital campaign?

Question One Response: That's a great opportunity to invite people into a project bigger than themselves. Again, I've taken my pledge of political celibacy for a foundational arrival period if we go forward together. But obviously, I've had to spend a lot of time, almost eight years in office and 16 months running for office before that. So, pushing a decade now of political

fundraising, and before that, I've been involved in a lot of not-for-profit boards, and led a small college that was in financial duress when we got there. My wife asked me once two decades ago, a lot of the projects we're involved in, you have to raise money all the time. Isn't that terrible? Don't you hate having to go and beg people for money? I don't view it that way at all. I think every time you, if your project isn't worthy, then it's a terrible way to spend your time. But if the project is UF students, if the project is UF faculty, if the project is UF athletics, you're given, you're doing people a favor by asking them for money. Rich people are never short of money. They're short of purpose. They're short of cause. And when you get a go to somebody and say you can be a part of something bigger than yourself, nobody feels like you're begging them. They feel like you just did them a favor. And so, I view the fundraising responsibilities as an important stewardship opportunity. And Tom Mitchell turns out to have a heck of a Rolodex.

Chairman Hosseini recognized Trustee Patel for his second question. Question: We've talked about the importance of UF training our students for the workforce, and we've talked a little bit about research funding. But be interested in your thoughts on, in general, on the research mission, and the importance of the research mission to the University of Florida.

Question One Response: I'm sure there's political trap I could step in somewhere by accident, but one of the ways that I think about UF is you get to be Michigan and Michigan State at the same time. You get to be Texas and Texas, I used to be on faculty at Texas. You get to be Texas and Texas A&M at the same time. You're the flagship, elite institution, and you're the land grant, engineering, and ag, and applied, translational, everything. What a special opportunity in a time as dynamic as ours to not just serve your neighbor, which is great, but also how many researchers we have here who get to go and pursue their passions. And get to go and be curious all day, every day. Some faculty that I know at MIT often jokingly refer to MIT as Disneyland for nerds. Because all day, every day, you get to follow your nose and go do big research. Of course, that doesn't mean there's no grinded out drudgery to the job. But one of the responsibilities of the president, and of the administration, is to figure out how to take more of the drudgery out of the job, more of the grant application mechanics, and let the people who are great at what they're great at spend more of their hours doing that. And I think the research agenda. I've just named space, and we talked around the edge of ag. Obviously, there's so much translational stuff happening amid the personalized health care revolution. But the energy transition and climate issues are so fundamental to the topography, and to the ecology of this beautiful state. There are so many ways to serve that are both neighbor benefiting and curiosity satisfying. It's a pretty special Disneyland for nerds to be a part of.

On return from a short break, Chairman Hosseini recognized Trustee Amanda Phalin for another question. Question: Dr. Sasse, you talked a lot today about workforce development and all the opportunities for graduate programs, and everything down in South Florida. But we do a lot more than workforce development at the University of Florida. I know in the past, you've talked about how you value a liberal arts education, and all of the different subjects that we study. To study to learn how to think. And so, moving away from workforce development,

can you talk about how you feel about the liberal arts education experience at UF on campus, and how you see that moving forward for our students and faculty?

Question Response: We have talked a ton about STEM and quant and workforce today. I want to maybe quibble just a tiny bit with the move away from verb, because I think it's both and I want more qualitative and more quantitative, but we know that the automation of this economy is going to do more and more of the quantitative for us. The qualitative is what makes us human. I'm passionate about an institution like this getting better at persuading outsiders, both funders. That's legislators, and appropriators, and families, but that's employers as well. But what we really care about, going back to where we started today, is we're mortals headed for dust, and on your deathbed, nobody looks back and says, I wish my bank account were different. They say, I wish I had deeper relationships. And the ways that you build community, and the ways that you pursue truth, and the ways that you explore beauty are through the liberal arts. I'm a historian. I'm a passionate defender and advocate for our engineers, but I'm not one. I'm a historian, and I'm a lover of books and literature. And I think that all of those soft skills and the EQ elements that come from wrestling hard and long through stuff, that needs to be the foundation of a place like this. And obviously, at any level that you start to wrestle hard about what it means, you end up near debates about a core curriculum. And I don't mean to be opening any of those cans of worms in this moment right now, but I think that people who wrestle deeply with ideas become more alive. They become more human. And not to put a political fine point on it, but I do think we need to recognize that the cancel culture that's so prevalent on so many universities is anti-liberal arts. That is what it fundamentally is. If you tried to cancel stuff because you didn't already agree with it, that's the opposite of education. That's anti education. Where is the room to change your mind? Where is the room to grow? Where is the room to learn, and to say that you were wrong, unless you sit around a table with people, and with texts, and with other source material and say, there's a community of people who've been having a debate since long before I was born and are going to continue to have a debate long after I'm gone. And I got to humble myself here and say, I don't know everything, and I'm open to learn. Let's do it together.

Chairman Hosseini recognized Trustee Bill Heavener.

Trustee Heavener made a motion to approve Dr. Sasse as our next president. Trustee Powers second. Discussion followed. Vice Chair Kuntz noted that when going through the same process with Dr. Fuchs as a Board of Governor member who served, we looked for somebody that above all had high integrity, had a passion for the job, had a vision for the future, and was willing to sit and listen to people. We found that with Dr. Fuchs, and he took us from where we were to a much better place today. And we're looking for the same thing again, starting out with high integrity. Listening to Dr. Sasse, it feels like he possesses each one of those qualities. We heard your commitment to listen to them, to work with them, to try to build bridges for those that might have different views, and I think that knowing that that's the way you feel, and the way you will conduct your presidency, I feel even better now than I did when we started the day. So, thank you for your remarks, and look forward to working with you.

Trustee Brandon commented he enthusiastically support the motion and the second that was made here today. He thanked Dr. Sasse for his interest in our future. You're both a historian, and a strategic thinker. He recalled a similar vote for Dr. Kent Fuchs, and he outperformed that. He feels very strongly that 8, 10, 15 years down the road, we're going to say the same thing about you. Welcome to the Gator Nation.

Trustee Powers commented that she believes he is a once in a generational leader and she supports the nomination.

Trustee Lemasters thanked Dr. Sasse for his candor and willingness to listen to not only her, but to the concerns, and the desires of our students for the next president. There is this hill of trust that is going to have to be climbed with many of our students. She looks forward to seeing him sit down and listen, and learn from these students, to hear their concerns, to hear their big ideas, to really bring our university together in moving forward, and treating them with the dignity, respect, and care. She added it is up to you to live up to that and live up to those words.

Trustee Cole commented on advice that President Fuchs gave which was to be audacious. He said he was hesitant bring in a politician, but he has overcome that for me. He added his strong support.

Trustee Corr commented he supported the nomination. He is going to hold on to this note about excitement for the future versus fear of disruption as the theme for his term, but he couldn't be more excited. He added how impressed he was with the interview and his command of the issues.

Trustee O'Keefe commented we got here today because of a process. He thanked Trustee Patel, General Counsel Hass and the search committee for their work. Sasse has a potential to be a transformative leader. We are now a top five public university, but we want to put our foot on the gas. We want to go hard and continue to push this culture of excellence in everything that we do. He added his support.

Trustee Phalin commented as a faculty member she thinks about how faculty member make decisions and operate. We rely on and trust our experts, our subject matter experts, and we rely on and trust those with knowledge and experience. That's what we're trained to do. Faculty and students have raised legitimate concerns about political influence in the process, about LGBTQ+ rights and inclusivity. She understands those concerns. When meeting with the candidate, those concerns were and are at the forefront of faculty members on the search committee including herself. The faculty members on the search committee spent months, collectively and individually, hundreds of hours of work becoming experts about the presidential search, and the candidates that they considered. The search committee was a diverse group, and beyond that, the faculty representatives on the committee themselves were a diverse subgroup. And they each began that process in different places with different perspectives and expectations. One of them even stated that they were initially wary of having a politician in the position of President, similar to trustee Cole's statement. However, all of the

faculty members of the search committee ended up in the same place. That unanimous vote recommending the candidate we have sitting before us today. Though she was not on the search committee, she did have the chance to meet with the final group of candidates, and she also ended up in the same place as our faculty representatives on the search committee. Today, she is here because her colleagues elected her. At this table, in this role, she has been able to experience the search process similar to the way that the faculty representatives on the search committee did. She has been able to experience it in a way that the broader faculty have not been able to. Legally or practically, we couldn't include all 5,500 faculty members in the process. That's why we elect individuals to represent us. She based her vote on the sum totality of these experiences, including the expressed concerns of my constituents and other folks around campus. Phalin stated she takes these concerns extremely seriously. She would never support a decision that she believes would in any way harm our LGBTQ+ community, or any other underrepresented group. She believes that the opposite will be true. She reiterated that Dr. Sasse confirmed his independence in coming to and going through the process, the lack of political involvement from the state, his intention to continue President Fuchs's policies in the LGBTQ+ space, to keep President Fuchs on as an advisor, and also to build a strong relationship with the LGBTQ+ presidential advisory committee. He also pledged to support and welcome our Chinese and Chinese-American faculty, staff, and students, which I know is important for my faculty to hear. And lastly, he expressed his very strong support of, and advocacy for the independence of our institution in response to a question from Trustee Zucker. And we will hold him to those promises. Based on her experience, the information that she has learned sitting at this table, it is her best judgment that the interests of her constituents and of this institution are best served by approving Dr. Ben Sasse as UF's 13th president, and she looks forward to working with him.

Trustee Ridley commented we are at a unique point in time in the history of the University of Florida. The process that we've all been a part of has brought forward an extraordinary individual who has demonstrated throughout his life, by his words, by his writings, and by his actions a deep understanding of the issues that have faced our society throughout history. And more importantly, a real passion for how those issues are going to impact us in the future. Workforce issues, issues involving higher education and learning, and society as a whole. He noted he liked that he said he is a romantic part of education is about romantics. It's about believing what may be possible when it may seem like it's not possible. It also has a big part in leadership, and being able to consider ideas from all people, no matter what their background, no matter what their walk of life, no matter what their beliefs are. But leadership is also about taking all of those ideas and leading people to the betterment of this university which he felt Dr. Sasse demonstrated in his comments and answers. He is fully supportive of his candidacy.

Trustee Zucker commented she was honored as well to support his candidacy. Today was especially extraordinary because you've shown us the depth of knowledge that you bring to the table. She believes in time, you will get to meet with so many of your constituents here at this university, that they will come to see what all of us in this room today have seen and are taking away with us. She appreciated his ability to be innovative and creative. She added the arts and

sciences bring things to the table that don't always come with the sciences, but they need to be melded together. And when you put those pieces together, they create this incredible whole.

Trustee Heavener commented he appreciated all the preparation work Dr. Sasse did to learn the special things about our great university. He has learned so much from each of the questions that every one of our trustees have asked.

Trustee Patel commented that when the search committee had their multiple listening sessions, one of the themes was while our university has made great progress over the last few years, we still have another step to take to truly be one of the most impactful and important universities in the country. When people in the northeast and the northwest and the southwest talk about the great public universities in the country, right now, the University of Florida does not roll off the tongue like Berkeley, and UCLA, and Michigan, and Virginia. And we're close. We have all the tools to get there but in order for us to take that next step, we have to do things differently. Higher education, of as we have heard today, is changing. And this is a moment in time and an opportunity for the University of Florida to be a leader in that change. For us to take the next step, and truly become one of the most important public universities in the country as we have discussed today, we need a leader who is transformative. As trustee Cole pointed out, our own president, President Fuchs, who has been instrumental in bringing us to where we are today, has said we need someone who is, in his words, audacious. Dr. Sasse has the tools to be a great president. He has a PhD from Yale. He has been a faculty member at the University of Texas. He was president of a university, and he has been a public servant at the highest level. But perhaps more importantly, he is bold. He has a vision, he has EQ, he has passion, he has intelligence, and he has a leadership style that is once in a generation. The areas where he stands out, his bold vision for higher education, and our university, his passion for learning, and making sure that we prepare our students for a changing world. His high intelligence, that has made him a sought-out leader in some of the world's most complex issues. His off the charts IQ that got him elected as a United States Senator with a record number of votes without ever having, without never having run for public office before. His intense grit, drive, and ambition growing up working on a farm. His knowledge of the evolving nature of our workforce and higher education, and his ability to resonate with all types of stakeholders. A combination which is very rare. I've been amazed at how quickly he has been able to understand where the University of Florida has come from, where the University of Florida is, and where the University of Florida has the opportunity to go. He has a great feel for our university. I found him throughout our process to be a remarkably quick study. And he really wants to be the president of the University of Florida, and I really like that. And his level of preparation and diligence has demonstrated that. He loves the fact that he so deeply believes in the University of Florida, and the fact that the University of Florida can be the most important public university in the country. He sees what we see. That the platform of leading the most important institution in the most important state can move the needle for our university, our students, our faculty, our state, and will make us a leader in higher education around the country. And he has a vision for how to get us there. How we can be more innovative, more agile, more adaptable as the world changes. We are incredibly fortunate that we are in a position to attract this type of candidate. Kent Fuchs was the exact right person for

the right eight years. But organizations, I believe, need different types of leaders at different points in their life cycle. What got us from where we were eight years ago to where we are now is not going to get us to where we want to go. We're now competing against the very, very top universities. Those schools mentioned earlier, those schools have been at the top for decades, and have had top reputations for decades. We are the newest entrant in that group of universities. And given where we are now as a university, for us to move into that top echelon, we need a visionary, an innovator, a big thinker transformative leader. Ben Sasse is our transformative candidate. And for those reasons, he wholeheartedly endorses and supports Ben Sasse becoming the 13th president of the University of Florida.

Chairman Hosseini thanked the board members for their comments. He noted before the vote is taken there would be a roll call. He thanked General Counsel Amy Hass for her work to keep us independent, both inside and outside. She worked tirelessly with us, with the search committee, and the rest of our board members, for us to do the job we need to do today. He also thanked everyone else who helped set up the meeting including Chief Linda Stum so the Board could conduct a free and equal conversation. He added the two-day deadline of submitting for public comment was changed to 10:00am yesterday and was further moved out. We let everyone that wanted to speak to this board to. He hoped all had an opportunity to listen today (the meeting was livestreamed). He added in the months and years to come, that all of us will sit around this table the way we talk about Dr. Fuchs, we will be talking about Dr. Sasse.

Chairman Hosseini called upon Melissa Orth, Associate Secretary, for a roll call. All members were called and voted yes. Chairman Hosseini offered his congratulations to Dr. Sasse and asked if he wanted to provide any comments before the Board took up the compensation action item.

Dr. Sasse commented he is incredibly gratified by the engagement and grateful for the public commenters as well. In a community this big, there's going to be a lot of diversity of opinion, and that is a good, not a bad thing. He appreciated the counsel that there's a hill of trust to climb to get to know a big and broad community. He has been welcomed in so many special ways. His wife and kids are excited to get to know the rest of this community well. He thanked Chairman Hosseini, Search Committee Chair Patel, the Board of Trustees and the Search Committee. Their due diligence was impressive and exhaustive. He added he had been on the receiving end of lots of that scrutiny, and it was a healthy, and good process, and he looked forward to continuing to get to know this community. He closed with thank you for inviting me into this cause. Chairman thanked Dr. Sasse.

4.2 Presidential Compensation Range

Chairman Hosseini then asked Trustee Fred Ridley, who led the compensation working group of the search committee, to review the results of the Mercer report, and the recommendations on presidential compensation range.

Trustee Ridley thanked the search committee members David Bloom, David Duda and Charlie Lydecker for their work on our compensation subcommittee. He stated the Board of Trustees at their Spring meeting voted to engage Mercer, a global HR solutions firm, to prepare a compensation analysis and report.

They worked closely with Mercer over the course of the summer to ensure that the final report was a comprehensive analysis of our peer institutions, and a compensation guide that reflects the complexity, and span of the University of Florida, as well as considering the short-term strategic growth plans that already are in place. He noted the Board has received and reviewed the report and called for questions. There were none.

Trustee Ridley added we look to continue paying a top salary to our president, as we continue to climb in stature and size. Pursuant to the Mercer report, the overall peer group for total compensation ranges from just over \$1,000,000 at the lower 25th percentile to \$2.5 million at the 90th percentile, with the 50th to 75th percentile range at \$1.3 million to \$1.9 million. Our current president's total compensation is \$1.419 million, which you can see the detail of that on page 26 of the Mercer report.

Given this data, which we've been presented by Mercer, and our current trajectory, the Mercer consultants have confirmed that a total compensation package of not to exceed \$1.6 million is within the normal range of their study. Our search committee subgroup met last week with Mercer to review their report. The committee voted unanimously to approve the Mercer report, and their recommended compensation range of not to exceed \$1.6 million.

He added Mercer did an outstanding job in presenting relevant information for us to consider on this committee.

Trustee Ridley formally moved for the Board to approve this compensation range, and move that, Chair Hosseini be authorized to negotiate a contract with President-elect Sasse to be submitted to the Board of Governors at their meeting on November 10 for consideration. Trustee Cole seconded the motion. Trustee Brandon asked if the motion included authorizing our board chair to negotiate the terms of this contract. Chairman Hosseini and Trustee Ridley confirmed it did. There was no additional discussion. All were in favor and the motion carried unanimously.

6.0 New Business

There was no new business to come before the Board.

7.0 Comments by the Chair of the Board

There were not additional comments by the Chairman.

8.0 Adjourn

There being no further discussion, Board Chairman Hosseini adjourned the meeting at 2:06pm.