

UNIVERSITY OF FLORIDA BOARD OF TRUSTEES JOINT MEETING OF COMMITTEE ON EXTERNAL RELATIONS COMMITTEE ON STRATEGIC INITIATIVES JOINT COMMITTEE MINUTES June 4, 2015

President's Room 215B, Emerson Alumni Hall University of Florida, Gainesville, Florida

Time Convened: 12:45 p.m. EDT Time Adjourned: 1:43 p.m. EDT

1.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except Trustees Rosenberg and Heavener.

2.0 Call to Order and Welcome

External Relations Committee Chair, David Brandon, and Strategic Initiatives Committee Chair Christopher T. Corr called the joint meeting to order at 12:45 p.m., EDT.

Committee on External Relations Members present were:

David L. Brandon (Chair), Charles B. Edwards, Robert G. Stern, Cory M. Yeffet. Trustees Jason J. Rosenberg and James W. Heavener was unable to attend.

Committee on Strategic Initiatives Members present were:

Christopher T. Corr (Chair), Susan M. Cameron, Paul W. Davenport, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker

Others present were:

President Kent Fuchs, Provost and Senior Vice President for Academic Affairs Joseph Glover, Senior Vice President for Health Affairs David Guzick, Senior Vice President and Chief Operating Officer Charles Lane, Senior Vice President for IFAS Jack Payne, Jane Adams, Vice President for University Relations, and Jamie Lewis Keith, Vice President, General Counsel and University Secretary, and other members of the President's Cabinet, members of the University of Florida Community, and other members of the public and the media.

3.0 Review and Approval of Minutes

External Relations Committee Chair David Brandon asked for a motion to approve the minutes from the April 2, 2015 Committee meeting, which was made by Trustee Edwards, and a Second, which was made by Trustee Stern. The Committee Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Strategic Initiatives Committee Chair Christopher Corr asked for a motion to approve the minutes from the April 2, 2015 Committee meeting, which was made by Trustee Cameron, and a Second, which was made by Trustee Thomas. The Committee Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

The Committees did not have any action items on the agenda.

5.0 Discussion/Informational Items

5.1 Metrics Dashboard

Provost Joseph Glover provided a PowerPoint presentation and explained various sets of metrics for the University's performance toward its preeminence and top national university goals in preparation for the Board's retreat the next day.

5.2. Strategic Development Plan Update

Senior Vice President Charles Lane provided a PowerPoint presentation showing a comparison of plans: the Master Plan vs the Strategic Development Plan. The Master Plan concerns the campus, while the Strategic Development Plan considers the relationship between UF and the surrounding community.

6.0 New Business

There was no New Business to discuss.

7.0 Adjourn

After asking for any further discussion and hearing none, External Relations Committee Chair David L. Brandon and Strategic Initiatives Committee Chair Christopher T. Corr asked for a motion to adjourn the Committees' joint meeting, which was made by Trustee Stern and a Second by Trustee Thomas. The Chairs asked for all in favor of the motion and any opposed, and the motion was approved unanimously. The joint meeting of the Committees on External Relations and Strategic Initiatives was adjourned at 1:43 p.m. EDT.



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES COMMITTEE ON EXTERNAL RELATIONS AND

JOINT MEETING MINUTES

April 2, 2015

President's Room 215B, Emerson Alumni Hall University of Florida, Gainesville, Florida

Time Convened: 1:57 p.m. EDT Time Adjourned: 3:03 p.m. EDT

1. Verification of Quorum

After a roll call, a quorum was confirmed, with all members present except Trustee Heavener.

2. Call to Order and Welcome

External Relations Committee Chair Brandon and Strategic Initiatives Committee Chair Corr called the joint meeting to order at 1:57 p.m. EDT

Committee on External Relations Members present were:

David L. Brandon (Chair), Charles B. Edwards, Jason J. Rosenberg, Robert G. Stern, Cory M. Yeffet. Trustee James W. Heavener was unable to attend.

Committee on Strategic Initiatives Members present were:

Christopher T. Corr (Chair), Susan M. Cameron, Paul W. Davenport, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker

3.0 Review and Approval of Minutes

External Relations Committee Chair David Brandon asked for a motion to approve the minutes from the December 4, 2014 committee meeting, which was made by Trustee Rosenberg, with a Second by Trustee Rosenberg. The Committee Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Strategic Initiatives Committee Chair Christopher Corr asked for a motion to approve the minutes from the December 4, 2014 committee meeting, which was made by Trustee Rosenberg and a Second by Trustee Thomas. The Chair asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

4.0 Action Items

The Committees did not have any action items on the agenda.

5.0 Discussion/Informational Items:

The Committee Chairs addressed the Discussion/Informational Items in the following order:

5.5 University Goal Setting Process

President Fuchs made a few remarks regarding UF's campus wide goal-setting process. President Fuchs explained that faculty and academic leaders are driving the process and that it will be built upon the goals of UF colleges and units with opportunity for plenty of student, faculty and trustee input. The timeline for the goal-setting process anticipates goal creation by early fall with a plan in place for implementation and achievement of those goals by the end of fall semester.

President Fuchs pointed out that UF is on a trajectory different from its former path and from that of its peers; that the university is located in a unique state that's on the move; and that the set of shared aspirations UF already possesses will provide momentum for what the university wants to achieve.

After the remarks by President Fuchs, Executive Chief of Staff Win Phillips gave a PowerPoint presentation on the University Goal Setting Process.

5.2 Listening Tour

Vice President for Development & Alumni Affairs Tom Mitchell updated the trustees on President Fuchs' listening tours, reporting that the "Raise Your Voice" effort has traveled to three cities so far — Orlando, Jacksonville and Miami. In each city, President Fuchs and Linda Fuchs have introduced themselves to alumni, friends and community members and President Fuchs has gathered their thoughts, ideas, hopes and dreams for UF. Each stop has culminated in an all-alumni reception and program, during which Dr. Fuchs has spoken, fielded questions and accepted suggestions from the audience. The tour will continue over the summer in other Florida cities and into the fall in cities throughout the United States.

5.4 Florida Center

Vice President Mitchell reported on the alumni association's exploration of a plan to expand UF's presence in Miami with a new downtown storefront. The center, which possibly would be located on Biscayne Boulevard and Second Avenue, would include UF merchandise as well as office space for UF Admissions, UF Alumni Affairs and UF Online.

5.1 Legislative Items

Vice President for University Relations Jane Adams gave a legislative update, reporting that the Senate and House versions of the budget are far apart based on a difference of opinion about funding Medicaid expansion and the Low Income Pool program to help cover hospital costs for uncompensated care. She observed that the House budget is more favorable to UF, with its full support of the university's request for building funds.

5.3 Admissions Communications

Vice President Adams briefed the trustees on the UF admissions website. On February 13 and through the weekend following admissions' announcements, more than 13,000 newly admitted students representing all 50 states and 100 countries clicked on the microsite.

It had more than 150,000 page views and the social conversations included more than 600,000 Twitter impressions, 550,000 Facebook likes and 5,000 #UF19 mentions. The ultimate goal is to increase yield of the top 10 percent of applicants.

6.0 New Business

There was no New Business to discuss.

7.0 Adjourn

After asking for any further discussion and hearing none, External Relations Committee Chair David L. Brandon and Strategic Initiatives Committee Chair Christopher T. Corr asked for a motion to adjourn the committees' joint meeting, which was made by Trustee Cameron and a Second by Trustee Thomas. The Chairs asked for all in favor of the motion and any opposed, and the motion was approved unanimously. The joint meeting of the Committees on External Relations and Strategic Initiatives was adjourned at 3:03 p.m. EDT.

UF Metrics

Strategic Initiatives Committee

UF BOT

June 2015

Important Points?

- There are different sets of metrics
 - What do they indicate?
 - Which are important?
 - Which are stable and which are flighty?
 - What are the longitudinal trends
- Are there leading indicators? How long does it take results to become "visible" in common metrics?

Various Sets of Metrics

- AAU Metrics
- Preeminence Metrics (Fl Statutes)
- Performance Funding Metrics
- The "29 Metrics"
- Rankings
- Leading Indicators: AA

PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

The Board of Governors shall designate each state research university that meets at least 11 of the 12 following academic and research excellence standards as a preeminent state research university. The University of Florida and Florida State University are the only universities required to complete the table below. The Board of Governors will consider the shaded 2015 actual data for approval.

	BENCH- MARKS	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
Average GPA and SAT Score for incoming freshman in Fall semester	4.0 GPA 1800 SAT	4.35 1919 Fall 2014	4.3 1904 Fall 2015	4.3 n/a Fall 2016	4.3 n/a Fall 2017	4.3 n/a Fall 2018
Public University National Ranking (in more than one national ranking)	Top 50	10 2015	10 2016	10 2017	10 2018	10 2019
Freshman Retention Rate (Full-time, FTIC)	90%	96% 2013-14	97% 2014-15	97% 2015-16	97% 2016-17	97% 2017-18
6-year Graduation Rate (Full-time, FTIC)	70%	88% 2008-14	88% 2009-15	88% 2010-16	89% 2011-17	89% 2012-18
National Academy Memberships	6	24 2012	24 2013	24 2014	24 2015	25 2016
Total Annual Research Expenditures (\$M) (Science & Engineering only)	\$200 M	\$652M 2013-14	\$652M 2014-15	\$665M 2015-16	\$678M 2016-17	\$691M 2017-18
Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M) (Science & Engineering only)	\$150 M	\$480M 2013-14	\$480M 2014-15	\$490M 2015-16	\$500M 2016-17	\$510M 2017-18
National Ranking in S.T.E.M. Research Expenditures (includes public & private institutions)	Top 100 in 5 of 8 disciplines	8 2012-13	8 2013-14	8 2014-15	8 2015-16	8 2016-17
Patents Awarded (over 3 year period)	100	263 2012-14	267 2013-15	270 2014-16	273 2015-17	276 2016-18
Doctoral Degrees Awarded Annually (excludes Professional degrees)	400	796 2013-14	796 2014-15	796 2015-16	796 2016-17	796 2017-18
Number of Post-Doctoral Appointees	200	625 Fall 2011	674 Fall 2012	677 Fall 2013	680 Fall 2014	690 Fall 2015
Endowment Size (\$M)	\$500 M	\$1,520M 2013-14	\$1,550M 2014-15	\$1,630M 2015-16	\$1,750M 2016-17	\$1,900M 2017-18
NUMBER OF METRICS ABOVE THE BENCHMARK	11 of 12	12				

PERFORMANCE FUNDING METRICS

Each university is required to complete the table below, providing their goals for the metrics used in the Performance Based Funding model that the Board of Governors approved at its January 2014 meeting. The Board of Governors will consider the shaded 2017 goals for approval.

	ONE-YEAR TREND	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
Metrics Common To All Universities						
Percent of Bachelor's Graduates Employed Full-time or Continuing their Education within the U.S. One Year After Graduation	9 pts	72% (2012-13)	72% (2013-14)	74% (2014-15)	74 % (2015-16)	74% (2016-17)
Median Wages of Bachelor's Graduates Employed Full-time in Florida One-Year After Graduation	5%	\$34,800 (2012-13)	\$34,800 (2013-14)	\$35,496 (2014-15)	\$35,496 (2015-16)	\$36,206 (2016-17)
Average Cost per Bachelor's Degree [Instructional Costs to the University]	2%	\$25,450 (2010-14)	\$25,450 (2011-15)	\$25,959 (2012-16)	\$25,959 (2013-17)	\$26,478 (2014-18)
FTIC 6 year Graduation Rate [Includes full- and part-time students]	1 pts	87% (2008-14)	87% (2009-15)	87% (2010-16)	88% (2011-17)	89% (2012-18)
Academic Progress Rate [FTIC 2 year Retention Rate with GPA>2]	-1 pts	95% (2013-14)	95% (2014-15)	96% (2015-16)	96% (2016-17)	97% (2017-18)
University Access Rate [Percent of Fall Undergraduates with a Pell grant]	0 pts	32% (Fall 2013)	32% (Fall 2014)	33% (Fall 2015)	33% (Fall 2016)	34% (Fall 2017)
Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	3 pts	55% (2013-14)	55% (2014-15)	56% (2015-16)	56% (2016-17)	57% (2017-18)
Graduate Degrees Awarded Within Programs of Strategic Emphasis	1 pts	70% (2013-14)	70% (2014-15)	71% (2015-16)	71% (2016-17)	72% (2017-18)
Board of Governors Choice Metric						
Percent of Bachelor's Degrees Without Excess Hours	3 pts	77% (2013-14)	77% (2014-15)	77% (2015-16)	78% (2016-17)	78% (2017-18)
Number of Faculty Awards [for FSU and UF only]	11%	20 (2012)	21 (2013)	21 (2014)	22 (2015)	23 (2016)
Board of Trustees Choice Metric						
Total Research Expenditures	2%	\$709M (2013-14)	\$709M (2014-15)	\$723M (2015-16)	\$737M (2016-17)	\$752M (2017-18)

Five-Year Benchmarks to Top 10 for University of Florida (Comparison of University of Florida to Top Fifteen Public AAUs on Key Performance Metrics)

			UPD	ATE	UPD	ATE							
			Aug. 2013	-Apr. 2014	Aug. 2014	-Apr. 2015							
	Original	Original	Second	Second	Third	Third							/
	Release	Release	Release	Release	Release	Release							
	(Jan. 2013)	(Jan 2013)	2013-14	2013-14	2014-15	2014-15						Data	'
Metric	UF Rank	UF	UF Rank	UF Metric	UF Rank	UF Metric		Ta	rget Ranks	5		Released	Source
							2014	2015	2016	2017	2018		
Student Admissions										•	•	•	•
Freshmen in top 10% high school class	12	78%	10	77%	11	77%	12	11	10	10	10	Mid-Sept.	US News
Freshmen acceptance rate	7	43%	8	44%	12	47%	Remain in top 10			Mid-Sept.	US News		
Median undergraduate SAT 2009, 2010, 2011	10	1250	8	1265	9	1260		Rem	nain in top :	10		April	The Center
Student Success	•												•
Graduation and retention rank	8	38	7	36	7	35		Rem	nain in top :	10		Mid-Sept.	US News
Average freshmen retention rate	5	96%	5	96%	6	96%		Rem	nain in top :	10		Mid-Sept.	US News
Predicted six-year graduation rate	5	85%	10	82%	9	83%		Rem	ain in top :	10		Mid-Sept.	US News
Actual six-year graduation rate	11	84%	10	85%	6	87%	11	10	10	10	10	Mid-Sept.	US News
Doctorates granted (Research) 2010, 2011, 2013	4	771	5	774	8	742	Remain in top 10				August	IPEDS	
Total number undergraduate STEM degrees 2011, 2012, 2013	7	2,501	7	2,717	7	2,702	Remain in top 10				August	IPEDS	
Total number graduate and professional STEM degrees 2011, 2012, 2013	1	2,346	2	2,368	2	2,450	Remain in top 10			August	IPEDS		
Total number undergraduate minority degrees 2011, 2012, 2013	1	2,329	1	2,359	1	2,364	Remain in top 10				August	IPEDS	
Total number graduate and professional minority degrees 2011, 2012, 2013	1	786	1	819	1	783	Remain in top 10			August	IPEDS		
Faculty													
Student to faculty ratio	16	21:1	16	21:1	15	21:1	18	16	15	14	13	Mid-Sept.	US News
Faculty resources rank	13	115	13	102	13	99		No cha	nge anticip	ated		Mid-Sept.	US News
Percent of faculty who are full time (Update: Source change to IPEDS)	2	98%	4	89%	4	89%		Rem	nain in top :	10		October	IPEDS
National Academy members 2010, 2011, 2012	16	23	15	23	15	24	16	15	15	14	13	April	The Center
Faculty awards 2010, 2011, 2012	11	22	12	18	11	20	11	11	10	10	9	April	The Center
Postdoctoral appointees 2009, 2010, 2011	9	597	9	648	10	625		Ren	nain in top :	10		April	The Center
Value	•												
Average student debt 2011, 2012, 2013	2	\$17,504	5	\$19,636	6	\$20,708		Ren	nain in top	5		April	ICAS
Princeton Reviews' Best Value Colleges Rank	4	7	5	7	5	7		Ren	main in top	5		August	Princeton
Smart Money College Rank	2	-	-	-	-	-		Ren	nain in top	5		N/A	N/A
Kiplinger Best Public College Value	3	3	3	3	3	3		Ren	nain in top	5		March	Kiplinger
Research & Technology Transfer													
Total US patents granted FY2011, FY2012, FY13	4	86	9	60	3	107		Ren	nain in top	5		October	AUTM
Total licenses granted 2011, 2012, 2013	2	131	2	129	2	140		Ren	main in top	5		October	AUTM
Total start up companies 2011, 2012,2013	4	12	1	15	3	16		Ren	nain in top	5		October	AUTM
Total research expenditures (x1,000) 2010, 2012, 2013	9	\$681,740	10	\$696,985	12	\$695,063		Rem	ain in top :	10		October	NSF
Total federal research expenditures (x1,000) 2010, 2012, 2013	13	\$279,649	13	\$305,067	13	\$296,199	13	12	12	11	10	October	NSF
Total research expenditures S&E excluding medical (x1,000) 2010, 2012, 2013	8	\$482,202	11	\$479,928	12	\$471,796		Rem	ain in top :	10		October	NSF
Total research expenditures S&E including medical (x1,000) 2010, 2012, 2013	9	\$631,986	11	\$649,988	12	\$642,502		Rem	nain in top :	10		October	NSF

Note: Total research expenditures S&E was amended for 2012 to include "other sciences"

Ranking Summary	Select Year 🗔				
Select your Ranking Source	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Affordable Colleges Online					
Top Colleges for Value, Affordability			6		
Business Journals □					
Best U.S. Public Colleges					7
□ Center for World University Rankings					
World's Top 1,000 Uni∨ersitites				59	
□ Chronicle of Higher Education					
Endowment Value	18				
Fullbright Scholar Producers		8			
□ College Choice					
Happiest Freshmen				44	
- College Magazine					
Best Career Services				6	
- Collegerank.net					
Best College Observatories				4	
☐ Fiske Guide to Colleges					
Best Buy Among Publics				3	4
- Forbes					
Best Colleges		80	74	87	
Best Colleges, Publics			15	14	
Best Research Colleges		33			
Great Value Colleges					
50 Affordable Colleges in the South				14	
■HEEACT					
Scientific Papers	35				
∃Hispanic Magazine					
Top 25 Colleges for Latinos		13			
■Institute of International Education					
Hosting International Students			16		

Ranking Summary	Select Year 🚹				
Select your Ranking Source	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
☐ Institute of International Education					
Hosting International Students			16		
□ Kiplinger's					
Best Value in Southeast				3	
Best Value Large College				3	
Top Ten Values		2	3	3	3
∃ Learfield Cup All Sports Ranking					
Championships		2			
∃ Lumosity					
Smartest Colleges		98			
∃Money Magazine					
Best Colleges for Your Money				28	
Best for Your Money, Publics				7	
☐ National Taiwan University ☐ National Taiwan University ☐ National Taiwan University ☐ National Taiwan University ☐ National Taiwan University					
Perf. Ranking of Sci. Papers			35		
■NCSA Athletic Recruiting					
Athletic Recruiting - Div I		49			
NewsPro-RTDNA					
Top Journalism Schools			8	10	
∃Peace Corps					
College Recruitment			1		
∃Policymic					
Colleges as Great as the Ivies			2		
☐ Princeton Review					
Best Values		7	7	7	
Career Resource Centers		6			
Party Schools			6		
SCIMAGO					
World Universities		43			
∃Shanghai Institute					
World Universities				71	

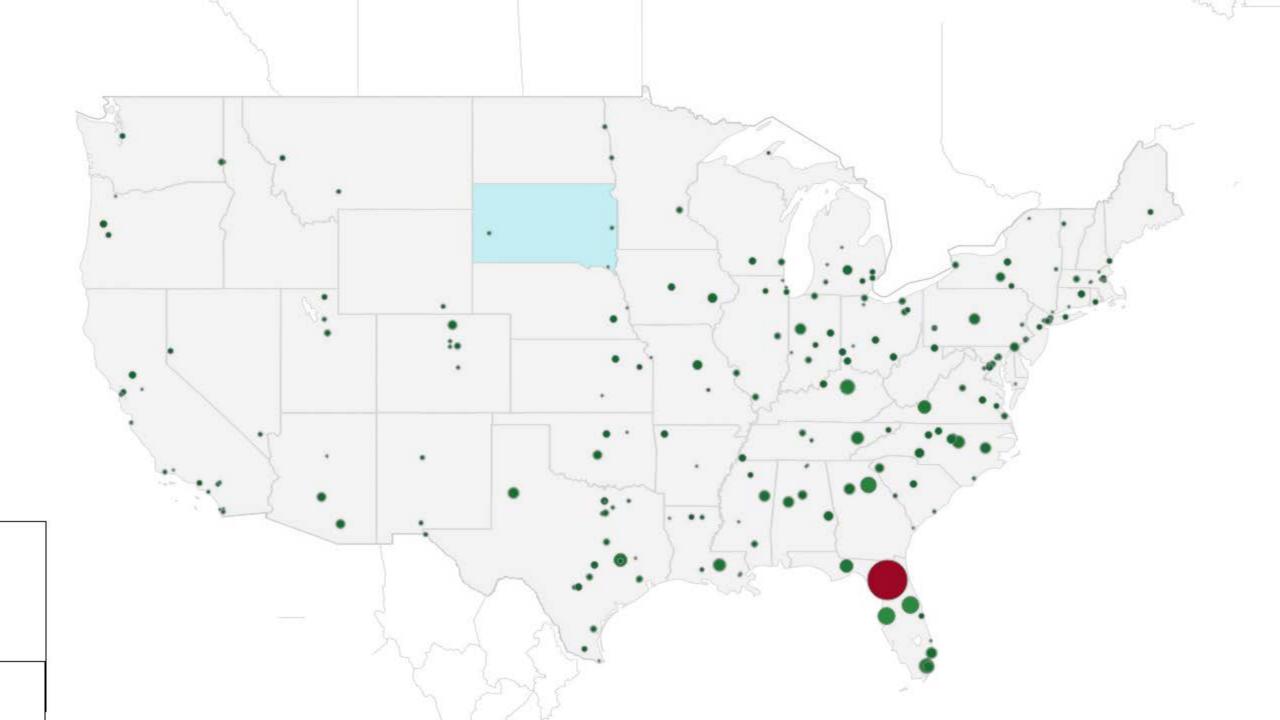
Ranking Summary	Select Year 🖫				
Select your Ranking Source	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
World Universities				71	
SmartMoney magazine					
ROI for Tuition		2			
Top Salaries for Graduates		3			
StateUniversity.com					
Safest Schools in Florida		10			
Top-Ranked Colleges		126			
∃The Economist					
Best Executive MBAs (Global)					35
∃Thomson-Reuters World Ranking					
World Uni∨ersities		122	128	126	
∃Times Higher Education Ranking					
World Uni∨ersities		169	179	212	
■U.S. News and World Report					
National Universities	53	58	54	49	48
Public Universities	17	19	17	14	14

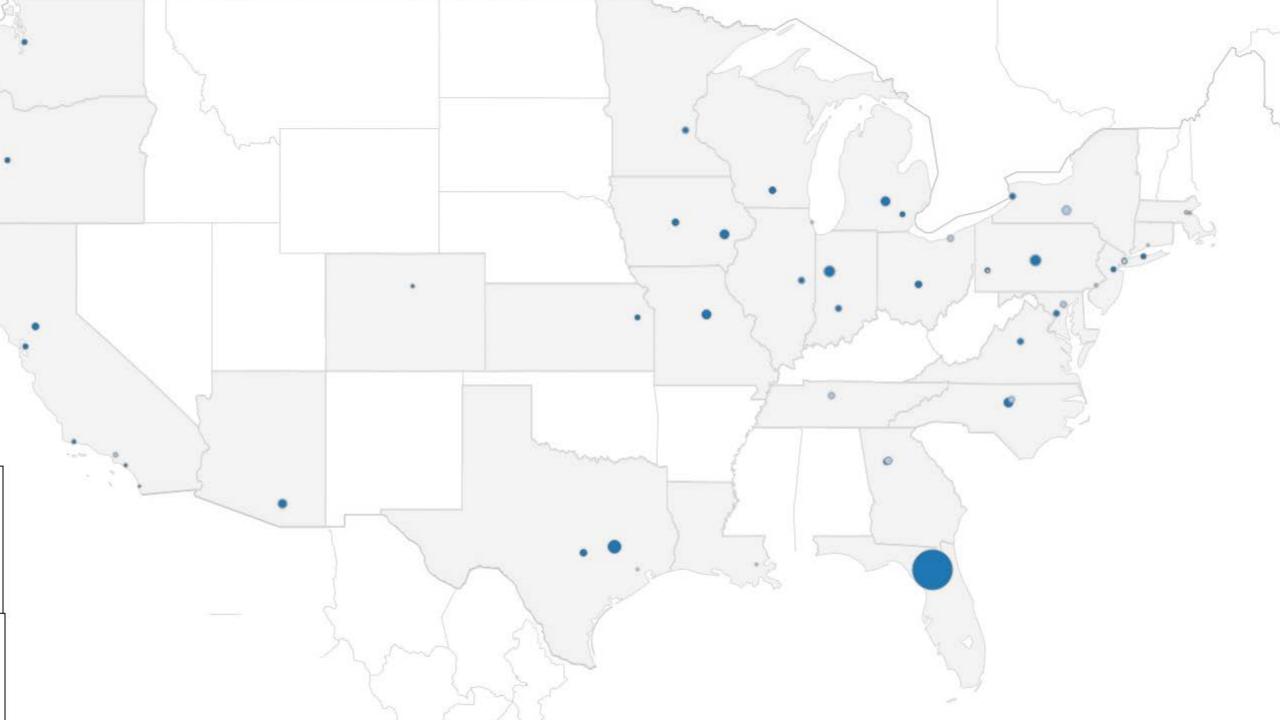
Ranking Summary Select your Ranking Source	Select Year 🔏 Year 2011		Vegr 2013	Year 2014	Vegr 2015
Public Universities	17	19	17	14	14
■U.S. News Grad School					
Aerospace/Aeronautical/Astronautical		19			
Analytical Chemistry	8				
Applied Mathematics					
Audiology		6	7		
Biological Sciences	46	46	46		
Biological/Agricultural		7	3	4	5
Business		47	44		
Chemical		23			
Chemistry	36	36	36		
Chemistry-Analytical		8	8		
Ci∨il		31			
Clinical Psychology		25			
Computer		42			
Computer Science	39	39	39		
Counseling/Personnel Services		2		5	9
Criminology		12	12		
Earth Sciences	54				
Education		52	34	30	30
Electrical/Electronic/Communications		35			
Engineering		30	35	42	43
Environmental Law			9		
Environmental/Environmental Health		28			
Fine Arts					
Health Disciplines					
Industrial/Manufacturing		15			
Latin American History		9	9		

Ranking Summary	Select Year 🚾				
Select your Ranking Source	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Latin American History		9	9		
Law		47	48	49	47
Library and Information Studies					
Materials		8			
Mathematics	59				
Mechanical		26			
Medicine		45	48	42	43
Microbiology and Cell Science					
Nuclear		9			
Nursing		44	44	44	48
Occupational Therapy		13	10		
Part-time MBA Programs		36	17	25	27
Pharmacy		9	14		
Physical Therapy		15	12		
Physics	36	36	36		
Psychology		45	45		
Public Affairs					
Social Sciences and Humanities					
Special Education		4	4	5	5
Speech-Language Pathology		12	15		
Statistics	27				
Tax Law		2	2	2	2
The Sciences					
Theoretical Chemistry	18				
■U.S. News Online					
Online Bachelor's			34	5	13
Online Computer Information Technology					
Online Graduate Business Programs			4	3	
Online Graduate Business Programs - MBA					3
Online Graduate Education Programs			18	47	13
Online Graduate Engineering			26	44	56

AA results

- Plant Pathology 11 → 8
- Wildlife Ecology & Conservation 10 → 6
- ISE (industrial) $14 \rightarrow 8$
- ISE (systems) 12 → 2
- Geography 24 → 14
- English 17 → 12
- Pharmaceutical Sciences 38 → 29
- Pathology 48 → 36









Strategic Development Plan Update for the Strategic Initiatives/External Relations Committees

June 4, 2015

A COMPARISON OF PLANS:

Master Plan

- Subject to CampusDevelopment Agreement
- Statutory requirements
- 10 year horizon
- Focuses on campus projects / issues

Strategic Development Plan

- University initiative
- Scope determined by University / BOT
- 30 40 year horizon
- Considers relationship of University to surrounding city



PURPOSE:

To support the University's goals for preeminence



GOAL:

Determine optimal synergy between Gainesville and the University



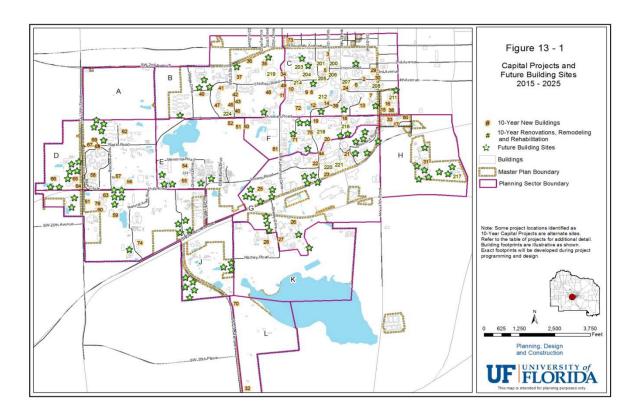
Ann Arbor – U. Michigan

Boulder - Colorado U. •

• Austin – U. Texas

GOAL:

Integrate seamlessly with Campus Master Planning efforts





GOAL:

Assess impact area relative to preeminence goals





GOAL:

Explore benefits of enhancing key connections between campus and City





GOAL:

Ascertain current and potential challenges to preeminence goals



Retail and other built environment amenities



On- and off-campus housing stock



Economic opportunity for graduates



Infrastructure choke points

IMPLEMENTATION STEPS:

- Identify appropriate consultant
- Determine phasing of plan implementation
- Engage stakeholders in University and community

