



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES**

**Meeting / Conference Call Minutes**

**August 29, 2017**

**Time Convened: 3:58 p.m. EDT**

**Time Adjourned: 4:26 p.m. EDT**

**University of Florida, Gainesville, Florida**

**1.0 Verification of Quorum**

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except Trustees Brandon and Powers who were unable to attend.

**Committee members present were:**

Jason J. Rosenberg (Chair), James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, David M. Quillen, Steven M. Scott, Robert G. Stern, David M. Thomas, Anita G. Zucker. Trustees David L. Brandon and Marsha D. Powers were unable to join the call.

**Others present were:**

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Jane Adams, Vice President for University Relations; Elias Eldayrie, Vice President and Chief Information Officer; Angel Kwolek-Folland, Associate Provost for Academic and Faculty Affairs; Curtis Reynolds, Vice President for Business Affairs; Amy M. Hass, Interim Vice President and Deputy General Counsel; Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; Becky Holt, Executive Assistant; Sandy Mitchell, Legal Assistant; and other members of the University community and members of the media.

**2.0 Call to Order and Welcome**

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the committee meeting to order at 3:58 p.m. EDT.

**3.0 Review and Approval of Minutes**

Committee Chair Rosenberg asked for a motion to approve the minutes of the June 2, June 8, June 14, and July 27, 2017, Committee meetings, which was made by Trustee Zucker, and a second, which was made by Trustee Quillen. 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**

##### **EP1 Tenure Upon Hire**

Provost Joe Glover stated that there are five highly accomplished faculty members who have been hired by the University subject to their being awarded tenure upon hire by the University of Florida Board of Trustees. All have been recommended for tenure by the Provost. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

1. Dr. Sandra (Axiak) Bechtel – College of Veterinary Medicine, Associate Professor, Department of Small Animal Clinical Sciences
2. Dr. Dean Adam Kopsell – IFAS, Professor and Chair, Department of Environmental Horticulture
3. Dr. Lance R. McMahon – College of Pharmacy, Professor, and Chair Department of Pharmacodynamics
4. Dr. Walter Lee Murfee – Herbert Wertheim College of Engineering, Associate Professor, Department of Biomedical Engineering
5. Dr. Gilbert R. Upchurch, Jr.– College of Medicine, Edward R. Woodward Professor and Chair, Department of Surgery

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Thomas, and second, which was made by Trustee Stern. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

##### **EP2 University Press of Florida Annual Report**

Provost Glover noted that University Press of Florida, as an Academic Infrastructure Organization (AISO), must file an annual report with the Chancellor of the Board of Governors prior to October 31 of each year. The full report was provided in the board materials. Provost Glover asked if there were any questions regarding the report.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

##### **EP3 Mental Health Counseling and Public Safety Officers Implementation Plan**

Provost Glover presented EP3. He noted that in the last two legislative sessions, the Board of Governors has included legislative budget requests for Mental Health Counseling and Public Safety Officers. Given the importance of these issues, the Board of Governors has requested that

each State University develop a plan for implementing these initiatives utilizing existing resources.

- The Student Mental Health Staffing Plan addresses the critical need for student mental and behavioral health coverage. UF intends to hire 4 additional mental health counselors each year in FY2017-18, FY2018-19, and FY 2019-20. For a total of 12 additional staff.
- The Public Safety Officers Staffing Plan addresses the need to provide a safe and secure environment for students, faculty, staff and visitors. The plan calls for hiring five additional officers over three fiscal-year periods. This will allow the ratio of UF police officers to come closer to meeting the International Association of Chiefs of Police standard for community-oriented policing of two officers per 1K population.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **EP4 Block Tuition Policy – Levin College of Law**

Provost Glover presented EP4 and noted that pursuant to BOG Reg. 7.001(11) the UF Levin College of Law would like to implement a block tuition policy beginning in fall 2018 for five of its degree programs:

- Juris Doctor
- LLM in Energy, Environment and Natural Resources Law
- LLM in Taxation
- LLM in International Taxation
- LLM in Comparative Law

Provost Glover noted that block tuition is the norm for law schools around the country. Dean Laura Rosenbury was available to answer questions and confirmed that she has conducted town hall meetings with students to gather feedback about the plan. Most students are supportive, but she also noted that the plan will be implemented gradually and those currently enrolled students who wish to remain on the per-credit plan can do so. She noted that the Block Tuition policy will align UF with its peers, while also encouraging students to seek experiential law work in the summer. She also confirmed that the block tuition plan does result in a small tuition increase for JD students. Vice Chair Hosseini requested that the plan be revised to make it tuition neutral. With the understanding that the plan will be revised and presented to the Chair and Vice Chair of the Board prior to submission to the Board of Governors, the Committee agreed to entertain a motion.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Stern, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **EP5 Textbook and Instructional Material Affordability Report**

Provost Glover noted that BOG Reg 8.003 requires the Board of Trustees to report to the Chancellor of the State University System by September 30 of each year certain processes and benchmarks related to textbook and instructional materials affordability.

Provost Glover asked if there were any questions. Hearing none, Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and second which was made by Trustee Stern. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **5.0 Discussion/Informational Items**

There were no information items.

#### **6.0 New Business**

There was no new business to come before the Committee.

#### **7.0 Adjourn**

After asking for further discussion and hearing none, Committee Chair Rosenberg adjourned the Committee on Educational Policy and Strategic Initiatives meeting at 4:26 p.m. EDT.



UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE AGENDA

August 29, 2017

Immediately following the meeting of the Committee on External Relations,  
which follows Finance and Facilities, which follows Governance, which begins at  
3:00 p.m. EDT

University of Florida, Gainesville, Florida

**Committee Members:**

Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, David M. Quillen, Steven M. Scott, Robert G. Stern, David M. Thomas, Anita G. Zucker

- 1.0 Verification of Quorum ..... Amy Hass, Interim VP and General Counsel
- 2.0 Call to Order and Welcome ..... Jason J. Rosenberg, Chair
- 3.0 Review and Approval of Minutes..... Jason J. Rosenberg, Chair  
[June 2, 2017](#)  
[June 8, 2017](#)  
[June 14, 2017 \(BOT-EP Joint Meeting\)](#)  
[July 27, 2017 \(BOT-EP Joint Meeting\)](#)
- 4.0 Action Items ..... Jason J. Rosenberg, Chair  
EP1 [Tenure Upon Hire](#)  
EP2 [University Press of Florida Annual Report](#)  
EP3 [Mental Health Counseling and Public Safety Officers Implementation Plan](#)  
EP4 [Block Tuition Policy – Levin College of Law](#)  
EP5 [Textbook and Instructional Material Affordability Report](#)
- 5.0 Discussion/Informational Items..... Jason J. Rosenberg, Chair  
None
- 6.0 New Business ..... Jason J. Rosenberg, Chair
- 7.0 Adjourn ..... Jason J. Rosenberg, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE MINUTES**

**Meeting/Telephone Conference Call Meeting**

**June 2, 2017**

**123 Tigert Hall, University of Florida, Gainesville, Florida**

**Time Convened: 3:01 p.m.**

**Time Adjourned: 3:41 p.m.**

**1.0 Verification of Quorum**

While a quorum was not required for this purely informational meeting, a quorum of the Committee on Educational Policy and Strategic Initiatives was present.

**Members present were:**

David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Robert G. Stern, and Anita G. Zucker. Trustees Jason Rosenberg, Marsha Powers, David Quillen, Steve Scott and David Thomas were unable to attend.

**Others present were:**

Provost and Senior Vice President for Academic Affairs Joseph Glover, Interim Vice President and General Counsel Amy Hass, Vice President and Chief Information Officer Elias Eldayrie, Vice President for Student Affairs David Parrott, Vice President for Research David Norton, Vice President for University Relations Jane Adams, Associate Provost Angel Kwolek-Folland, Senior Director of Government Relations and Assistant University Secretary Melissa Orth, Executive Assistant Brigit Dermott and Executive Assistant Becky Holt.

**2.0 Call to Order and Welcome**

Provost Glover called the meeting to order at 3:01 p.m. This meeting was an informational meeting to prepare for the June 8, 2017 regular meeting, and no action was planned or taken at this preparatory meeting.

**3.0 Review and Approval of Minutes**

Provost Glover stated that the minutes will be reviewed for approval at the June 8, 2017 meeting.

**4.0 Action Items**

Provost Joseph Glover presented the Action Items that were to be addressed at the June 8, 2017 meeting.

#### **EP1. Annual Tenure Awards**

Provost Glover explained that annual tenure awards are for faculty who have gone through the complete tenure process, who have been reviewed by the Department, the College Dean, the Academic Personnel Board, and who have been recommended for the award of tenure by the Provost. At the time of the meeting, Human Resource Services was preparing the final chart to be uploaded into the Board materials prior to the June 8 meeting.

#### **EP2. Tenure Upon Hire**

Provost Glover stated that there are six highly accomplished faculty members who have been hired by the University subject to their being awarded tenure upon hire by the University of Florida Board of Trustees. All have been recommended for tenure by the Provost. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

The individuals recommended for tenure upon hire were as follows:

##### **1. Dr. Michael J. Daniels – College of Liberal Arts and Sciences, Professor, Department of Statistics**

Dr. Michael Daniels earned his Sc.D. in Biostatistics with minors in Theoretical Statistics and Cancer Biology from Harvard University in 1995 and his AB in Applied Mathematics from Brown University (magna cum laude) in 1991. His prior institute is the University of Texas at Austin. Dr. Daniels is a Fellow of the ASA and an Elected Member of the International Statistical Institute. He is supported by a PI NIH RO1 granted related to Bayesian methods for missingness and causality in cancer and behavior studies. He is an outstanding member to his profession by serving as associate editor for several leading journals and is one of the most recognized and highly regarded statisticians in the world.

##### **2. Dr. Marcia DiStaso – College of Journalism and Communications, Associate Professor and Department Chair, Department of Public Relations**

Dr. Marcia DiStaso earned her B.A. in Economics with a minor in Political Science from the University of South Florida in 1996, her M.A. in Mass Communications with specializations in Public Relations and Management from the University of South Florida in 2004 and her Ph.D. in Communication with specializations in Public Relations and Accounting from the University of Miami in 2007. Her prior institution is Penn State University. Dr. DiStaso won the Public Relations Educator of the Year Award from the Public Relations Society of American in 2016. She was recognized by the Association for Education in Journalism and Mass Communication-- the most prestigious academic association in mass communication education in the country--as an AEJMC Emerging Scholar. She is also a member of the Arthur W. Page Society which "consists primarily of chief communications officers of Fortune 500 corporations, the CEOs of the world's largest public relations

agencies, and leading academics from the nation's top business and communications schools who have distinguished themselves teaching corporate communications.”

**3. Dr. Panagiotis Ch. Anastasopoulos – Herbert Wertheim College of Engineering Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment**

Dr. Panagiotis Anastasopoulos earned his B.S. in Business Management and Economics from Athens University of Economics and Business from Athens University of Economics and Business, Athens, Greece in 2004, his M.Sc. in Civil Engineering from Purdue University in 2007 and his Ph.D. in Civil Engineering from Purdue University in 2009. His prior institute is the University of New York (SUNY). Dr. Anastasopoulos is an internationally recognized expert in transportation infrastructure systems safety, reliability, and sustainability, who uses big data analytics and statistical/economical modeling to integrate human behavior and transportation decision making into autonomous and connected vehicle technologies. He has secured more than \$3.5M in competitive research grants of which \$2.1M comes from federal sources including the Federal Highway Administration. Dr. Anastasopoulos serves on the Editorial Boards of 6 prestigious journals in the interdisciplinary fields of transportation, general civil engineering, accident research, and economics.

**4. Dr. Lili Du – Herbert Wertheim College of Engineering, Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment**

Dr. Lili Du earned her Ph.D. in Decision Sciences and Engineering Systems from Rensselaer Polytechnic Institute in 2008, an M.S. in Operations Research and Statistics from Rensselaer Polytechnic Institute in 2007, an M.S. in Industrial Engineering from Tsinghua University, Beijing China in 2003 and a B.S. in Mechanical Engineering from Xi'an Jiaotong University, Xi'an, Shanxi, China in 1998. Her prior institution is Illinois Institute of Technology. Dr. Du is an internationally recognized expert in Transportation Systems, including connected and autonomous vehicle systems and big data analytics. She has been funded in over \$1M in total awards through competitive research grants from the National Science Foundation, the Illinois DOT and the U.S. DOT, including the prestigious NSF Career Award.

**5. Dr. David Hasen – Levin College of Law, Professor of Law**

Dr. David Hasen earned his B.A. in History from Reed College in 1984, his Ph.D. in the Department of Government from Harvard University in 1993 and his J.D. from Yale Law School in 1996. His prior institute is the University of Colorado Law School. Dr. Hasen has been given praise from leading tax scholars around the nation for his scholarship. He is able to take on big policy subjects and has interesting ideas. Dr. Hasen's scholarship was highly praised by all of the faculty who voted at the faculty meeting and was described by one of the faculty at the meeting as “transformative.”



**6. Ms. Jennifer Setlow – College of the Arts, Associate Professor, School of Theatre and Dance and Associate Dean for Student and Academic Affairs**

Ms. Jennifer Setlow earned her M.F.A. in Theatre (Design) from the University of California, San Diego in 2002 and her B.A. in Theatre from Swarthmore College in 1995. Her prior institution is Arizona State University Herberger Institute for Design and the Arts. Ms. Setlow is the co-author of *Lighting and Design Idea*, which is part of the Wadsworth Series in Theatre. Ms. Setlow's lighting designs have been seen at theatres of national repute around the United States. She was the recipient of the 2006 NAACP Image Award for her lighting design for *Intimate Apparel* at San Diego Repertory Theatre.

**EP3. University of Florida Work Plan 2017**

Provost Glover reviewed the Work Plan that the University must submit to the Board of Governors, which sets forth UF's goals and projections for the next five years. He asked that the Trustees look at page 5 which lists the three Key Initiatives and Investments the University has made. Provost Glover indicated he would give an update on Top 10 and Preeminence at the June 8, 2017 meeting.

**EP4. New Degree: Bachelor of Arts in Education Sciences**

Provost Glover stated that the proposed Bachelor of Arts in Education Sciences degree will enable students to interpret foundational ideas in educational practices and policies, educational psychology, human exceptionalities, educational statistics and measurement, and educational technologies from a multidisciplinary perspective. Students will be able to apply foundational ideas to problems of practice in formal and informal education and training settings as well as evaluate the impact of innovative, viable education solutions. The Bachelor of Arts in Education Sciences degree was approved by the Curriculum Committee and then by the Faculty Senate at their May 11, 2017 meeting.

**EP5. Facility Security Clearance**

Vice President for Research David Norton stated that the Department of Defense requires the Board to appoint a management committee to have access to classified information that UF uses in certain research, and to adopt a resolution that Trustees will not require such access, listing all Trustees, if the Trustees do not want to be individual security-cleared. This action is required whenever new Trustees are appointed or begin their service on the Board. Faculty Trustee David Quillen and Student Trustee Smith Meyers have begun their service, prompting the need for this resolution.

**EP6. University of Florida Regulations**

Interim Vice President and General Counsel Amy Hass noted that there is a summary of all regulation changes in the Board materials, as well as lined copies of the regulations showing the changes. Ms. Hass provided a summary of the regulation changes as follows:

**3.0375 Tuition Cost**

The proposed amendment removes obsolete language referring to previous years' fee tiers. It also updates the regulation to reflect the current tuition set by the legislature for the 2017-2018

school year. The sole change to tuition cost from the 2016-2017 tuition rates is an increase in the repeat surcharge rate from \$177.57 to \$181.12, as set by the BOG.

#### **4.007 Confidentiality of Student Records and Applicant Records**

The proposed amendment adds “minors, certificates” and “concentrations” to the categories of student directory information. The additions reflect the current, more diverse set of academic credentials offered by the university and are made to permit disclosure of the broader array of academic credentials, which benefits students. In addition, the provision regarding requests for nondisclosure of directory information is revised slightly to eliminate referencing a specific form. This change is made in order to accommodate for a flexible process forthcoming under a new student records system that may not involve paper forms.

### **5.0 Discussion/Informational Items**

- 5.1 Admissions Update** – Vice President for Enrollment Management Zina Evans will give an update at the meeting.
- 5.2 Student Body President Update** – Student Body President Smith Meyers will give an update at the meeting.
- 5.3 Performance Based Funding Choice Metric 10** – Provost Glover will propose Metric 10 to be the 6-year graduation rate and will ask the Trustees discuss at the meeting.
- 5.4 Student Speech Panel** – Provost Glover indicated that Trustee Rosenberg asked for a discussion related to students’ exposure to a diversity of viewpoints. Vice President for Student Affairs David Parrott, Dean of the College of Journalism and Communications Diane McFarlin and Associate Director of the Bob Graham Center Sheila Dickison will present on this topic.
- 5.5 Higher Education and Florida’s Future** – Provost Glover will present a PowerPoint in response to the Governor’s letter asking 6 questions for the Trustees to review and discuss.
- 5.6 Department Closure** – Provost Glover indicated that the Department of Behavioral Science and Community Health in the College of Public Health and Health Professions has closed.
- 5.7 Degree Name Change** – Provost Glover indicated that the name of the B.S. in Astronomy has been changed to B.S. in Astrophysics within the College of Liberal Arts and Sciences.
- 5.8 Program Changes** – Provost Glover indicated that the following degrees were adding “s” to end of “Science” within the College of Agricultural and Life Sciences.
  - 5.8.1 Bachelor of Science in Soil and Water Sciences
  - 5.8.2 Master of Science in Soil and Water Sciences
  - 5.8.3 Doctor of Philosophy in Soil and Water Sciences
- 5.9 Centers and Institutes** - Provost Glover provided information about a new center that has been created. It does not require Board action but it is being presented for information.

5.9.1. International Center for Adaptation Planning and Design (ICAPD)

**6.0 New Business**

There was no new business to come before the Committee.

**7.0 Adjourn**

The Committee on Educational Policy and Strategic Initiatives call/meeting was adjourned at 3:41 p.m.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE MINUTES**

**June 8, 2017**

**Time Convened: 9:11 a.m. EDT**

**Time Adjourned: 11:44 a.m. EDT**

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

**1.0 Verification of Quorum**

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except for David Quillen and Steven Scott who are unable to attend.

**Committee members Present:**

Jason J. Rosenberg (Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, Robert G. Stern, David M. Thomas, Anita G. Zucker. David M. Quillen and Steven M. Scott were unable to attend.

**Others present were:**

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Charles Lane, Senior Vice President and Chief Operating Officer; David Guzik, Senior Vice President for Health Affairs and President of UF Health; Jack Payne, Senior Vice President for Agriculture and Natural Resources; Zina Evans, Vice President for Enrollment Management; Curtis Reynolds, Vice President for Business Affairs, Elias Eldayrie, Vice President and Chief Information Officer; Amy M. Hass, Interim Vice President and General Counsel; Thomas Mitchell, Vice President for Advancement; Angel Kwolek-Folland, Associate Provost; Melissa Orth, Senior Director of Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; Becky Holt, Executive Assistant; Sandy Mitchell, Legal Assistant; and other members of the University community and the media.

**2.0 Call to Order and Welcome**

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the committee meeting to order at 9:11 a.m. EDT.

### **3.0 Review and Approval of Minutes**

Committee Chair Rosenberg asked for a motion to approve the minutes from the March 14 and March 16, 2017 meetings, which was made by Trustee Zucker and a second, which was made by Trustee Thomas. The Committee Chair asked for further discussion, and then for all in favor of the motion and any opposed, and the motion was approved unanimously.

The Committee considered the following Action Items:

### **4.0 Action Items**

#### **EP1 Annual Tenure Awards**

Provost Glover noted that there are 88 annual tenure cases that have gone through the complete review process and each has been recommended for tenure by the Provost.

The Committee Chair asked for a motion approve Action Item EP1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and a second, which was made by Trustee Stern. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **EP2 Tenure Upon Hire**

Provost Joe Glover stated that there are six highly accomplished faculty members who have been hired by the University subject to their being awarded tenure upon hire by the University of Florida Board of Trustees. All have been recommended for tenure by the Provost. For those individuals hired with faculty and administrative appointments, tenure attaches only to the faculty appointment.

The individuals recommended for tenure upon hire were as follows:

1. Dr. Michael J. Daniels – College of Liberal Arts and Sciences, Professor, Department of Statistics
2. Dr. Marcia DiStaso – College of Journalism and Communications, Associate Professor and Department Chair, Department of Public Relations
3. Dr. Panagiotis Ch. Anastasopoulos – Herbert Wertheim College of Engineering Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment
4. Dr. Lili Du – Herbert Wertheim College of Engineering, Associate Professor, Department of Civil and Coastal Engineering, Engineering School of Sustainable Infrastructure and Environment
5. Dr. David Hasen – Levin College of Law, Professor of Law

6. Ms. Jennifer Setlow – College of the Arts, Associate Professor, School of Theatre and Dance and Associate Dean for Student and Academic Affairs

The Committee Chair asked for a motion to approve Committee Action Item EP2 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Stern, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**EP3 University of Florida Work Plan 2017**

Provost Glover pointed out that the Annual Work Plan is a forward-looking report submitted by the University to the Board of Governors and projects expected outcomes for the coming year and the four years thereafter. The Work Plan ties the University's long-term forward-looking Strategic Plan goals to its backward-looking Annual Accountability Report. After a substantive discussion between Provost Glover and the Committee regarding changes to the goals for the Performance Based Funding Metrics, EP3 was removed from the agenda. It was agreed that a conference call would be scheduled within the coming week to review and approve changes to the Work Plan before submitting it to the Board of Governors.

**EP4 New Degree: Bachelor of Arts in Education Sciences**

Provost Glover noted that the Bachelor of Arts in Education Sciences degree was approved by the Curriculum Committee and then by the Faculty Senate at their May 11, 2017 meeting.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Hosseini, and second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**EP5 and R17-189 Facility Security Clearance; Exclusion of Certain Directors and Officers; Designation of Senior Managerial Group for Classified Information**

Vice President David Norton explained that the Department of Defense requires the Board to appoint a management committee to have access to classified information necessary in certain contracts and research, and to adopt a resolution that Trustees will not require such access, listing all Trustees, if the Trustees do not want to be required to obtain individual security-clearances. The Board takes this action each time a new Trustee is appointed or begins service.

The Committee Chair asked for a motion to approve Committee Action Item EP5 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Thomas, and a second, which was made by Trustee Zucker. The Committee Chair asked for further discussion, of which there was none. The Committee Chair then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

## **EP6 University of Florida Regulations**

Interim Vice President and General Counsel Hass noted that the committee reviewed the proposed changes to regulations on the Committee on Educational Policy and Strategic Initiatives conference call / meeting of June 2, 2017. She reminded the Committee members that the sole change to tuition cost from the 2016-2017 tuition rates is an increase in the repeat surcharge rate from \$177.57 to \$181.12, as set by the Board of Governors.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP6 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Zucker, and second which was made by Trustee Stern. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion/Informational Items**

Committee Chair Rosenberg turned the Committee's attention to the discussion/informational items.

### **5.1 Admissions Update**

Vice President for Enrollment Management Zina Evans gave a brief update on admissions. The slides from this presentation are incorporated into these meeting minutes.

### **5.2 Student Body President Update**

Committee Chair Rosenberg welcomed Trustee Smith Meyers, President of the Student Body, to the Board of Trustees, as this was his first official meeting as a Trustee. Mr. Meyers provided a presentation highlighting the accomplishments and initiatives of Student Government.

### **5.3 Performance Based Funding-Choice Metric 10**

Provost Glover presented a proposal for Metric 10 -- 4-year graduation rates. He indicated that the Board would need to discuss this further before submitting it to the Board of Governors by their deadline of September 1, 2017.

### **5.4 Student Speech Panel**

Provost Glover introduced Vice President for Student Affairs David Parrott, Dean of the College of Journalism and Communication Diane McFarlin, and Interim Director of Academic Programs at the Bob Graham Center Sheila Dickison. The panelists lead a discussion about student speech at the University. The PowerPoint presentations given by Vice President for Student Affairs David Parrott and Interim Director of Academic Programs at the Bob Graham Center Sheila Dickison are incorporated into these meeting minutes.

### **5.5 Higher Education and Florida's Future**

Provost Glover gave a PowerPoint presentation related to the six questions that Governor Scott asked the Universities to answer.

Provost Glover stated that the following discussion/informational items were presented on the meeting/telephone call meeting held on June 2, 2017 and no further discussion was requested.

- 5.6 Department Closure: Department of Behavioral Science and Community Health  
(College of Public Health and Health Professions)
- 5.7 Degree Name Change: B.S. in Astronomy to B.S. in Astrophysics  
(College of Liberal Arts and Sciences)
- 5.8 Program Changes (adding “s” to end of “Science”)  
(College of Agricultural and Life Sciences)
  - 5.8.1 Bachelor of Science in Soil and Water Sciences
  - 5.8.2 Master of Science in Soil and Water Sciences
  - 5.8.3 Doctor of Philosophy in Soil and Water Sciences
- 5.9 Centers and Institutes
  - 5.9.1. International Center for Adaptation Planning and Design (ICAPD)

#### **6.0 New Business**

There was no new business to come before the Committee.

#### **7.0 Adjourn**

After asking for further discussion and hearing none, Committee Chair Rosenberg adjourned the Committee on Educational Policy and Strategic Initiatives meeting at 11:44 a.m. EDT.





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
JOINT COMMITTEE MINUTES**

**Joint Meeting/Telephone Conference Call Meeting**

**June 14, 2017**

**123 Tigert Hall, University of Florida, Gainesville, Florida**

**1.0 Verification of Quorum**

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except for David Quillen and Robert Stern who were unable to attend.

**Committee members present:**

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), David L. Brandon, James W. Heavener, Mori Hosseini, Leonard H. Johnson, W. Smith Meyers, Rahul Patel, Marsha D. Powers, Robert G. Stern, David M. Thomas, Anita G. Zucker. Trustees David M. Quillen and Robert G. Stern were unable to attend.

**Others present were:**

W. Kent Fuchs, President; Joseph Glover, Provost and Senior Vice President for Academic Affairs; David Norton, Vice President for Research; Mike McKee, Vice President and Chief Financial Officer; Amy Hass, Interim Vice President and General Counsel; Brigit Dermott, Executive Assistant; and Becky Holt, Executive Assistant.

**2.0 Call to Order and Welcome**

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the Joint Meeting of the Board of Trustees and Committee on Educational Policy and Strategic Initiatives to order at 4:02 p.m.

**3.0 Review and Approval of Minutes**

There were no minutes to approve.

The Board and Committee considered the following Action Item:

**4.0 Action Item**

**EP1. University of Florida Work Plan 2017**

Provost Glover indicated that based on the discussion at the Committee on Educational Policy and Strategic Initiatives meeting held on June 8, 2017, the University made changes to the Work Plan, which were highlighted in yellow on the document provided. Provost Glover went through each of the highlighted changes. Trustee Hosseini requested that the Average GPA under the Preeminent Research University Funding Metrics be changed for Fall 2019 and Fall 2020 to 4.4 instead of 4.3 to reflect the current Summer GPA. No other changes were requested.

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Brandon, and a second which was made by Trustee Zucker. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**5.0 Discussion/Informational Items****5.1 Informational update from President Fuchs**

President Fuchs asked to provide an update on two items. The first item addressed the compensation packages for Coach McElwain and Coach White, which the University Athletic Association planned to release to the media. President Fuchs stated that he has conferred with both the Chair and Vice Chair regarding the compensation adjustments and that the UAA Compensation Committee and outside legal counsel have also reviewed. The second item addressed funds set aside to adjust compensation for faculty and other employees based on merit and market rate of the University's peers in accordance with the discussion at the Board of Trustees' meetings on June 8.

**6.0 New Business**

There was no new business to come before the Committee or Board.

**7.0 Adjourn**

After asking for further discussion and hearing none, Committee Chair Rosenberg adjourned the Joint Meeting of the Board of Trustees and the Committee on Educational Policy and Strategic Initiatives at 4:18 p.m.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
JOINT COMMITTEE MINUTES**

**Joint Meeting/Telephone Conference Call Meeting**

**July 27, 2017**

**Time Convened: 10:32 a.m. EDT**

**Time Adjourned: 10:59 a.m. EDT**

**123 Tigert Hall, University of Florida, Gainesville, Florida**

**1.0 Verification of Quorum**

Interim Vice President and General Counsel Amy Hass verified a quorum with all Trustees present except Leonard Johnson, Smith Meyers and Marsha Powers, who were unable to attend.

**Committee and Board Members present were:**

James W. Heavener (Board Chair), Jason J. Rosenberg (Committee Chair), Mori Hosseini (Board Vice Chair), David L. Brandon, Rahul Patel, Steven M. Scott, David M. Quillen, Robert G. Stern, David M. Thomas, Anita G. Zucker. Leonard Johnson, Smith Meyers and Marsha Powers were unable to attend.

**Others present were:**

W. Kent Fuchs, President; Winfred Phillips, Executive Chief of Staff; Joseph Glover, Provost and Senior Vice President for Academic Affairs; Amy Hass, Interim Vice President and General Counsel; Melissa Orth, Senior Director, Government Relations; Janine Sikes, Assistant Vice President, Public Relations; John Hines, Coordinator, Public Affairs; Brigit Dermott, Executive Assistant; and Becky Holt, Executive Assistant.

**2.0 Call to Order and Welcome**

Committee Chair Jason Rosenberg welcomed everyone in attendance and called the Joint Meeting of the Board of Trustees and Committee on Educational Policy and Strategic Initiatives to order at 10:32 a.m.

### **3.0 Action Item**

#### **EP1. Performance Based Funding-Choice Metric 10**

Provost Glover discussed, in order of priority, the three Metric 10 proposals that the University has chosen as options for the Performance Based Funding-Choice Metric 10. The University will submit the following three proposals to the Board of Governors, ranked in order of preference:

- |             |                                |
|-------------|--------------------------------|
| Priority #1 | 4-year Graduate Rates          |
| Priority #2 | 4-Year Minority Graduate Rates |
| Priority #3 | UF Capital Campaign            |

Committee Chair Rosenberg asked for a motion to approve Committee Action Item EP1-Performance Based Funding Choice Metric 10 for simultaneous approval by the Committee and the Board, both of which include all the Trustees, which was made by Trustee Zucker and a second, which was made by Trustee Quillen. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **4.0 New Business**

Trustee Hosseini asked Provost Glover to address measures to improve the 4-year graduation rate and student employment after graduation. Provost Glover reported that the strategic plan that will be submitted to the Board of Governors addresses both topics in detail. The plan outline will be discussed on the scheduled August 29 Board of Trustees' conference call / meeting. Trustee Stern inquired how the hiring of the additional faculty is being handled. Provost Glover indicated that hiring will be done in stages. For the fall 2017 semester, the deans have been authorized to hire adjunct faculty. Provost Glover noted that these new adjunct faculty will have an immediate positive impact on the student-faculty ratio. An additional 200 hires have been authorized for the current fiscal year, including 100 lecturers and 100 tenure-track faculty. Additional authorizations for hiring a mix of junior and senior tenure track faculty will follow. Trustee Patel asked for a breakdown of the hires by College, and Provost Glover agreed to provide this information at the upcoming Board of Trustees' retreat.

### **5.0 Adjourn**

After asking for further discussion and hearing none, Board Chair Heavener adjourned the joint meeting of the Board of Trustees and the Committee on Educational Policy and Strategic Initiatives at 10:59 a.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY & STRATEGIC INITIATIVES  
COMMITTEE ACTION ITEM EP1  
August 29, 2017**

**SUBJECT:** Tenure Upon Hire

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**BACKGROUND INFORMATION**

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that five newly appointed faculty members be granted tenure commencing with their appointment. These individuals meet the criteria set forth in the University's tenure policy and are recommended by the Provost to receive tenure. Attached is a Summary of these Tenure Upon Hire cases.

**PROPOSED COMMITTEE ACTION**

The Committee on Educational Policy and Strategic Initiatives is asked to approve the Tenure Upon Hire cases listed on the attached Summary and in the Board materials for recommendation to the Board of Trustees for approval on the Consent Agenda. While any administrative appointment is noted, tenure is granted only for the faculty appointments.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors' approval is not required.

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Supporting Documentation Included: See attached [Biographies](#) and [Spreadsheet](#) and see BoardVantage for Tenure Packets.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, August 29, 2017.**

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James W. Heavener, Chair

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W. Kent Fuchs, President and Corporate Secretary

**Dr. Sandra (Axiak) Bechtel – College of Veterinary Medicine**  
**Associate Professor, Department of Small Animal Clinical Sciences**

Dr. Bechtel earned her B.S. in Animal Science from Michigan State University in 2002, her D.V.M. in Veterinary Medicine from Michigan State University in 2004. Her prior institution is University of Missouri. Dr. Bechtel has garnered a total of \$2,183,718 research awards since 2009. Her research focuses on improving the lives of companion animals with naturally occurring cancer and providing translational models for research in cancer causation, progression, and treatment. Dr. Bechtel's service is nationally recognized in the Veterinary Medical Oncology profession.

**Dr. Dean Adam Kopsell – Institute of Food and Agricultural Sciences**  
**Professor and Chair, Department of Environmental Horticulture**

Dr. Kopsell earned his B.S. in Agribusiness-Horticulture sequence from Illinois State University in 1992, his M.S. in Horticulture from the University of Georgia in 1995 and his Ph.D. in Horticulture from the University of Georgia in 1999. His prior institution is the University of Tennessee. Dr. Kopsell is a member of the International Scientific Committee and executive board member of the American Society for Horticulture Science. He has published over 100 refereed journal articles and 76 research abstracts, presented at over 150 professional conferences and obtained four provisional patents. He has secured more than \$7 million from the USDA, Sygenta, and Arysta Life Sciences.

**Dr. Lance R. McMahon – College of Pharmacy**  
**Professor and Chair, Department of Pharmacodynamics**

Dr. McMahon earned his B.A. in Psychology from the University of Pennsylvania in 1992, his M.S. in Behavioral and Cellular Neuroscience from Texas A&M University and his Ph.D. in Behavioral and Cellular Neuroscience from Texas A&M University. His prior institution is the University of Texas Health San Antonio. He has an exceptional scientific record, with 81 original publications, and nearly 2 decades of continuous NIH funding, totaling approximately \$10M in support of his research. His research focuses on behavioral approaches to identify and understanding the mechanisms underlying drug abuse and dependence. Dr. McMahon has led a team of researchers and trainees that sought to understand how drugs such as nicotine, cocaine and cannabinoids work in the central nervous system. Even though he will have significant administrative responsibilities as chair, he will continue his nearly two decades-long NIH funded research program.

**Dr. Walter Lee Murfee – Herbert Wertheim College of Engineering**  
**Associate Professor, J. Crayton Pruitt Family Department of Biomedical Engineering**

Dr. Murfee earned his B.S. in Mechanical Engineering with a minor in Economics from the Massachusetts Institute of Technology in 1999 and his Ph.D. in Biomedical Engineering. His prior institution is Tulane University. Dr. Murfee is an internationally recognized expert in tissue-scale modeling of vascular and lymphatic systems. He has published 21 papers in peer reviewed journals, 2 book chapters and 2 commentaries. Dr. Murfee has had over \$1,500,000 total funding during the past 5 years and over \$500,000 in the past year. He is currently in year 2 of a 4-year NIH R01 grant with total costs of \$1,110,692. Submitted 25 grants to NIH, NSF and AHA.

**Dr. Gilbert R. Upchurch, Jr. – College of Medicine**  
**Edward R. Woodward Professor and Chair, Department of Surgery**

Dr. Upchurch earned his B.A in History from the University of North Carolina at Chapel Hill in 1983 and his M.D. with honors from the University of North Carolina at Chapel Hill in 1991. His prior institution is the University of Virginia Medical Center. Dr. Upchurch's research interest is in the pathogenesis of abdominal aortic aneurysms, a major cause of morbidity and mortality. He has had continuous NIH funding for over a decade, has been the PI on two NIH R01 grants and a co-investigator on three NIH grants, and is a co-investigator on 19 multi-institutional clinical studies involving investigational drugs and vascular devices. Dr. Upchurch has over 400 peer review publications, book chapters and edited textbooks. He has been an invited lecturer and visiting professor at major academic institutions in the United States and internationally.

TENURE UPON HIRE CASES				
August 2017				
Name	College	Department	Rank	Previous Institution
Sandra (Axiak) Bechtel	Veterinary Medicine	Small Animal Clinical Sciences	Associate Professor	University of Missouri
Dean Adam Kopsell	IFAS	Environmental Horticulture	Professor	University of Tennessee
Lance R. McMahon	Pharmacy	Pharmacodynamics	Professor	University of Texas Health San Antonio
Walter Lee Murfee	Engineering	Biomedical Engineering	Associate Professor	Tulane University
Gilbert R. Upchurch, Jr.	Medicine	Surgery	Professor	University of Virginia





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE ACTION ITEM EP2  
August 29, 2017**

**SUBJECT:** University Press of Florida Annual Report 2016-2017

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**BACKGROUND INFORMATION**

University Press of Florida, as an Academic Infrastructure Support Organization (AISO), must file with the Chancellor of the Board of Governors an annual report that is approved by the Board of Trustees prior to October 31<sup>st</sup> of each year.

**PROPOSED COMMITTEE ACTION**

The Committee on Educational Policy and Strategic Initiatives is asked to approve the University Press of Florida Annual Report for 2016-2017 for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

The University Board-approved report is sent to the State University System Council of Academic Vice Presidents (CAVP) for review. After the CAVP review, the University must submit the report to the Chancellor of the Board of Governors, but Board of Governors approval is not required.

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Supporting Documentation Included: See the report in the Appendix.

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

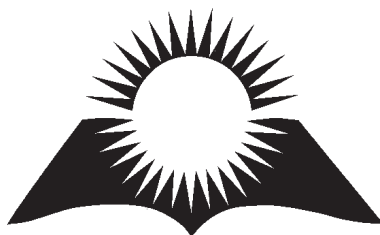
**Approved by the University of Florida Board of Trustees, August 29, 2017**

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James W. Heavener, Chair

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W. Kent Fuchs, President and Corporate Secretary



*University Press of Florida*

# ANNUAL REPORT

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*2016–2017*

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Approval Date by  
(Board of Trustees or designee):

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Review Date by  
Council of Academic Vice Presidents:

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Date of Submission to  
Board of Governors Office:

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# Statement of PURPOSE

**E**STABLISHED in 1945, the University Press of Florida (UPF) is one of the most innovative and forward-thinking university presses of its size. With 3,675 titles currently in print and digital form, 80 print titles and 72 e-book titles in production, and 167 additional titles under contract, UPF has been an important element in enhancing the scholarly reputation and worldwide visibility of the State University System (SUS). UPF attracts manuscripts from the world's foremost scholars, writers, artists, and public intellectuals, and about one-tenth of our authors are affiliated with the SUS. These publications, written by an international group of authors representing a broad range of intellectual perspectives, reflect the academic and institutional strengths of the SUS. The press is a member of the Association of American Publishers and the Society for Scholarly Publishing. UPF's director has recently concluded a three-year term as Association of American University Presses' (AAUP) President and Executive Council member.

UPF, the designated scholarly publishing arm of the state university system, is an essential agent of the scholarly credentialing ecosystem. Our goals seem simple but are quite complex in execution:

## GOALS



**TO PUBLISH PEER-REVIEWED WORKS OF ACADEMIC DISTINCTION**, with exceptional editorial and production quality, in nine subjects: Archaeology/Anthropology, American history, Latin American/Caribbean Studies, Natural History, Literary Criticism, Geology, Dance, Political Science, Florida Studies



**TO ESTABLISH A CULTURE OF MEANINGFUL EMPLOYMENT AND PROFESSIONAL DEVELOPMENT**, one that emphasizes clear communication as well as respect for the ideas and opinions of all staff members



**TO OPERATE IN A FINANCIALLY RESPONSIBLE MANNER** that encourages planned, deliberate growth in productivity and sales



**TO BE A PREMIER PRESS IN OUR SUBJECTS**, continuing to advance our reputation and standing in the scholarly and publishing communities

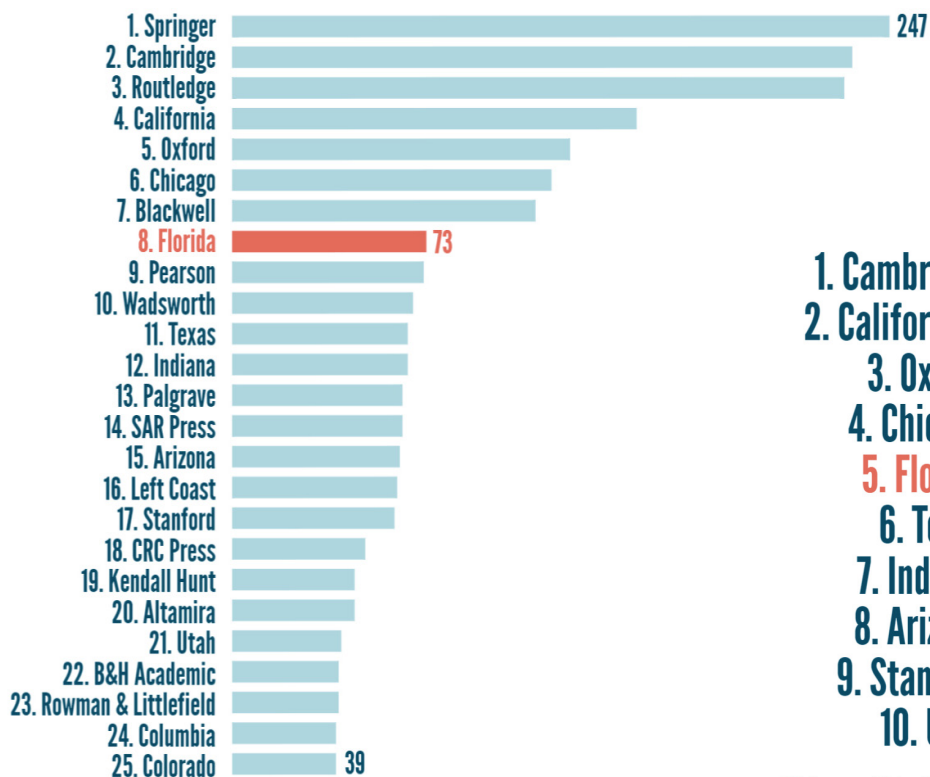
UPF operates as an Academic Infrastructure Service Organization (AISO) for the Florida Board of Governors, a non-profit publishing business, a textbook facilitator, and a publication services unit for the entire SUS. UPF is a major contributor to the goal of the Board of Governors to "improve the quality and impact of scholarship, research, and commercialization activities of the system," as articulated on page 16 of the 2012–2025 Board of Governors strategic plan. As an AISO, UPF strives to align its publishing areas with the three pillars of higher education—research, teaching, and outreach. To be of service in these areas, UPF has created three distinct divisions that address the content needs of these pillars. Research is served through our scholarly content delivery in disciplines of interest and importance in the SUS. UPF facilitates textbook affordability in the SUS by providing free, open access, and adaptable texts with an emerging sustainability model known as Orange Grove Texts. Outreach is accomplished by "translating" the scholarly production into content—both print and digital—that is easily accessed and creatively written for the citizens of Florida and the world. To these ends, we define UPF's programs to include vigorous and imaginative promotion, sales, and distribution, both domestically and internationally, in print and digital formats, in order to achieve maximum dissemination of UPF's books.

# Executive Summary of FY 2017 PERFORMANCE

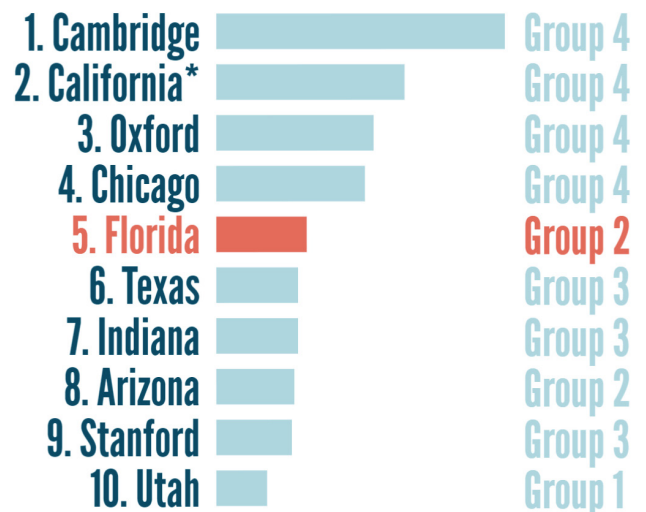
**T**HIS FISCAL YEAR began with the enthusiastic support of the University Press of Florida (UPF) by the Council of Academic Vice Presidents (CAVP) in the form of a two-year increase in our annual subsidy. The recognition, as UPF continues its evolution from a traditional academic publisher to an innovative and entrepreneurial publishing house, is profound and appreciated. The caveat for this increase is to develop a strategic plan that would increase UPF's national reputation.

Working with Academic Analytics, we realized we needed to know where we were to figure out how to improve our "ranking." There is no ranking of university presses in the United States, and rankings of "publishers" that do exist include many commercial and journals-only publishers. (One "international" ranking consists only of books used by that center's researchers.) The data used by Academic Analytics is limited to journals article references only. Hence, it should be noted that the largest component of our publishing output—books—are not found in this dataset. As university presses reputations are built discipline by discipline, we opted to go with our largest discipline of international reach—archaeology. As a subset of anthropology, some publishers appeared in the rankings that had no books or journals in archaeology, so they were removed from the results (Duke UP was the largest of these presses).

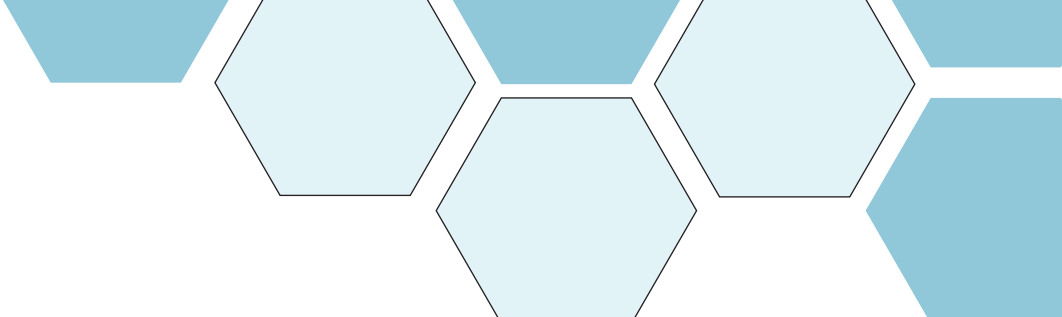
Number of Archaeology Books Published in One Year  
Top 25 Publishers



Number of Archaeology Books  
Published in One Year  
Top 10 University Presses



\*No longer publishes in the field



As this graphic shows, Florida is “ranked” 8th in the world in archaeology publishing. Further analysis of this ranking shows California still in the mix; however, they discontinued archaeology publishing three years ago, and Chicago’s publishing program is exclusively Middle East and Egyptology. To further punctuate this gratifying find, this quote appeared in the *American Journal of Paleopathology*, a major journal in the evolutionary and biological sciences:

Even a cursory glance at the Reference section of this paper shows the marked change in foci, and the subsequent explosion of bioarchaeology publications in recent years. Several series have contributed to this fluorescence (Table 1), including: the University Press of Florida’s “Bioarchaeological Interpretations of the Human Past: Local, Regional, and Global Perspectives” series edited by Clark Spencer Larsen (The Ohio State University), and the “Florida Museum of Natural History: Ripley P. Bullen Series”; the “Cambridge Studies in Biological and Evolutionary Anthropology” books; Springer’s new series “Bioarchaeology and Social Theory” edited by Debra L. Martin (University of Nevada-Las Vegas); plus the many other bioarchaeology titles in Springer’s catalogue. And the new, dedicated journal Bioarchaeology International, edited by Brenda Baker (Arizona State University) and Sabrina Agarwal (University of California-Berkeley), began accepting manuscripts this year.

It is important to note that every press above UPF in this graphic has sales revenues well over 20 million dollars per year. That is how much we do with so little. But it also demonstrates how crippling a lack of proper funding can be for future research and development.

As gratifying as the two-year increase is for UPF, it is worth noting that the additional funding was to “stop the bleeding,” as UPF has been chronically under-funded for a dozen years. We knew this year would be a tough one as we were struggling with a lower number of titles in production because of previous budget reductions to the acquisitions department. The increase helped UPF to a level playing field, but the toll of the past years with no investment show us fraying at the edges. All it took to bring UPF into yet another funding crisis was a change in Amazon’s retail and inventory algorithms to throw our sales off by close to \$180,000 in a single quarter. We got kicked when we were down, with the press realizing revenues of just under two million dollars for the first time in this millennium. With very little surplus operating budget to work from, UPF has very little room to absorb these kinds of downturns in sales. It was only with strict cost control we were able to present a final budget that had an operating deficit of \$15,518. Our budget reductions severely limited marketing efforts, cut staff personnel, and restricted future acquisitions travel, investments critical to our need to grow. The only good news there is was that we saw no further decline in sales to libraries—we seem to have found the ground floor—and our signings for general interest titles are going back up.

Every cloud has its lining, and the performance of the UPF staff under these conditions was outstanding. I am privileged to work with such an amazing group of leaders, people who can wring blood from turnips.

The acquisitions group, under the leadership on its new Deputy Director, signed 82 projects to contract and added four new journals to the mix. The journals programs also added to the revenue for the first time. While not where we need to be, this department is heading in the right direction to increase the number of new titles.

IT completed the email and data server migration to UF while completing the new database and asset management system. The business department successfully integrated the responsibilities of the office manager position into their department.

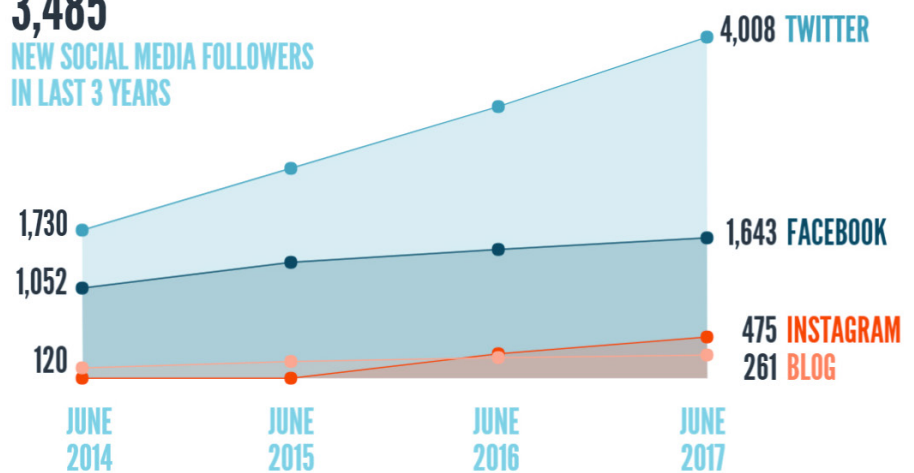
Our production team did outstanding work, creating over 472 distinct file types for the various publication options we now pursue. Our designers typeset 94 books and 102 covers in a single year, the average AAUP designer doing half as much. Schedules were considerably compressed to deliver books to the warehouse in the third quarter. The adoption of new initiatives, specifically InCopy software, has allowed EDP to shorten schedules and positively affect the press's cash flow for this fiscal year. Shorter schedules allowed EDP to deliver 28 titles several months early in the Spring 2017 season, so the press could benefit from the cash collections before the end of the fiscal year.

Marketing and sales did yeoman's work with four full-time staff, a couple of temporary assistants, and a small army of interns to churn out creative and remarkable publicity and social media. The UPF social media pushes, especially post-conference follow-up tweets and blogs, have catapulted our website sales by more than \$10,000 over last year for a three-year increase of \$63,487. UPF has increased its presence in Twitter, Facebook, and Instagram, each of these outlets sending buyers directly to our website. The website now has a new, modern splash page that shows real-time sales. Our investment into a sustained subsidiary rights push is paying off with close to \$80,000 earned in permissions and rights income.

## SOCIAL MEDIA & WEBSITE SALES GROWTH

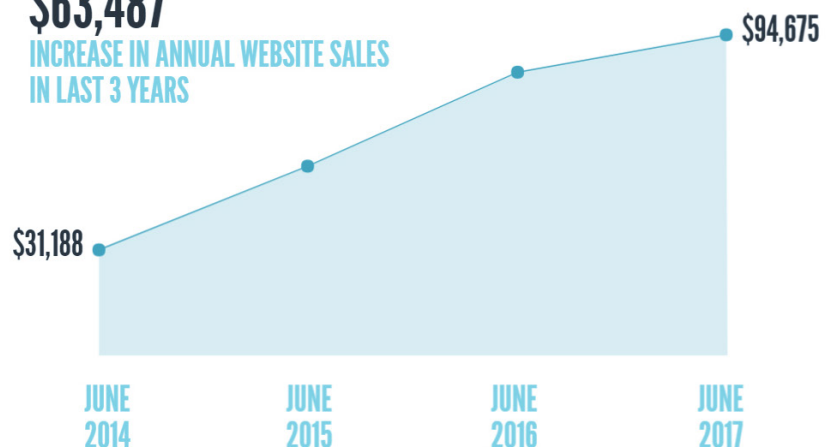
**3,485**

NEW SOCIAL MEDIA FOLLOWERS  
IN LAST 3 YEARS



**\$63,487**

INCREASE IN ANNUAL WEBSITE SALES  
IN LAST 3 YEARS



The University of Florida Press is now in its second year and has six journals, eleven Gatorbytes, four LP@UF titles, and twelve books with four in production.

Continued investments in the journals program, strategic alliances with other units on SUS campuses, and identifying areas of growth in the STEM disciplines will be our focus in FY 2018. “Future-proofing” the press, that is, creating five-year plans that are both realistic and aspirational will begin in 2018.



## DIVISIONS OF THE UNIVERSITY PRESS OF FLORIDA



Oldest, most prolific  
publisher in the state



**UF PRESS**

**Imprints of UF Press**  
Gatorbytes  
Library Press @ UF  
Orange Grove Texts Plus

**PUBLICATION  
SERVICES**



Provides first-rate  
publishing services  
to the State University  
System



General interest titles  
for the gift market



## GOALS AND PERFORMANCE

### **Metric #1: Increase the number of publication alliances within the SUS.**

**Increase the number of contacts with campus-based centers—ONGOING**

SUS campuses visited in 2017 include:

- Florida Gulf Coast University
- New College of Florida
- University of West Florida
- University of Florida

### **Metric #2: Increase preference of UPF among SUS faculty.**

**Social media campaign during University Press Week—COMPLETED**

In addition, the acquisition of books and journals from faculty at the following SUS institutions:

- Florida Atlantic University—3
- Florida International University—1
- University of Florida—2
- University of Central Florida—3
- University of South Florida—4

### **Metric #3: Increase number of contracts signed in targeted areas.**

**Target areas in medical geography, medical education, forensics, international studies, earth sciences—IN PROGRESS**

- Medical Geography—7 proposals under consideration
- Medical Education—1 project signed
- Earth Sciences—3 projects signed

Book projects in Forensics and International Studies are being pursued.

### **Metric #4: Increase number of journals in targeted areas.**

**Goal will be 5 new journals each year—IN PROGRESS**

Four journals acquired:

- *Florida Law Review* (existing)
- *Forensic Anthropology* (start-up)
- *Journal of Global South Studies* (existing)
- *Rhetoric of Health and Medicine* (start-up)

## **Metric #5: Target research areas and other identified gaps (emerging interdisciplinary).**

- Cuban Studies—5 projects signed
- Heritage Studies—1 project signed
- Florida History—9 projects signed

## **Metric #6: Increase national and international reputation and impact.**

Contract with more senior scholars at AAU institutions—ONGOING

Track number of referred scholars to UPF/those who got tenure with UPF books—IN PROCESS

Increase number of disciplines where UPF is considered top-tier for promotion and tenure—  
ACCOMPLISHED ARCHAEOLOGY, IN PROCESS FOR OTHERS

# STRATEGIC PLAN

## **Financial Stability**

- **Develop a new title budget.**  
A new title budget has been completed but not implemented. We are waiting until the new Financial Manager has input on the revamped title budget.
- **Create balanced budgets; promote stable growth to rebuild surplus.**
- **Collect, analyze, and review financial data to ensure alignment of financial and strategic goals.**  
In order to reduce cash expenditure, optimize press resources, and better align our print runs with the market place, we are maximizing our use of print-on-demand capabilities (additional info below). We have completely overhauled our subject codes (a list developed almost two decades ago), which will allow us to obtain better and more granular information about the titles and subject areas in which we are publishing today. We have started capturing additional data points in our inventory/sales systems, such as acquiring editor, revised dissertation, target audience, etc.

## **Modernization**

- **Create full standard-operating-procedure documents for all departments.**  
A press-wide effort to update all standard operating procedures (SOPs) was initiated this year to coincide with the implementation of our new EAN database. This included standardized messaging to authors and editors, and new instructions for preparing for marketing efforts.
- **Optimize warehouse capacity.**  
By optimizing our use of print-on-demand technologies with Ingram's Lightning Source and Baker & Taylor's TextStream, we have significantly reduced the quantity of new release titles we are bringing into the warehouse, especially for the shorter run academic titles. We continue to judiciously recycle unsellable stock of old titles that are not moving. As a result, we were able to renegotiate the lease for our warehouse without increasing space.
- **Review and select new inventory/royalty-management software.**  
A system has been selected, but it is now on hold due to budget constraints.
- **Move archived files to cloud-based storage.**  
In process

- **Create scheduling and contact-based system to track copy editor availability.**  
Contact information for all copy editors has been added to the new press database, EAN.
- **Implement InCopy.**  
All project editors use InCopy when possible to make proofs corrections to their books. Time is saved and in many cases, the department has shortened schedules by several weeks and brought finished books into the warehouse early.
- **Strategic use of vendors to minimize press resources.**  
The production department utilizes outside vendors for all e-book creation and distribution. We are in the last stages of moving our print metadata to Ingram's CoreSource, merging with our metadata for digital books.

## Data Management

- **Better identify our customers (D2C) and what they are buying.**  
We are working to better identify the individual (temporary) customers added to our inventory/sales system and their purchases. However, bridging this data across multiple disconnected platforms (the CAT's Pajamas, spreadsheets, Constant Contact, etc.) remains an extensively time-consuming, staff-intensive, and imprecise endeavor.
- **Create more useful data points for our products and their markets.**  
Ongoing but hampered by outdated software and incompatible systems.
- **Improve the capture, organization, visualization, and analysis of data.**  
See info about data points in "Collect, analyze, and review financial data to ensure alignment of financial and strategic goals."

## Increase Discoverability and Brand Management

- **Expand community impact.**  
We have expanded our community impact this year locally and on social media. We held a "Come Out and Meet the Press" campaign at one of Gainesville's local breweries during Art Walk. Our social media presence continues to grow with more than 1,600 followers on Facebook, 4,000 followers on Twitter, 260 followers on our blog, and 475 followers on Instagram, a relatively new social media platform for UPF. As part of University Press Week, we ran a "Welcome to Our Neighborhood" campaign, bringing together the voices of our editorial board members, our authors, independent bookstore employees, our readers, and our sales representatives: <https://floridabookshelf.wordpress.com/2016/11/14/welcome-to-our-neighborhood-university-press-week-2016/>.
- **Grow global presence.**  
Acquisitions has pursued projects with authors and organizations throughout the world. Utilizing readers outside the United States gives our publications the opportunity to become more global in scope, and enhance appeal to international readers. UPF signed contracts with authors and used peer reviewers from North America, Central America, and Europe and signed co-publication/distribution licenses with Irish and South African publishers. Our books continue to be available worldwide through digital collections like Oxford University Press Scholarship Online and Project Muse. We continue to partner with our sales representatives in Canada, the United Kingdom, Europe, Africa, Australia, Asia, the Caribbean, and Central and South America to make UPF books in print available globally. We are currently working with the AAUP to have a selection of UPF titles available at the first ever university press fair (La Feria Internacional del Libro Universitario) at the Universidad Nacional Autónoma de México later this month.

- **Increase digital footprint.**  
Except for specialty products (art books and cookbooks), all books are released simultaneously in print and in various digital formats to maximize sales potential. The press creates three types of digital products: ePubs, ePDFs, and online versions (through UPSO). The number of ePubs created rose from 13 to 50 for FY 16/17.

## **Strengthen Commitment to Staff**

- **Fill the editor-in-chief position.**  
Completed.
- **Increase diversity in office and internship program.**  
We have expanded our database of internship contacts in an effort to broaden and diversify our applicant pool. In addition to 23 student cultural organizations, we send our calls for interns to various UF centers, colleges, and departments, including European studies, Latin American studies, agricultural and life sciences, arts, English, creative writing, foreign languages, history, anthropology, business, education, advertising, public relations, journalism, communications, political science, and law. We now ask applicants how they learned about the internship so we can assess which methods of outreach are most effective and continue to diversify our applicant pool.
- **Invest in employee development.**  
The UPF Brown Bag Lunch program has provided a forum for employees to expand their understanding of publishing, learn about other departments and publishing standards, and hear what colleagues have to say about the ongoing activities at the Press. Topics covered during FY 2017 included acquisitions, marketing, copyright, permissions, social media, and the AAUP annual conferences.  
  
Various staff have attended 12 webinars (mostly free). The webinars were organized by a variety of organizations such as the AAUP, Cision Media Services, Ingram Content Group, and the Book Industry Study Group. Our publicity and rights manager received a Week-in-Residence grant from the AAUP to visit Harvard University Press and work with their Intellectual Property department to develop our rights program.
- **Secure vital positions.**  
With the total number of products rising each year due to increasing types of digital and printing formats, the production department prioritized its two production positions and moved longtime OPS staff to salaried positions, so departmental training, investment, and knowledge is better secured. The need now is to fill the holes in marketing that are held by part-time and student workers. The business department was re-aligned to allow us to hire a finance manager at an assistant director level rather than filling it with an associate director. The IT department remains our weakest link with one employee.
- **Celebrate staff.**  
We make a concerted effort to celebrate staff, from casual pizza lunches to meet-and-greet breakfasts for new staff, applauding both professional and personal milestones.

# FY 2017 Year End Budget and PROPOSED FY 2018 BUDGET

	BUDGET	ACTUAL	BUDGET	BUDGET
	FY 2016–2017	FY 2016–2017	VARIANCE FY 2016–2017	FY 2017–2018
<b>REVENUE:</b>				
*General Revenue	\$703,428.00	\$703,428.00	\$0.00	\$703,428.00
CAVP: Additional Funding	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00
Interest	\$1,500.00	\$3,571.23	\$2,071.23	3,500.00
Sales Proceeds	\$2,273,200.00	\$1,990,073.62	(\$283,126.38)	2,265,879.00
P/H Charged to Customers	\$35,000.00	\$33,404.23	(\$1,595.77)	\$35,000.00
Sub rights and Misc	\$300,309.00	\$315,763.19	\$15,454.19	\$235,000.00
<b>Total Revenue</b>	<b>\$3,463,437.00</b>	<b>\$3,196,240.27</b>	<b>(\$267,196.73)</b>	<b>\$3,392,807.00</b>
<b>EXPENSES:</b>				
Salaries	\$1,624,715.87	\$1,575,415.40	\$49,300.47	\$1,605,678.48
Regular OPS	\$187,457.47	\$178,194.96	\$9,262.51	\$183,253.53
Freelancers (design & editorial & indexing)	\$223,028.50	\$164,229.00	\$58,799.50	\$218,686.50
Operating Expenses	\$340,054.35	\$313,093.90	\$26,960.45	\$303,977.15
Journals Expenses	\$71,965.00	\$76,575.95	(\$4,610.95)	\$61,712.50
Equipment	\$1,000.00	\$0.00	\$1,000.00	1,000.00
Sales & Marketing	\$174,300.00	\$152,386.58	\$21,913.42	\$193,000.00
Book Manufacturing	\$527,707.80	\$412,598.82	\$115,108.98	\$514,665.00
Manuscript Evaluation	\$25,000.00	\$19,440.00	\$5,560.00	\$26,000.00
Royalties & Agency Royalties	\$247,585.00	\$265,498.92	(\$17,913.92)	\$299,032.00
Computer Operations	\$67,000.00	\$54,324.83	\$12,675.17	\$94,170.00
<b>Total Expenses</b>	<b>\$3,489,813.99</b>	<b>\$3,211,758.36</b>	<b>\$278,055.63</b>	<b>\$3,501,175.16</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(\$26,376.99)</b>	<b>(\$15,518.09)</b>	<b>\$10,858.90</b>	<b>(\$108,368.16)</b>

\*Includes \$150,000.00 UF reoccurring funds

\$55,000.00 for Journals was allocated in fund 101, so expense side not captured on this budget.  
Budget reflects fund 149 only.

# Fiscal Year 2017–2018

## GOALS

THE GOALS for the coming year are based on our new strategic plan (Appendix C) as well as the metrics created by a subset of the CAVP to measure the national profile and influence of the press.

### **Metric #1: Increase the number of publication alliances within the SUS**

Increase the number of contacts with campus-based centers

### **Metric #2: Increase preference of UPF among SUS faculty**

Social media campaign during University Press Week

### **Metric #3: Increase number of contracts signed in targeted areas**

Target areas in medical geography, medical education, forensics, international studies, earth sciences

### **Metric #4: Increase number of journals in targeted areas**

Goal will be 5 new journals each year

### **Metric #5: Target research areas and other identified gaps (emerging interdisciplinary)**

### **Metric #6: Increase national and international reputation and impact**

Contract with more senior scholars at AAU institutions

Track number of referred scholars to UPF/those who got tenure with UPF books

Increase number of disciplines where UPF is considered top-tier for promotion and tenure

## GOALS FOR NEXT YEAR:

- Publish a minimum of 85 new titles.
- Re-institute the 20/20 title review process in a way that is informed by the new title budget.
- Completely recode the database and the inventory/sales system with the new subject codes.
- Develop new reports that render and interpret these new data points.
- Modernization.
- Implement updated documents, disseminating to authors during contract process and as manuscript development proceeds.
- Review internal procedures and documentation; update as needed for efficiency and to reflect EAN database.
- Revise manuscript preparation guidelines, update current SOPs accordingly, write SOPs for second half of editorial workflow.
- Finish writing SOPs that are in line with new workflows and the new database.
- Recycle at least 50,000 units to open up additional warehouse capacity for new titles and potential distribution partnership with IFAS.
- Explore possibility of scheduling module in EAN for copyeditors.
- Maximize our use of CoreSource as a file storage platform while optimizing file distribution for complex processes like Florida Scholarship Online through Oxford University Press Scholarship Online.
- Explore customer resource management capabilities of the future inventory/royalty-management software.
- Strategically consider our current sales representation in the Caribbean and Central and South America to better serve our expanding list in this area.

# Appendix A

## UPF EDITORIAL ADVISORY BOARD, 2016–2017

Earle Trayham, Chair (2015–2016)\*\*  
Provost and Vice President for Academic Affairs  
University of North Florida

\*\*Incoming Chair: Dr. Ronald Toll, FCGU

Uzi Baram (2016–2018)  
Professor of Anthropology  
Division of Social Sciences  
New College of Florida

John Belohlavek (2014–2016)\*\*  
Professor of History  
Department of History  
University of South Florida  
\*\*not yet reappointed

Melody Bowden (2017–2019)  
Professor, Writing and Rhetoric  
University of Central Florida

Matthew Corrigan (2016–2018)  
Professor and Chair  
Department of Political Science  
and Public Administration  
University of North Florida

Allen Josephs (2015–2017)  
University Research Professor  
Department of English and World Languages  
University of West Florida

Nicola Foote (2016–2018)  
Associate Professor of Latin American History  
Department of Social and Behavioral Sciences  
Florida Gulf Coast University

Andrew K. Frank (2017–2019)  
Allen Morris Associate Professor of History  
Department of History  
Florida State University

David Jackson (2017–2019)  
Professor of History, Associate Provost for Graduate  
Education and Dean of the Graduate School  
Florida A&M University

Bill Link (2016–2018)  
Richard J. Milbauer Professor of History  
Department of History  
University of Florida

Nancy K. Poulson (2016–2018)  
Professor of Spanish and Latin American Studies  
Department of Languages, Linguistics,  
and Comparative Literature  
Florida Atlantic University

John Stack (2016–2018)  
Founding Dean, Steven J. Green School of  
International and Public Affairs  
Florida International University



# Appendix B

## NEW TITLES PUBLISHED IN FY 2017

### UNIVERSITY PRESS OF FLORIDA

*Ancient Maya Cities of the Eastern Lowlands*  
(new in paper)

Brett A. Houk

*Anthology of Spanish American Thought and Culture*

Edited by Jorge Aguilar Mora, Josefa Salmón,  
and Barbara C. Ewell

*The Anthropology of Marriage in Lowland South America: Bending and Breaking the Rules*

Edited by Paul Valentine, Stephen Beckerman,  
and Catherine Alès

*The Archaeology of the North American Fur Trade* (new in paper)

Michael S. Nassaney

*The Archaeology of Smoking and Tobacco*  
(new in paper)

Georgia L. Fox

*Archaeology of the Everglades* (new in paper)

John W. Griffin, edited by Jerald T. Milanich  
and James J. Miller

*Archaeological Perspectives on the French in the New World*

Edited by Elizabeth M. Scott

*Backroads of Paradise: A Journey to Rediscover Old Florida*

Cathy Salustri

*Bad Guys, Bullets, and Boat Chases: True Stories of Florida Game Wardens*

Bob H. Lee

*Beyond the Nasca Lines: Ancient Life at La Tiza in the Peruvian Desert*

Christina A. Conlee

*Bioarchaeology and Climate Change: A View from South Asian Prehistory* (new in paper)

Gwen Robbins Schug

*Bones of Complexity: Bioarchaeological Case Studies of Social Organization and Skeletal Biology*

Edited by Haagen D. Klaus, Amanda R. Harvey,  
and Mark N. Cohen

*Brazil, Lyric, and the Americas* (new in paper)  
Charles A. Perrone

*Broken Chains and Subverted Plans: Ethnicity, Race, and Commodities*

Christopher C. Fennell

*By Avon River* (new in paper)

H.D., edited by Lara Vetter

*Captain "Hell Roaring" Mike Healy: From American Slave to Arctic Hero* (new in paper)  
Dennis L. Noble and Truman R. Strobridge

*Carnival and National Identity in the Poetry of Afrocubanismo* (new in paper)

Thomas F. Anderson

*The Casma City of El Purgatorio: Ancient Urbanism in the Andes*

Melissa A. Vogel

*Charleston: An Archaeology of Life in a Coastal Community*

Martha A. Zierden and Elizabeth J. Reitz

*Colonized Bodies, Worlds Transformed: Toward a Global Bioarchaeology of Contact and Colonialism*

Edited by Melissa S. Murphy and Haagen D. Klaus

*Confronting Decline: The Political Economy of Deindustrialization in Twentieth-Century New England* (new in paper)

David Koistinen

*Conservative Bias: How Jesse Helms Pioneered the Rise of Right-Wing Media and Realigned the Republican Party* (new in paper)

Bryan Hardin Thrift

*Contrary Destinies: A Century of America's Occupation, Deoccupation, and Reoccupation of Haiti* (new in paper)

Leon D. Pamphile

*The Country Where My Heart Is: Historical Archaeologies of Nationalism and National Identity*

Edited by Alasdair Brooks and Natascha Mehler

*The Cubalogues: Beat Writers in Revolutionary Havana* (new in paper)

Todd F. Tietchen

*A Curious Peril: H.D.'s Late Modernist Prose*  
Lara Vetter

*Dance and Gender: An Evidence-Based Approach*

Edited by Wendy Oliver and Doug Risner

*Democracy Abroad, Lynching at Home: Racial Violence in Florida* (new in paper)

Tameka Bradley Hobbs

*The Denmark Vesey Affair: A Documentary History*

Edited by Douglas R. Egerton and Robert L. Paquette

*Dressing the Part: Power, Dress, Gender, and Representation in the Pre-Columbian Americas*

Edited by Sarahh E. M. Scher and Billie J. A. Follensbee

*Drug Trafficking, Organized Crime, and Violence in the Americas Today* (new in paper)

Edited by Bruce M. Bagley and Jonathan D. Rosen

*Duvalier's Ghosts: Race, Diaspora, and U.S. Imperialism in Haitian Literatures* (new in paper)

Jana Evans Braziel

*Edith Wharton and Cosmopolitanism*

Edited by Meredith L. Goldsmith and Emily J. Orlando

*Elvis Ignited: The Rise of an Icon in Florida*  
Bob Kealing

*Empire and Pilgrimage in Conrad and Joyce* (new in paper)

Agata Szczeszak-Brewer

*Eroticism, Spirituality, and Resistance in Black Women's Writings* (new in paper)

Donna Aza Weir-Soley

*Experiencing the Art of Pas de Deux*

Jennifer Carlynn Kronenberg and Carlos Miguel Guerra

*Fertile Bonds: Bedouin Class, Kinship, and Gender in the Bekaa Valley* (new in paper)  
Suzanne E. Joseph

*The Final Mission: Preserving NASA's Apollo Sites*  
Lisa Westwood, Beth Laura O'Leary, and Milford Wayne Donaldson

*Flora of Florida, Volume IV: Dicotyledons, Combretaceae through Amaranthaceae*  
Richard P. Wunderlin, Bruce F. Hansen, and Alan R. Franck

*Florida's Minority Trailblazers: The Men and Women Who Changed the Face of Florida Government*  
Susan A. MacManus

*Freedom and Resistance: A Social History of Black Loyalists in the Bahamas*  
Christopher Curry

*Frontiers of Colonialism*  
Edited by Christine D. Beaulé

*Gender and the Rhetoric of Modernity in Spanish America, 1850–1910*  
Lee Skinner

*The Generalship of Muhammad: Battles and Campaigns of the Prophet of Allah* (new in paper)  
Russ Rodgers

*The German Joyce* (new in paper)  
Robert K. Weninger

*Hemingway and Italy: Twenty-First-Century Perspectives*  
Edited by Mark Cirino and Mark P. Ott

*The History of Human Space Flight*  
Ted Spitzmiller

*Home Front: North Carolina during World War II*  
Julian M. Pleasants

*An Ice Age Mystery: Unearthing the Secrets of the Old Vero Site*  
Rody Johnson

*Identification and Geographical Distribution of the Mosquitoes of North America, North of Mexico* (new in paper)  
Richard F. Darsie Jr. and Ronald A. Ward

*Immigration and National Identities in Latin America* (new in paper)  
Edited by Nicola Foote and Michael Goebel

*In Search of Asylum: The Later Writings of Eric Walrond* (new in paper)  
Eric Walrond, edited by Louis J. Parascandola and Carl A. Wade

*An Incurable Past: Nasser's Egypt Then and Now* (new in paper)  
Mérian N. Belli

*An Introduction to Piers Plowman*  
Michael Calabrese

*Irish Cosmopolitanism: Location and Dislocation in James Joyce, Elizabeth Bowen, and Samuel Beckett* (new in paper)  
Nels Pearson

*Islam and the Americas* (new in paper)  
Edited by Aisha Khan

*Island Shores, Distant Pasts: Archaeological and Biological Approaches to the Pre-Columbian Settlement of the Caribbean* (new in paper)  
Edited by Scott M. Fitzpatrick and Ann H. Ross

*Istwa across the Water: Haitian History, Memory, and the Cultural Imagination*  
Toni Pressley-Sanon

*José Martí, the United States, and Race* (new in paper)  
Anne Fountain

*Journeys Through Paradise: Pioneering Naturalists in the Southeast* (new in paper)  
Gail Fishman

*Key West Hemingway: A Reassessment* (new in paper)  
Edited by Kirk Curnutt and Gail D. Sinclair

*The Liberal Consensus Reconsidered: American Politics and Society in the Postwar Era*  
Edited by Robert Mason and Iwan Morgan

*The Many Facades of Edith Sitwell*  
Edited by Allan Pero and Gyllian Phillips

*The Maritime Landscape of the Isthmus of Panamá*  
James P. Delgado, Tomás Mendizábal, Frederick H. Hanselmann, and Dominique Rissolo

*Masculinity after Trujillo: The Politics of Gender in Dominican Literature* (new in paper)  
Maja Horn

*Maya and Catholic Cultures in Crisis* (new in paper)  
John D. Early

*Mile Marker Zero: The Moveable Feast of Key West* (new in paper)  
William McKeen

*Modes of Production and Archaeology*  
Edited by Robert M. Rosenswig and Jerimy J. Cunningham

*Multiethnicity and Migration at Teopancazco: Investigations of a Teotihuacan Neighborhood Center*  
Edited by Linda R. Manzanilla

*No Jim Crow Church: The Origins of South Carolina's Bahá'í Community* (new in paper)  
Louis Venters

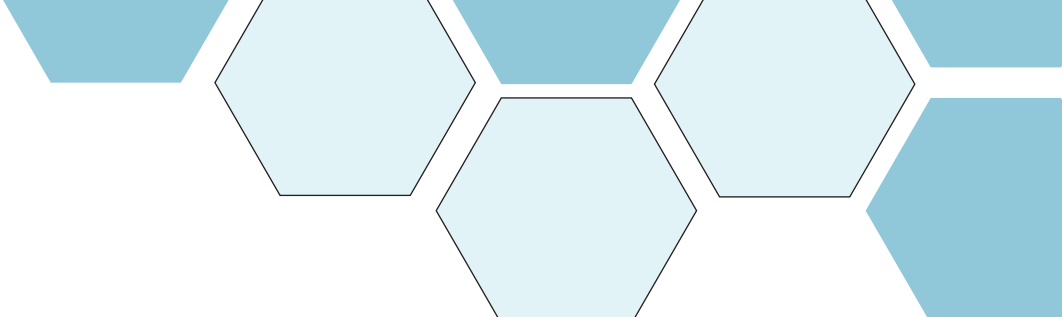
*Ornamental Palm Horticulture, second edition*  
Timothy K. Broschat, Alan W. Meerow, and Monica L. Elliott

*Painting in a State of Exception: New Figuration in Argentina, 1960–1965*  
Patrick Frank

*The Paradox of Paternalism: Women and the Politics of Authoritarianism in the Dominican Republic*  
Elizabeth S. Manley

*Pedro Menéndez de Avilés and the Conquest of Florida: A New Manuscript*  
Gonzalo Solís de Merás

*Perspectives on the Ancient Maya of Chetumal Bay*  
Edited by Debra S. Walker



*The Politics of Race in Panama: Afro-Hispanic and West Indian Literary Discourses of Contention* (new in paper)  
Sonja Stephenson Watson

*Polygyny: What It Means When African American Muslim Women Share Their Husbands* (new in paper)  
Debra Majeed

*The Powhatan Landscape: An Archaeological History of the Algonquian Chesapeake*  
Martin D. Gallivan

*Precarious Passages: The Diasporic Imagination in Contemporary Black Anglophone Fiction*  
Tuire Valkeakari

*Rescuing Our Roots: The African Anglo-Caribbean Diaspora in Contemporary Cuba* (new in paper)  
Andrea J. Queeley

*Ritual and Archaic States*  
Edited by Joanne M. A. Murphy

*Saving Florida: Women's Fight for the Environment in the Twentieth Century* (new in paper)  
Leslie Kemp Poole

*Sea Level Rise in Florida: Science, Impacts, and Options*  
Albert C. Hine, Don P. Chambers, Tonya D. Clayton, Mark R. Hafen, and Gary T. Mitchum

*The Seminole Wars: America's Longest Indian Conflict* (new in paper)  
John Missall and Mary Lou Missall

*Serials to Graphic Novels: The Evolution of the Victorian Illustrated Book*  
Catherine J. Golden

*Shaping Terrain: City Building in Latin America*  
Edited by René Davids

*Shaw and Feminisms: On Stage and Off* (new in paper)  
Edited by D. A. Hadfield and Jean Reynolds

*Show Thyself a Man: Georgia State Troops, Colored, 1865–1905*  
Gregory Mixon

*Shrimp Country: Recipes and Tales from the Southern Coasts*  
Anna Marlis Burgard

*Signs That Sing: Hybrid Poetics in Old English Verse*  
Heather Maring

*The Silencing of Ruby McCollum: Race, Class, and Gender in the South* (new in paper)  
Tammy Evans

*Simón Bolívar: Travels and Transformations of a Cultural Icon*  
Edited by Maureen G. Shanahan and Ana María Reyes

*Slave Families and the Hato Economy in Puerto Rico* (new in paper)  
David M. Stark

*Slavery behind the Wall: An Archaeology of a Cuban Coffee Plantation* (new in paper)  
Theresa A. Singleton

*Southeast Inka Frontiers: Boundaries and Interactions*  
Sonia Alconini

*Souvenirs of the Old South: Northern Tourism and Southern Mythology* (new in paper)  
Rebecca Cawood McIntyre

*Sustainable Urban Agriculture in Cuba* (new in paper)  
Sinan Koont

*This Business of Words: Reassessing Anne Sexton*  
Edited by Amanda Golden

*The Tortured Life of Scofield Thayer* (new in paper)  
James Dempsey

*Trailblazing Mars: NASA's Next Giant Leap* (new in paper)  
Pat Duggins

*Travels on the St. Johns River*  
John Bartram and William Bartram, edited by Thomas Hallock and Richard Franz

*Up to Maugthy London: Joyce's Cultural Capital in the Imperial Metropolis*  
Eleni Loukopoulou

*Virginia Woolf's Modernist Path: Her Middle Diaries and the Diaries She Read*  
Barbara Lounsbury

*Voices of Civil Rights Lawyers: Reflections from the Deep South, 1964–1980*  
Edited by Kent Spriggs

*Waiting for Contact: The Search for Extraterrestrial Intelligence*  
Lawrence Squeri

*We Come for Good: Archaeology and Tribal Historic Preservation at the Seminole Tribe of Florida*  
Edited by Paul N. Backhouse, Brent R. Weisman, and Mary Beth Rosebrough

*Who Owns Haiti?: People, Power, and Sovereignty*  
Edited by Robert Maguire and Scott Freeman

## SEASIDE PUBLISHING

*Remembering Florida Springs*  
Tim Hollis

## UNIVERSITY OF FLORIDA PRESS

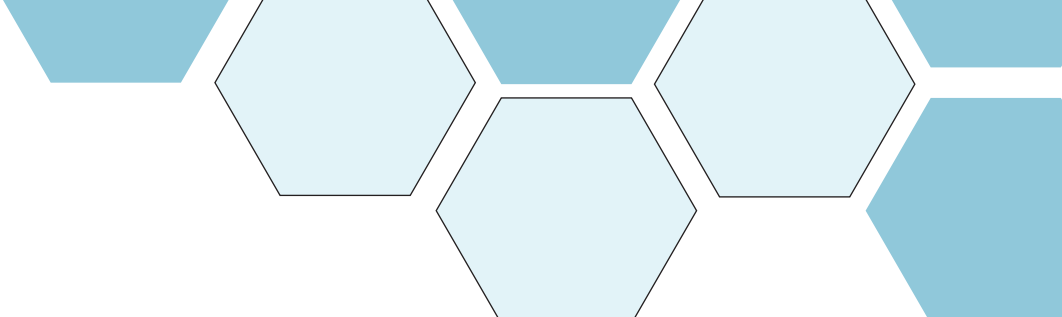
*Archaeologies of Slavery and Freedom in the Caribbean: Exploring the Spaces in Between*  
Edited by Lynsey A. Bates, John M. Chenoweth, and James A. Delle

*Cuban Archaeology in the Caribbean*  
Edited by Ivan Roksandic

*Fit for War: Sustenance and Order in the Mid-Eighteenth-Century Catawba Nation*  
Mary Elizabeth Fitts

*Handbook of Ceramic Animal Symbols in the Ancient Lesser Antilles*  
Lawrence Waldron

*Setting the Table: Ceramics, Dining, and Cultural Exchange in Andalucía and La Florida*  
Kathryn L. Ness



*Simplicity, Equality, and Slavery: An Archaeology of Quakerism in the British Virgin Islands, 1740-1780*

John M. Chenoweth

## **GATORBYTES**

*Plugged In: Cybersecurity in the Modern Age*

Jon Silman

*The Shark Attack Files: Investigating the World's Most Feared Predator*

Jeff Klinkenberg

*Tapping the Source: Inside UF's Water Institute*

Terry Tomalin

## **LIBRARY PRESS @ UF**

*Opening the Gates to Canal Cuisine:*

*Preserving the American Era*

Panama Canal Museum

*Panama Canal Townsites*

Panama Canal Museum

*Write of Passage: Stories of the American Era of the Panama Canal*

Panama Canal Museum

## **PUBLICATION AND DISTRIBUTION SERVICES**

*Aftermath: The Fallout of War—America and the Middle East*

Edited by Carol McCusker

*Broken Ground: New Directions in Land Art*

Essays by William Fox and Dan Torop

*The Discipline of Nature: Architect Alfred Browning Parker in Florida*

Edited by Allan Shulman

*Jewelry: From Pearls to Platinum to Plastic*

Ulysses Grant Dietz

*Knives, Forks, Scissors, Flames*

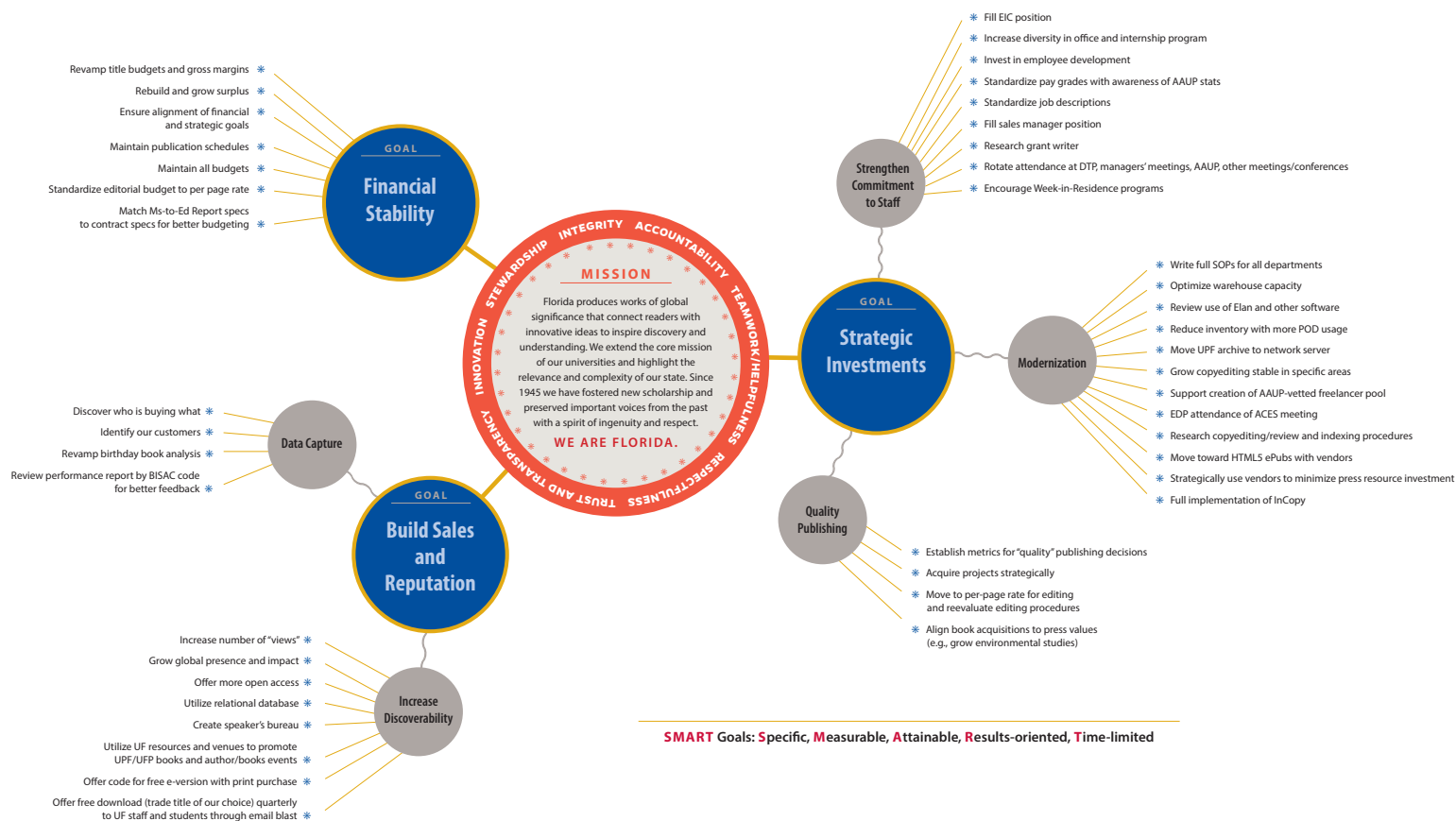
Stefan Kiesbye

*Trees: South Florida and the Keys*

Andrew K. Koeser, Melissa H. Friedman, Gitta Hasing, Alan R. Franck, Holly Finley, and Julie Schelb

# Appendix C

## UPF STRATEGIC PLAN



# Appendix D

## FY 2017 BESTSELLERS BY TITLE

OVERALL SALES RANK		FRONTLIST SALES		BACKLIST SALES	
1	American Government (P)			1,082 copies	\$40,689
2	Backroads of Paradise (C)	2,859 copies	\$40,688		
3	Classical Ballet Technique (P)			1,589 copies	\$31,807
4	The Columbia Restaurant (C)			1,029 copies	\$21,953
5	The Columbia Rest Spanish Cookbook (C)			1,645 copies	\$20,879
6	Everglades: America's Wetland (C)			875 copies	\$20,597
7	Florida's Edible Wild Plants (P)			2,136 copies	\$18,268
8	The Versailles Restaurant Cookbook (C)			1,122 copies	\$17,406
9	The History of Human Space Flight (C)	836 copies	\$17,257		
10	The History of Florida (C)			857 copies	\$15,674
11	Elvis Ignited (C)	1,051 copies	\$15,579		
12	The Final Mission (C)	678 copies	\$15,301		
13	Sea Level Rise in Florida (C)	624 copies	\$14,541		
14	Virginia Woolf's Modernist Path (C)	241 copies	\$14,144		
15	Truth, Lies, and O-Rings (P)			907 copies	\$14,019
16	A Desolate Place for a Defiant People (P)			760 copies	\$13,746
17	An Ice Age Mystery (C)	962 copies	\$13,566		
18	Dance and Gender (C)	232 copies	\$13,337		
19	An Introduction to <i>Piers Plowman</i> (C)	245 copies	\$13,321		
20	Bad Guys, Bullets, and Boat Chases (C)	1,021 copies	\$13,225		
21	Race and Class in the Colonial Bahamas (C)	229 copies	\$12,881	4 copies	\$270
22	Florida's Minority Trailblazers (C)	284 copies	\$12,692		
23	Dressing the Part (C)	132 copies	\$12,553		
24	Walking St. Augustine (P)			1,685 copies	\$12,527
25	Documenting the Undocumented (C)	185 copies	\$11,159	12 copies	\$1,042
26	Who Owns Haiti? (C)	233 copies	\$11,952		
27	This Business of Words (C)	228 copies	\$11,835		
28	The Powhatan Landscape (C)	213 copies	\$11,743		
29	Charleston (C)	508 copies	\$11,722		
30	Best-Loved Recipes from the Columbia Restaurant (P)			3,292 copies	\$11,505
31	Shrimp Country (C)	812 copies	\$11,404		
32	Voices of Civil Rights Lawyers (C)	394 copies	\$11,325		
33	Extremism in America (P)			671 copies	\$11,254
34	Archaeologies of Slavery and Freedom . . . (C)	162 copies	\$10,908		
35	Cuban Revelations (P)			1,057 copies	\$10,807
36	Colonized Bodies, Worlds Transformed (C)	116 copies	\$10,405		
37	Waiting for Contact (C)	737 copies	\$10,119		
38	Theatrical Worlds (Beta) (P)			622 copies	\$9,851
39	Serials to Graphic Novels (C)	169 copies	\$9,639		
40	The Denmark Vesey Affair (C)	89 copies	\$9,630		
41	Gender and the Rhetoric of Modernity in Spanish . . . (C)	156 copies	\$9,307		
42	Known for My Work (C)	147 copies	\$8,595	9 copies	\$495
43	The Casma City of El Purgatorio (C)	148 copies	\$9,075		
44	Cuban Archaeology in the Caribbean (C)	145 copies	\$8,977		
45	Simon Bolivar (C)	155 copies	\$8,970		
46	Totch: A Life in the Everglades (P)			995 copies	\$8,636
47	Vegetable Gardening in Florida			1,028 copies	\$8,568
48	We Come for Good (C)	145 copies	\$8,540		
49	George Merrick, Son of the South Wind (C)			459 copies	\$8,522
50	Voyages, the Age of Sail, Volume I (P)			307 copies	\$8,517
			<b>\$394,389</b>		<b>\$307,031</b>
% of sales from top 50 bestsellers			20%		15%
Previous fiscal year: FY15–16			\$520,744		\$349,284





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY & STRATEGIC INITIATIVES  
COMMITTEE ACTION ITEM EP3  
August 29, 2017**

**SUBJECT:** Mental Health Counseling and Public Safety Officers Implementation Plan

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**BACKGROUND INFORMATION**

In the last two legislative sessions, the Board of Governors has included legislative budget requests for Mental Health Counseling and Public Safety Officers. Given the importance of these issues, the Board of Governors has requested that each State University develop a plan for implementing these initiatives utilizing existing resources. There is a critical need for student mental and behavioral health coverage that is steadily expanding in size, scope and complexity at the University. The University counseling services are integral to graduation and retention rates in that counselors directly assist students with their mental and behavioral needs so they can reach their academic potential.

Additionally, the University strives to provide a safe and secure environment for its students, faculty, staff and visitors. To that end, the University currently hosts a full-service, triple-accredited police department that provides a full complement of services to assure a safe environment for learning and research. This assurance requires the capacity of the university police to respond effectively and support the expanding and complex needs of the campus.

The University recognizes that its reputation for academic quality and student success is dependent on its ability to provide a healthy and safe environment for those learning, working and living on its campus.

**PROPOSED COMMITTEE ACTION**

The Committee on Educational Policy and Strategic Initiatives is asked to approve the Mental Health Counseling and Public Safety Officers Implementation Plan as specified on the attached for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors' approval is required.

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Supporting Documentation Included:

- [Mental Health Counseling Implementation Plan](#)

- [Public Safety Officers Implementation Plan](#)

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs and David Parrott, Vice President for Student Affairs; Charlie E. Lane, COO and Senior Vice President for Administration and Curtis A. Reynolds, Vice President for Business Affairs

**Approved by the University of Florida Board of Trustees, August 29, 2017.**

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James W. Heavener, Chair

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W. Kent Fuchs, President and Corporate Secretary





## **Public Safety Officers Staffing Plan**

UF intends to augment the number of police officers by hiring five additional officers over three fiscal year periods. In FY 2018-19, the University of Florida Police Department (UFPD) will add two officers to its staff, in FY 2019-20 the department will add two more officers to its staff and in FY 2020-21 it will add one more officer to its staff.

There are currently 87 UFPD officer positions, and the officer to student ratio is approximately 2:1200.

Adding five officers to UFPD over three years will bring the total number of officer positions to 92, which will benefit the university in a number of ways.

UFPD will be able to increase the number of officer per shift by one, to accommodate 24/7 coverage on campus.

It will also allow the ratio of UF police officers to come closer to meeting the International Association of Chiefs of Police standard for community-oriented policing of two officers per 1,000 population, when taking into consideration the student population. However, this does not account for the faculty, staff, visitors, sporting spectators and patients who also come onto the UF campus each day.

This increase in officers will support the University of Florida's preeminence efforts in striving to provide a safe and secure environment for its students, faculty, staff and visitors.

The total cost to fund five additional officers, associated personnel equipment-gear and vehicles will be \$994,146. The funds will be provided initially from nonrecurring sources as we work to find a recurring source for this significant and important investment.



## Student Mental Health Staffing Plan

UF intends to augment the number of student mental health counselors by hiring 4 additional staff in FY 2017-18, 4 staff in addition to that in FY 2018-19, and 4 staff in addition to that in FY 2019-20. The additional staff will thus total 12.

The current staff numbers 33.5, and the student to counselor ratio is approximately 1 to 1,400.

With the addition of 4 this fall, the staff will number 37.5. We expect to have 47,000 students taking courses on the main campus in Gainesville. That is a ratio of 1 counselor to 1,253 students.

With the addition of 4 more in FY 2018-19, the staff will number 41.5. The student body is projected to grow at no more than 1% per year. So if we assume there are 47,500 students taking courses on the main campus in Gainesville that year, the ratio becomes 1: 1,145.

With the addition of 4 more in FY 2019-20, the staff will number 45.5. If we assume there are 48,000 students taking courses on the main Gainesville campus that year, the ratio becomes 1:1,055.

This program constitutes a significant improvement in the student to mental health counselor ratio over three years, from 1:1,400 to 1:1,055.

The growth in student mental health staff from 33.5 to 45.5 is expected to cost \$1.46 million per year. The funds will be provided initially from nonrecurring sources as we work to find a recurring source for this significant and important investment.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE ACTION ITEM EP4  
August 29, 2017**

**SUBJECT:** Block Tuition Policy-Levin College of Law

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**BACKGROUND INFORMATION**

Pursuant to the Board of Governors' Regulation 7.001(11), the University of Florida Levin College of Law would like to implement a block tuition policy beginning in Fall 2018 for the following degree programs:

- Juris Doctor (CIP: 22.0101)
- LLM in Energy, Environment and Natural Resources Law (CIP: 22.0207)
- LLM in Taxation (CIP: 22.0211)
- LLM in International Taxation (CIP: 22.0210)
- LLM in Comparative Law (CIP: 22.0206)

**PROPOSED COMMITTEE ACTION**

The Committee on Educational Policy and Strategic Initiatives is asked to approve the Block Tuition Policy-Levin College of Law as listed on the attached for recommendation to the Board of Trustees for its approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors' approval is required.

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Supporting Documentation Included: See [attached](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, August 29, 2017**

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James W. Heavener, Chair

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W. Kent Fuchs, President and Corporate Secretary

**PROPOSAL FOR BLOCK TUITION AT LEVIN COLLEGE OF LAW  
UNIVERSITY OF FLORIDA**

**This proposal for block tuition rates is authorized under Florida Board of Governors Regulation 7.001(11).**

Provide separate information for each degree program to be included:

- (a) Name: Juris Doctor
  - (b) CIP: 22.0101
  - (c) Degree type: Professional Doctorate
  - (d) Brief description of degree program: The JD program provides three years of legal education and training, as approved by the American Bar Association, permitting graduates to sit for the bar exam in all fifty states of the United States. The JD curriculum is designed to develop students' analytical ability, practical knowledge, communications skills, and an understanding of the codes of responsibility and ethics that are central to the practice of law.
  - (e) Proposed date(s) of implementation: Fall 2018
- 
- (a) Name: LLM in Energy, Environment, and Natural Resources Law
  - (b) CIP: 22.0207
  - (c) Degree type: Graduate
  - (d) Brief description of degree program: This one-year post-JD degree provides an opportunity for experienced attorneys as well as recent law school graduates to spend an academic year full-time on the UF campus developing in-depth expertise in environmental and land use law.
  - (e) Proposed date(s) of implementation: Fall 2018
- 
- (a) Name: LLM in Taxation
  - (b) CIP: 22.0211
  - (c) Degree type: Graduate
  - (d) Brief description of degree program: This one-year post-JD degree provides an opportunity for experienced attorneys as well as recent law school graduates to spend an academic year full-time on the UF campus developing in-depth expertise in tax law.
  - (e) Proposed date(s) of implementation: Fall 2018
- 
- (a) Name: LLM in International Taxation
  - (b) CIP: 22.0210
  - (c) Degree type: Graduate
  - (d) Brief description of degree program: The LLM in International Taxation provides one year of legal education and training in tax law for graduates of undergraduate law programs outside of the United States.
  - (e) Proposed date(s) of implementation: Fall 2018
- 
- (a) Name: LLM in Comparative Law
  - (b) CIP: 22.0206

(c) Degree type: Graduate

(d) Brief description of degree program: The LLM in Comparative Law provides one year of legal education and training in U.S. law for graduates of undergraduate law programs outside of the United States.

(e) Proposed date(s) of implementation: Fall 2018

1. Explain the process used to determine the appropriate block tuition rate for the program(s) and the tuition at similar programs from at least 5 other institutions, including both private and public.

We propose to set block tuition at the following rates:

Degree	Yearly Resident Tuition	Yearly Non-Resident Tuition
JD	\$22,299.30	\$38,904.00
LLM Environmental	\$19,326.06	\$33,716.80
LLM Comparative	\$19,326.06	\$33,716.80
LLM Tax	\$22,211.06	\$37,993.80
LLM International Tax	\$22,211.06	\$37,993.80

We propose to set the block tuition rate for JD students at an annual amount that approximates the current tuition for two 15-credit semesters. Florida residents currently pay \$743.31 per credit hour, which would equal \$22,299.30 a year for those students. Non-resident students currently pay \$1,296.80 per credit hour, which would equal \$38,904.00 a year for those students. We do not have a part-time JD program, but in exceptional circumstances, students may take fewer than 10 credit hours in a semester. In such cases, students taking fewer than 10 credit hours in a semester will be assessed tuition on a per-credit hour basis. We do not permit students to take more than 17 credit hours per semester, so there is no need for a surcharge for excess credits.

Similar annual block tuition rates would be charged for the LLM programs, based upon their current per credit hour charges and 13 credit hours per semester. This would mean that tuition for the LLM in Environmental Law and LLM in Comparative Law would be \$19,326.06 for residents and \$33,716.80 for non-residents, and tuition for the LLM in Taxation and LLM in International Taxation would be \$22,211.06 for residents and \$37,993.80 for non-residents. Once again, we do not offer part-time LLM programs, but if extraordinary circumstances mandate that students take fewer than 10 credit hours in a semester, those students will be assessed tuition on a per-credit hour basis. We do not permit students to take more than 17 credit hours per semester, so there is no need for a surcharge for excess credits.

Block tuition is the norm at law schools ranked among the top 50 law schools in the nation by *US News & World Report*. Only four law schools in the top 50 – University of Iowa, University of Texas-Austin, Florida State, and UF – employ a per-credit-hour tuition scheme. Although the law schools currently charging tuition by the credit hour are all public law schools, most public law schools charge block tuition.

Because of the ubiquity of block tuition, most law schools simply announce the cost of tuition per year or semester. For example, Duke Law School lists JD tuition as \$61,000 for the 2017-2018 academic year; University of Virginia Law School lists JD tuition as \$58,300 per year for residents and \$61,300 a year for non-residents; University of Michigan Law School lists JD tuition as \$28,422 per semester for residents and \$30,045 per semester for non-residents; and Wake Forest Law School simply states that “[t]uition for the 2017-2018 academic year for JD students is \$44,470.” UCLA Law School has announced a tuition guarantee for California residents beginning in the fall of 2017, informing potential JD students on its website that “[i]f you qualify for California resident tuition, your total tuition and mandatory fees for your three years of law school will not exceed \$141,000.”

Law schools follow a similar approach for their LLM programs. NYU Law School charges \$29,779.00 a semester for students taking between 1 and 18 credits per semester in each of its LLM programs (including its top-ranked LLM in Taxation). Indiana University Maurer School of Law charges \$43,485 a year for its LLM programs. Berkeley Law School charges \$28,735.50 a semester or \$57,471.00 a year for its LLM programs.

Very few law schools describe their block tuition schemes. One law school that does is Michigan State College of Law. Its website states that “tuition is assessed at a ‘block rate’ whereby students enrolled in 10-17 credit hours in the fall or spring semester pay a standard rate. Students taking less than 10 credit hours in a semester are assessed tuition on a per-credit hour basis and students enrolled in more than 17 credit hours a semester will be assessed a per-credit hour surcharge.”

2. Explain how the University will ensure that sufficient courses are available to meet student demand.

The College of Law is required by the American Bar Association to offer a sufficient number of courses each semester so that JD students are able to graduate in a total of six semesters (or three years). The College of Law has met that requirement for decades. Because students in the LLM in Environmental Law and LLM in Comparative Law programs primarily take the same courses offered to JD students, they also have sufficient courses available to graduate in two semesters (or one year). Finally, the College of Law has long offered a sufficient number of tax LLM courses such that students are able to graduate in two semesters (or one year).

3. Describe how the proposal for block tuition is aligned with the mission of the University and the College.

The advantages of block tuition are numerous but, most critically, block tuition will encourage JD students at the College of Law to compete for summer employment opportunities, which will optimize their post-graduation employment opportunities. In addition, block tuition is more transparent for students as they make important financial

decisions and reduces the pressure to take over-loaded semesters in the hopes of subsequent "lighter" semesters.

The principle advantage of block tuition is that it incentivizes JD students to complete paid summer work rather than take summer courses. In the current per-credit model, many students use the summer to take courses in order to reduce the number of credits they will need to take in their final semesters. This hurts the College of Law's job placement efforts and student success because students with paid summer jobs are the most likely to get good-paying, full-time jobs upon graduation. Increasingly, law firms report that they are looking for substantial work experience when hiring first-year lawyers. Students also often receive full-time offers at the firms for which they work during the summer between their second and third years.

In addition, block tuition permits greater financial planning and provides incentives for students to spread courses more evenly over the required semesters. Rather than having to adjust their financial aid requests from semester to semester, students will know their fixed cost of attendance for the whole year. Thus, students and their families will have more concrete information with which they to make important financial planning decisions. Students will also be better able to focus on their coursework without facing the pressure to take extra credits in any one semester in the hopes of subsequent "lighter" semesters.

Finally, block tuition will allow the College of Law to utilize facility and faculty resources more effectively. Instead of a handful of students enrolling in a summer course, the College of Law will be able to fully enroll these same courses in the fall or spring. Faculty will then have more time to complete research and scholarship over the summer, helping the College of Law strengthen its scholarly reputation. The College of Law's reputation will likely also be strengthened by joining the vast majority of top 50 law schools who already charge block tuition.

4. Provide an explanation of how, and a declaratory statement to the effect that, offering the proposed program(s) under block tuition will not increase the state's fiscal liability or obligation.

Block tuition will not increase the state's fiscal liability or obligation. Enrollment in courses may be increased during the fall or spring semesters, but no additional faculty or staff will be required to support those courses.

5. Provide an explanation of any proposed restrictions, limitations, or conditions to be placed on the program(s) as a result of block tuition.

None.

6. Provide a clear statement that any student that is a beneficiary of a prepaid tuition contract, purchased prior to the first fall term in which the block tuition is implemented, will not be included in any block tuition policy and will be billed on a per-credit-hour basis.

Any student who is a beneficiary of a prepaid tuition contract can apply their tuition benefit to law courses on a per-credit basis so long as benefits remain. Once benefits are exhausted, the student will be included in the block tuition plan.

7. An estimation of the economic impact that implementation of the proposal will have on the University and on a typical student by identifying the incremental revenue the University anticipates collecting if the proposal is implemented.

JD students are required to take 88 credit hours to graduate. Most students currently graduate having taken exactly 88 credits. The yearly JD block tuition rate proposed above inures a net benefit to the University of two additional credit hours (because 6 semesters x 15 credit hours = 90 credit hours). Most JD students will experience only this minimal economic impact, yet students will have the benefit of an additional two credit hours of course work. Block tuition will not otherwise increase the costs of obtaining a JD degree unless students choose to take optional courses during the summer, and the College of Law predicts that most students will not. LLM students will experience no economic impact, as they are currently required to take 26 credits to graduate, and the proposed block tuition rate exactly matches the amount charged for 26 credits. The College of Law will therefore receive a small amount of incremental revenue from JD students only.

8. Provide a description of any outcome measures that will be used to determine the success of this proposal, including but not limited to, time to degree, course load impact, and graduation rates.

The College of Law will closely track and monitor employment outcomes and job placement success, time-to-degree trends, graduation rates, credits taken per semester, and course enrollments.

Submitted by:

Laura A. Rosenbury  
Laura Rosenbury

8/14/17  
Date

Joseph Glover  
Joseph Glover

8/18/17  
Date





**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
COMMITTEE ON EDUCATIONAL POLICY AND STRATEGIC INITIATIVES  
COMMITTEE ACTION ITEM EP5  
August 29, 2017**

**SUBJECT:** Textbook and Instructional Material Affordability Report

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**BACKGROUND INFORMATION**

Pursuant to Board of Governors Regulation 8.003, the University of Florida Board of Trustees shall report to the Chancellor of the State University System by September 30 of each year, the following:

- a. The selection process for general education courses with a wide cost variance and high enrollment courses;
- b. Specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials;
- c. Policies implemented regarding the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class;
- d. The number of courses and course sections that were not able to meet the posting deadline for the previous academic year;
- e. Any additional information determined by the Chancellor.

**PROPOSED COMMITTEE ACTION**

The Committee on Educational Policy and Strategic Initiatives is asked to approve the attached Textbook and Instructional Material Affordability Report for recommendation to the Board of Trustees for its approval and adoption on the Consent Agenda and submission to the Chancellor of the State University System.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

The University Board-approved report must be provided to the Chancellor of the State University System.

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Supporting Documentation Included: [See attached](#).

Submitted by: Joseph Glover, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, August 29, 2017**

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James W. Heavener, Chair

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W. Kent Fuchs, President and Corporate Secretary

**State University System of Florida**  
**Textbook and Instructional Materials Affordability**  
**Annual Report**  
**Statutory Due Date: September 30**

University of Florida  
 University Submitting Report

Fall 2016 and Spring 2017  
 Semester(s) Reported\*

Date Approved by the University Board of Trustees	Signature of Chair, Board of Trustees	Date
Signature of President	Date	Signature of Vice President for Academic Affairs
		Date

**\*Report Fall and Spring data separately to allow for Fall to Fall semester comparison and Spring to Spring semester comparison.**

*Definitions:*

- *Wide cost variance is defined as a cost per course section of \$200 or more over the median average cost of textbooks and instructional materials for the same course.*
- *High enrollment is defined as the top 10% of courses ordered by headcount enrollment.*

**1) Required and Recommended Textbooks and Instructional Materials for General Education Courses**

a) Report on the course sections identified as wide cost variance and include the number of course sections within a course (*n*). An explanation may be provided for sections with wide cost variance (e.g. honors course, economics text for two courses).

*Methodology: Identify the median average cost for textbooks and instructional materials for all course sections of a course. Exclude sections with Open Educational Resources (OER) or no required materials from wide cost variance analysis. Course sections with a cost of \$200 or more over the median cost are considered wide cost variance.*

- Required (Req) Textbooks and Instructional Materials
- Recommended (Rec) Textbooks and Instructional Materials

Response: No general education course sections were identified with a wide cost variance for Fall 2016 or Spring 2017.

b) Describe the textbook and instructional materials selection process for general education courses with a wide cost variance among different sections of the same course.

There are no general education courses with a wide cost variance among different sections of the same course.

c) Report the course title(s) and number of section(s) that do not require or recommend the purchase of a textbook(s) and/or instructional material(s).

There are no general education courses that do not require the purchase of textbook(s) and/or instructional material(s) for Fall 2016.

*Spring 2017*

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections	Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
AEB2014-ECO ISSUES FOOD & YOU	5	ANT3930-SCREENING HOLOCAUST	1
AEC3413-INTERPERSONAL LEADERS	1	BCN1001-INTRO TO CONSTR MGMT	1
ANT3620-LANGUAGE & CULTURE	2	BCN3012-HISTORY OF CONSTRN	2
ANT3860-WRITING IN ANTHRO	2		

d) What measures, if any, are being taken by the university to reduce wide cost variance among different sections of the same general education course?

The university will continue to monitor wide cost variance among the different sections of the same general education course each semester. If the same course is found to have wide cost variance for three or more consecutive semesters, the department will be asked to provide a written justification for the wide cost variance or to select textbooks and instructional materials that are closer to the average cost for the course.

e) Describe the textbook and instructional materials selection process for general education high enrollment courses.

*Methodology: Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment. Provide the number of courses (n) reported on.*

Using the methodology described above, Fall 2016 had 90 high enrollment general education courses and Spring 2016 had 99 high enrollment general education courses. The textbook and instructional materials selection process for general education courses is the same regardless if the course is found to have high enrollment. Instructors adopt the textbook and instructional material for their section of the course.

## **2) Specific Initiatives of the University Designed to Reduce the Costs of Textbooks and Instructional Materials for General Education Courses**

a) Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

In Fall 2016, the university piloted an e-reader program in combination with e-text materials in multiple sections of the IUF 1000 course. In Spring 2017, the university piloted Ximera in MAC 2311. Ximera is open access instructional materials focused on calculus providing homework and quizzes. This was available to all students at no cost and was designed to replace WebAssign which cost \$70 for each student. Ximera will be considered to replace WebAssign in MAC 2311, MAC 2312, and MAC 2313.

b) With implementation of the initiatives, has there been any reduction in cost of textbooks and instructional materials to the students? If there has been a reduction in cost, what is the average cost savings? Describe the average cost savings comparing fall semester to fall semester and spring semester to spring semester.

The average cost savings for the Spring 2017 semester was \$70.

c) With implementation of the initiatives, describe any reduction in cost variance among different sections of the same general education course. Describe the reduction in cost variance comparing fall semester to fall semester and spring semester to spring semester.

There was no cost variance among different sections of the same general education course.

### 3) University Policies for the Posting of Textbooks and Instructional Materials

a) Describe policies implemented to ensure the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class. For course sections that require or recommend textbooks and/or instructional materials based on student individual needs (e.g. audition/performance, directed independent study, research topic) that may miss the posting date, please reference these as exceptions in 3(d).

Each semester a university-wide memo is distributed notifying colleges, departments, and instructors that the UF Textbook Adoption system is open and available for the upcoming semester. The memo provides a link to the adoption system and the deadline for submitted adoptions.

Once the instructor adopts materials, the information is hyperlinked to the university's course registration system as well as the schedule of courses so students can view what textbook and instructional material with associated costs are needed for each course and section.

b) Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the university to increase faculty and staff compliance for meeting the reporting requirement?

The policies have been effective in meeting the reporting requirements.

c) Report the number of course sections and the total percentage of course sections that were able to meet the textbook and instructional materials posting deadline for the academic year. Note: A course section is in compliance if all textbooks and instructional materials in the course section have been entered by the deadline.

Semester	Total Course Sections	Course Sections in Compliance	Compliance Percentage
Fall 2016	10,302	9,817	95.3%
Spring 2017	10,273	9,922	96.6%

d) Report the number of course sections and the total percentage of course sections that were not able to meet the textbook and instructional materials posting deadline for the academic year. Provide an explanation as to why the

course sections were not able to meet the posting deadline. Note: A course section is not considered in compliance if all textbooks and instructional materials in the course section were not entered by the deadline.

Semester	Total Course Sections	Course Sections Out of Compliance	Compliance Percentage
Fall 2016	10,302	485	4.7%
Spring 2017	10,273	351	3.4%

The courses that did not meet the posting deadline for a variety of reasons but were reduced to only 95 sections for Fall 2016 within 2 weeks of the posting deadline, and to 52 sections for Spring 2017.

e) Report the number of courses that received an exception to the reporting deadline. Provide a description of the exception(s).

No exemptions were requested prior to the reporting deadline.