



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON GOVERNANCE
COMMITTEE MINUTES**

June 8, 2017

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 12:20 p.m. EDT

Time Adjourned: 1:12 p.m. EDT

1.0 Verification of Quorum

After a roll call, a quorum was confirmed, with all members present, except Trustee Steven M. Scott, who was unable to attend.

2.0 Call to Order and Welcome

Committee Chair Mori Hosseini called the meeting to order at 12:20 p.m. EDT and welcomed all Trustees and everyone in attendance at the meeting.

Members present were:

Mori Hosseini (Chair), David L. Brandon, James W. Heavener, Rahul Patel, David M. Thomas, and Anita G. Zucker. Trustee David Thomas joined the Committee meeting following the end of the Committee on Audit and Operations meeting and Trustee Steven M. Scott was 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; Amy M. Hass, Interim Vice President and General Counsel; Scott Stricklin, Athletic Director; Elias Eldayrie, Vice President and Chief Information Officer; Janine Sikes, Assistant Vice President for Media Relations and Public Affairs; Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Brigit Dermott, Executive Assistant; Sandy Mitchell, Legal Assistant; and other members of the University community and members of the media.

3.0 Review and Approval of Minutes

Committee Chair Hosseini asked for a motion to approve the minutes of the March 16, 2017, committee meeting, which was made by Trustee Zucker, and a second, which was made by

Trustee Brandon. 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.

The Committee addressed the following Discussion/Informational Items:

4.0 Discussion/Informational Items

4.1 Governance Enhancement Initiative Update

Trustee Rahul Patel provided an update on the progress made toward implementing the Enhanced Governance Standards that the Board of Trustees adopted at the March 17, 2017 meeting, and charged the University with implementing by the end of the year. Trustee Patel reported that he has had positive discussions with the affiliates and, overall, the standards have been well received and are on their way to being implemented. He noted that the Board has asked for input from the affiliates as implementation moves forward. Committee Chair Hosseini thanked Trustee Patel for his work and commended President Fuchs for his commitment to good governance.

4.2 University Athletic Association, Inc., and Gator Boosters, Inc., Governance Update

Mr. Scott Stricklin, who is the Chief Executive Officer of UAA, gave a thorough presentation on the mission, goals and good governance practices of UAA. The slides from this presentation have been uploaded to BoardVantage for all Trustees and are incorporated into these minutes. Committee Chair Hosseini welcomed Mr. Stricklin to UF and thanked him for his presentation.

5.0 Action Items

GV1. FY17 Performance Goals

The Committee addressed the FY17 presidential performance goals as a final action. President Fuchs explained the process used to assess his performance. President Fuchs noted that his achievement of these goals reflects on the commitment and achievements of the faculty, deans and department heads, students, the members of the President's Cabinet and their teams. The Board established substantial achievement of 8 out of 10 goals to be 100% performance and substantial achievement of 7 out of 10 goals to be 75% performance level. The Committee members were provided with an assessment chart, which is incorporated into these minutes, and President Fuchs addressed each goal. The Committee approved Chair Heavener's assessment that the President met his goals at the 100% level.

Committee Chair Hosseini reminded the Committee that GV1 was a final action of the Committee. He asked if there was any discussion before the Committee acted. He then asked for a motion to approve GV1 as a final action, which was made by Trustee Zucker and a second, which was made by Trustee Brandon. Committee Chair Hosseini asked for any discussion and then all in favor and any opposed and the motion passed unanimously.

GV2. FY18 Performance Goals

The Committee addressed the FY18 presidential performance goals for recommendation to the full Board of Trustees on the Consent Agenda. President Fuchs discussed the process that he and Board Chair Heavener went through to develop and propose the 11 Presidential Performance Goals for FY18, which were provided to the Trustees and are incorporated into these minutes. President Fuchs noted that for FY18 one new overarching goal has been added, which states: The University of Florida will be one of the nation's top 10 public research universities.

Board Chair Heavener noted that he and President Fuchs discussed his FY2018 performance goals to ensure that these goals build on the progress the University has made over the past year. He noted that the 2018 goals prioritize the University's Top 10 endeavor and will establish a roadmap to achieving this important goal. He also noted that he discussed the goals with the Board of Governors' chair in accordance with Board of Governors' procedures. Chair Heavener thanked President Fuchs for his dedication to moving the University of Florida to the next level and congratulated him on his accomplishments in FY2017.

Committee Chair Hosseini asked if there was any discussion. He then asked for a motion to approve GV2 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 Thomas. He asked for any further discussion and then all in favor and any opposed, and the motion was passed unanimously.

6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

After asking for any further discussion and hearing none, Committee Chair Hosseini asked for a motion to adjourn, which was made by Trustee Brandon, and a second, which was made by Trustee Zucker, and, with no further discussion desired, the motion was passed unanimously and the University of Florida Committee on Governance meeting was adjourned at 1:12 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES’
COMMITTEE ON GOVERNANCE
EXECUTIVE SUMMARY
June 8, 2017**

The Committee will then hear reports on the following Discussion/Informational Items:

- 4.1 Governance Enhancement Initiative update
Trustee Rahul Patel will provide an update on the progress made toward implementing the Enhanced Governance Standards adopted by the Board of Trustees at the March 17, 2017 meeting.
- 4.2 University Athletic Association, Inc., and Gator Boosters, Inc. Governance Update
The University Athletic Association, Inc., and Gator Boosters, Inc., will make a presentation on their good-governance practices. Slides will be provided at the meeting and will be uploaded to the Appendix for all Trustees.

The Committee on Governance will be asked to consider and act on the following Action Items:

GV1. FY17 Performance Goals

The Committee will address the FY17 presidential performance goals as a final action.

GV2. FY18 Performance Goals

The Committee will address the FY18 presidential performance goals for recommendation to the full Board of Trustees for its approval on the Consent Agenda.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE AGENDA**

June 8, 2017

~10:50 a.m. EDT

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

Committee Members:

Mori Hosseini (Chair), David L. Brandon, James W. Heavener, Rahul Patel, Steven M. Scott, David M. Thomas, Anita G. Zucker

- 1.0 Verification of QuorumAmy M. Hass, Interim Vice President and General Counsel
- 2.0 Call to Order and WelcomeMori Hosseini, Chair
- 3.0 Review and Approval of Minutes.....Mori Hosseini, Chair
[March 16, 2017](#)
- 4.0 Discussion/Informational Items.....Mori Hosseini, Chair
 - 4.1 Governance Enhancement Initiative update..... Trustee Rahul Patel
 - 4.2 University Athletic Association, Inc., and Gator Boosters, Inc.,
Governance UpdateScott Stricklin, Athletic Director
- 5.0 Action ItemsMori Hosseini, Chair
 - GV1. FY17 Performance Goals Committee Chair Hosseini and
President W. Kent Fuchs
(To be provided.)
 - GV2. [FY18 Performance Goals](#) Board Chair James W. Heavener and
President W. Kent Fuchs
- 6.0 New BusinessMori Hosseini, Chair
- 7.0 AdjournMori Hosseini, Chair



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES
COMMITTEE ON GOVERNANCE
COMMITTEE MINUTES**

March 16, 2017

President's Room 215B, Emerson Alumni Hall

University of Florida, Gainesville, FL

Time Convened: 12:46 p.m. EDT

Time Adjourned: 1:30 p.m. EDT

1.0 Verification of Quorum

After a roll call, a quorum was confirmed with all members present, except for Trustee Thomas who was unable to attend.

Committee Members Present:

Mori Hosseini (Chair), David L. Brandon, James W. Heavener, Rahul Patel, Steven M. Scott, and Anita G. Zucker. David M. Thomas was unable to attend.

Others Present:

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 and Chair of the Boards of UF Health Shands and UF Health Jacksonville; Edward Jimenez, Chief Executive Officer of UF Health Shands; James Roberts, Senior Vice President and General Counsel of UF Health Shands; Jamie Lewis Keith, Vice President, General Counsel and University Secretary; Melissa Orth, Senior Director, Government Relations and Assistant University Secretary; Brigit Dermott, 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 Mori Hosseini called the meeting to order at 12:46 p.m. EDT and welcomed all Trustees and everyone in attendance at the meeting. Committee Chair Hosseini noted that the morning's special session on Governance Enhancement will contribute to UF's advancement and that it is the duty of the Committee on Governance to identify over time if there is a need for additional action to ensure that the standards achieve good governance without impeding efficient and effective operations.

3.0 Review and Approval of Minutes

Committee Chair Hosseini asked for a motion to approve the minutes of the January 30, 2017, committee meeting, which was made by Trustee Brandon and a second, which was made by Trustee Zucker. Committee Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed and the motion was approved unanimously.

Committee Chair Hosseini took a moment to address the public comment made to the Committee and the Board at the morning's Special Session on Governance Enhancement. He noted that the Board's primary responsibility is to the students and the university. He further noted that the Board has full trust in President Fuchs and has asked him to look into the questions raised and to make a report to the Board. President Fuchs reported that the Office of Internal Audit has begun an investigation as part of the usual university process. President Fuchs noted that he has the highest regard and esteem for the Office of the General Counsel and the General Counsel herself. Committee Chair Hosseini concluded by asking the President to remain in communication with Board Chair Heavener and to bring the issue back to the Committee as necessary.

4.0 Action Item

The Committee considered the following Action Item:

GV1. Ratification of Affiliate Board Appointment

Committee Chair Hosseini noted that under the new Governance Enhancement Standards, the Committee on Governance and the UF Board must ratify the President's appointments to Category 1 Affiliate Boards. He then asked President Fuchs to present GV1, ratification of the appointment of Ms. Rebecca Patterson as Chair of the UFICO Board for a six-year term. President Fuchs noted that former UFICO Board Chair Andrew Banks ended his much-appreciated service as UFICO Board Chair in February 2017. Rebecca Patterson, Managing Director and Chief Investment Officer of Bessemer Trust, is proposed to succeed Andrew Banks as UFICO Board Chair. He further noted that this appointment has the effect of extending Ms. Patterson's term as a Director on the UFICO Board from three to six years. Consequently, under the enhanced governance standards, Ms. Patterson's service as Chair began on February 16, 2017 with her appointment, and is subject to ratification by the Committee on Governance and the full Board of Trustees on the Consent Agenda. The Committee was asked to approve and recommend ratification of the Ms. Patterson's appointment as Chair of the UFICO Board for a six-year term.

Committee Chair Hosseini asked for a motion to approve GV1, Ratification of Affiliate Board Appointment, for recommendation to the full Board for approval on the Consent Agenda, which was made by Trustee Zucker, and a second, which was made by Trustee Scott. The Committee Chair asked for any further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

5.0 Discussion/Informational Items

5.1 Shands Teaching Hospital and Clinics, Inc., Shands Jacksonville Healthcare, Inc. and Shands Jacksonville Medical Center, Inc. Governance Presentation

Committee Chair Hosseini remarked that Shands and the UF Health System are a jewel of the University and an important part of the University's Top 10 goal. He noted that the Board will have a session on the UF Health endeavor and its many accomplishments and activities at an upcoming meeting. Mr. Hosseini asked General Counsel Keith to introduce the presentation.

Ms. Keith noted that Category 1 Affiliates periodically visit with the Committee on Governance to address matters relevant to good governance, as part of the UF Board's oversight responsibilities, and Shands Teaching Hospital and Clinics, Inc., in Gainesville—known as UF Health Shands; Shands Jacksonville Healthcare, Inc., the parent entity in Jacksonville; and its subsidiary hospital entity, Shands Jacksonville Medical Center, Inc., known as UF Health Jacksonville, were on the schedule for this meeting.

She further noted that the Governance Enhancement working group expressed an interest in hearing about Shands Entities' good governance practices—existing and planned—in light of the new Governance Enhancement Standards. An Affiliate's Board Chair, most senior administrator, and UF Trustee on the Affiliate's board typically attend these visits. Trustee Steve Scott is the UF Trustee on the UF Health Shands Board in Gainesville, and Trustee Rahul Patel is the UF Trustee on the Jacksonville Boards. Dr. David Guzik, UF's Senior VP for Health Affairs and Chair of the Board and the most senior administrator of each Shands Entity was present to make the presentation. Edward Jimenez, Chief Executive Officer of the Gainesville Shands Entity—and James Roberts, Sr. Vice President and General Counsel of the Shands Entities—were also present. The slides have been uploaded in BoardVantage, are available to all Trustees, and are attached to the minutes.

Dr. Guzik made his presentation covering the overall structure of Shands Entities and Boards, the relationship to the UF HSC Colleges and Clinical Practice, strategic vision, and existing good governance practices, which include:

- Shands statute requires UF Board approval of creation of a legal affiliate or subsidiary.
- Budgeting is tied to the Strategic Plan, with major projects and expenditures planned up front.
- UF Health Jacksonville entities' bylaws require the parent company Board Chair (who is the UF President or designee/SVPHA)—acting as Board Chair of the parent company—or acting for the parent company as the sole member of the medical center corporation — to approve the following Board actions before they become effective:
 - Operating and capital budgets
 - Merger, dissolution, disposition of all / substantially all assets
 - Acquisition of realty or personalty outside of an approved budget with an annual economic obligation >\$500K—or disposition if FMV, net book value or annual economic value >\$500K

- Long -range strategic plan
- Long-term debt
- Election, removal of CEO
- Amendment of bylaws or articles
- For UF Health Shands, most of these matters are approved by the UF Health Shands Board or a committee. The UF Board has to approve changes to articles and two-thirds of the Board (which would require many UF affiliated members) must approve changes to bylaws.

Additional good governance practices include:

- UF President appointments to the Shands Boards are subject to ratification by the UF Board. As part of the ratification, the responsibility of the UF Trustee to make prudent debt decisions is to be acknowledged.
- Debt—Enhanced governance principles were approved by the UF Board in January, with favorable review by the BOG.
 - UF President and Trustee, as Shands Board members, must vote in favor of debt for it to be authorized.
 - Before a debt vote, the UF President is expected to provide information to the UF Board Chair and Vice Chair.
 - Financial reporting at least twice a year and including debt and debt changes, as well as any rating agency reports, are to be provided to the full Shands Board, and by the UF President to the UF Board, BOG and Division of Bond Finance.
- Advance communication with the Board Chair and Vice Chair has already begun on major facilities projects, real estate transactions, and goods/services.

Dr. Guzik thanked the Committee and General Counsel Jamie Lewis Keith for their work on the Enhanced Governance Standards.

After inviting comments and discussion, Committee Chair Hosseini thanked Dr. Guzik for his presentation and turned the Committee's attention to the next discussion item.

5.2 Upcoming Audit and Operations Review Charter Revision

Committee Chair Hosseini asked Chief Operating Officer Charlie Lane to present the Upcoming Revision to the Audit and Operations Review Charter. Dr. Lane reported that Elizabeth Ruszczyk has been appointed Chief Compliance Officer, and described the new role and main requirements under the BOG regulation:

- There is a two-year implementation deadline, which UF expects to meet.
- The Chief Compliance Officer reports administratively to the UF President and functionally to the Board, while also reporting to the Senior VP/Chief Operating Officer administratively.
- The Board will need to amend the Audit and Operations Committee Charter to incorporate the Board-level compliance oversight responsibility.

- UF is required to develop a UF-wide compliance and ethics program. This will involve collaboration and coordination among the various offices and experts in different compliance disciplines.
- External assessments of the program will be required.

After inviting comments and discussion, Committee Chair Hosseini thanked Dr. Lane for his presentation and welcomed Elizabeth Ruszczyk in her new role.

5.3 UF Ethics Policy Adoption as a UF Regulation

Committee Chair Hosseini asked VP and General Counsel Jamie Keith to provide an update on the adoption of the UF Ethics Policy as a regulation. Ms. Keith noted that the Committee on Governance endorsed the updated UF Ethics Policy at the December 1, 2016 meeting. The policy has now been published as a proposed regulation and is on the agenda of the Committee on Educational Policy and Strategic Initiatives for approval and recommendation to the Board for adoption as a UF Regulation.

Committee Chair Hosseini thanked Ms. Keith and turned the Committee's attention to the last discussion item on the agenda.

5.4 Trustee Interviews Update

Committee Chair Hosseini asked Senior Director for Government Relation and Assistant University Secretary Melissa Orth to give her presentation.

Ms. Orth thanked the Trustees for meeting with her to provide feedback and recommendations and noted that her meetings will soon be completed, at which time she will provide a summary of ideas to the Board for discussion at an upcoming meeting.

Ms. Keith noted that Melissa Orth is a great resource and avenue for good Board communications and reminded Trustees to contact her anytime.

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6.0 New Business

There was no new business to come before the Committee.

7.0 Adjourn

Asking for any further discussion and hearing none, Committee Chair Hosseini asked for a motion to adjourn the meeting, and, with no further discussion, the motion was passed unanimously and the University of Florida Committee on Governance was adjourned at 1:30 p.m. EDT.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON GOVERNANCE
GOVERNANCE COMMITTEE FINAL ACTION GV1
June 8, 2017**

SUBJECT: FY17 Performance Goals

BACKGROUND INFORMATION

The Board-approved President's Contract requires the President and Board Chair to propose to the Governance Committee, the Governance Committee to then review and recommend to the Board, and the Board to approve each year, numerical short-term and long-term performance goals for the President. These goals are to specify margins within which the goals are deemed met at the 100% and 75% levels. The Contract also provides that, each year, the President and Board Chair are to review the President's performance against the Board-approved short-term goals and the President's progress against the Board-approved long-term goals; and the Governance Committee is then to take final action to confirm the accuracy of that annual assessment and make a report to the Board. The President and Board Chair have met to assess President Fuchs' performance against the Board-approved FY2017 presidential performance goals and have determined that these goals have been met at the 100% level.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to take final action to confirm and approve the attached assessment of performance against the University of Florida Board of Trustees-approved FY2017 presidential performance goals, which assesses performance achieved by President W. Kent Fuchs to be at the 100% performance level.

ADDITIONAL COMMITTEE CONSIDERATIONS

The Board Chair is fulfilling the requirement to confer with the Chair of the Florida Board of Governors (BOG) to obtain input into UF's President's performance from the state university system of Florida (SUS) perspective prior to the June 8 meeting.

Supporting Documentation Included: FY17 Presidential Performance Goals and Assessment will be provided.

Submitted by: Mori Hosseini, Committee Chair and Vice Chair of the Board of Trustees
W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees' Committee on Governance, June 8, 2017

Mori Hosseini, Committee Chair

W. Kent Fuchs, President and
Corporate Secretary

FY2017 Performance – W. Kent Fuchs

Summary Assessment: All ten goals were substantially met.

Board's Metrics: For President's 100% performance in achievement of goals, eight of the ten goals are substantially met; for 75% achievement, seven of the ten goals are substantially met.

Goal 1: Advance seven UF-wide strategic goals, with long-term and short-term initiatives.

Metric for FY2017: Identify three short-term and three long-term priority initiatives as most likely to advance UF-wide goals; determine resource needs and sources; begin implementation.

Assessment: Metric met.

- Short-term initiatives identified:
 1. **Successful launch of the public portion of the UF Capital Campaign and achievement of fund-raising goals in FY2017.**
 - a. Resource Needs and Sources: Internal resources identified sufficient for the FY2017 year include private donor funds to fund the Capital Campaign launch in October. Other resources to achieve fund-raising goals in FY2017 include dedicated license plate revenues, an allocation from the University Strategic Funds, and college funds allocated by deans.
 - b. This initiative is well underway. The work completed will serve as an important foundation on which the multi-year UF Capital Campaign and fundraising goals will be based.
 2. **Implement incentives designed to improve 4-year and 6-year graduation rates.**
 - a. Resource Needs and Sources: At the moment, we have sufficient financial resources to address this initiative. We have allocated an initial \$500K. If initiatives are successful, then recurring funding will need to be identified.
 - b. Student Financial Affairs is working to improve retention for those students under financial stress by providing small grants to students with need. Allocation in the first year: \$500K. Preliminary results for the fall and spring semesters indicate that 181 students remained enrolled who would otherwise have dropped out for at least one semester. 2) We are instituting an educational campaign during Preview Orientation for students and parents. 3) We are reviewing implementation strategies for block tuition, which can be a powerful tool for enhancing graduation rates. 4) A task force is examining what groups of students may not be graduating at the appropriate rate.

3. **Continue efforts to secure funding** for the following:
 - a. Increase the number of faculty to improve the student-faculty ratio and continue the hiring program begun under the preeminence initiative.
 - b. Address market equity and salary gaps in faculty compensation.
 - c. Improve graduate stipends to recruit outstanding doctoral students:

Resource needs and sources for (a), (b), and (c) were contained in LBRs submitted to the legislature. Although budgets are not yet final, it appears UF made progress in obtaining resources for these priorities.

- Long-term initiatives:

1. Become one of the nation's top public universities by addressing the Metrics that Matter:
 - a. Resource Needs and Sources: LBRs under consideration by the legislature, in addition to preeminence funds already appropriated.
 - b. This initiative is underway as we seek to identify and leverage metrics that provide accountability and help support success.
2. Build the stature of the College of Engineering through the Wertheim Transformation:
 - a. Resource Needs and Sources: The Wertheim gift of \$50M and an additional \$9M committed by the university to transform the college in the next decade.
 - b. With this catalyst gift, the college has embarked on a \$300 million public-private partnership that will leverage support from the state, the university and private donors, resulting in a significant transformation and enhancement of the college's stature.
3. Implement programs and incentives designed to increase the number of faculty winning prestigious awards:
 - a. The provost's office has created a new faculty support position to facilitate nomination of faculty for national and international awards in order to prioritize and provide guidance.

<p>Goal 2: Increase overall research awards and expenditures relative to peer AAU/national research universities.</p>
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Metric for FY2017: Escalate total and federal research.

Assessment: Metric met.

- Total Research Expenditures:

	FY2014	FY2015	FY2016
Total Research Expenditures (\$)	708,526,000	739,522,000	791,294,000
Total Research Expenditures-Ranking Among Peers	26 th	25 th	N/A
Total Research Expenditures-Ranking Among Peers (Publics Only)	17 th	16 th	N/A

- Federally Funded Research Expenditures:

	FY2014	FY2015	FY2016
Federally Funded Research Expenditures (\$)	289,327,000	287,230,000	307,140,000
Federally Funded Research Expenditures – Ranking Among Peers	22 nd	22 nd	N/A
Federally Funded Research Expenditures – Ranking Among Peers	40 th	41 st	N/A

Goal 3: Recruit exceptional new faculty and support productivity of new and existing research faculty who will significantly contribute to university stature by increasing UF faculty memberships in the National Academies, receipt of top national and international prizes, high impact publications, and the education and service missions of the university.

Metric for FY2017: Support faculty and enhance productivity; continue to recruit exceptional faculty; and increase nominations of candidates for top national awards and academies in their fields.

Assessment: Metric met.

- Support faculty and enhance productivity

The UF Capital Campaign has a goal of creating 200 additional named professorships and chairs. Approximately \$4M is also being invested annually into new term professorships to reward research-productive faculty.

- Continue to recruit exceptional faculty

Through the preeminence funds allocated by the Legislature, UF has recruited over 105 senior distinguished faculty. There are currently approximately 30 hiring

authorizations in place for new positions not yet filled. Deans are actively recruiting for those positions.

- Increase nominations of candidates for top national awards and academies in their fields

This initiative is underway. David Reed, an Associate Curator at FLMNH, has been appointed as a Provost's Fellow for 2017. He is developing a strategy to increase nominations and secure prestigious national and international awards for faculty. We have secured a tool from Academic Analytics that will help him to match faculty with appropriate award possibilities.

Goal 4: Enhance stature of graduate programs and graduate students commensurate with a top 10 public AAU institution.

Metric for FY2017: Increase average graduate assistant stipends.

Assessment: Metric substantially met.

- Graduate assistants were provided a stipend increase from performance funding that was greater than allocated for faculty and staff.
- Graduate programs have been assessed with aid of a tool from Academic Analytics. In most areas, Deans are also now able to evaluate individual faculty productivity and reputation with the tool.

Goal 5: Build stature of UF Health in a manner aligned with the UF mission and strengthening all of UF, including UF Health, and One UF.

Metric for FY2017: Advance and report on the progress of the UF Health Strategic Plan and support of One UF.

Assessment: Metric met.

- President Fuchs is personally and actively engaged in supporting the Senior Vice President, Shands CEO, and academic Deans, including UF Health Jacksonville, in enhancing the stature of UF Health through the UF Health Strategic Plan and its relationship to UF's strategic goals.
- Highlights of UF Health achievements for FY2017 include:
 1. Expansion of the federally funded biomedical research portfolio at a faster rate than peers, including new large, multidisciplinary, cross-campus grants in biomedical manufacturing.

2. Implementation of a new curriculum and overall educational strategy in the cross-college doctoral program in biomedical science, the result of a yearlong review process.
3. Increased national recognition of clinical programs, including US News top-50 rankings in 17 specialties, the most of any health system in Florida.

Goal 6: Develop an overall diversity and inclusion strategy to advance an exceptional academic environment that reflects the breadth of thought essential for preeminence, with organization structure, accountability, and assessment.

Metric for FY2017: Determine organizational structure to enhance broadly defined diversity and inclusion at UF and enhance a welcoming climate for all.

Assessment: Metric substantially met.

- A cabinet-level workgroup was established in the fall of 2016 for the purpose of identifying an appropriate organizational structure to enhance broadly defined diversity and inclusion at UF. The workgroup completed its assessment of the national and UF issues and made recommendations for the president and senior administration to consider in addressing diversity and inclusion goals. The recommendations include creating the equivalent of a Chief Diversity Officer position. Implementation is under consideration with a phased-in implementation approach planned.

Goal 7: Enhance contributions to economic development.

Metrics for FY2017: Further enhance support of student opportunities for jobs upon graduation and report on progress, and be among the national leaders in technology transfer, patents, licenses, and startup companies.

Assessment: Metrics met.

- Enhanced support of student job opportunities has been achieved through the continued advancement of Innovation Square as a business location for companies looking to take advantage of the intellectual resources at UF. Innovation Hub II, the construction of which was undertaken in 2016, will further expand these job opportunities as new incubator companies look for talent among UF's students.
- Tech Transfer
 1. In FY2015-16, the Office of Technology and Licensing signed a record 122 licenses and options and launched 17 startup companies, topping the previous year's total of 85 licenses by 43%. Further, in FY2015-16, UF's Office of Technology and Licensing received 311 invention disclosures on \$724 million in UF research.

2. The University of Florida ranked third among all research universities in the country for getting its ideas out of the laboratory and into the real world, according to the Milken Institute's 2017 ranking of Best Universities for Technology Transfer released in April 2017. The ranking places UF ahead of schools such as Stanford and MIT.
3. Sid Martin Biotechnology Institute (SMBI) was awarded the Randall M. Whaley Incubator of the Year award for 2017, the highest award given by the International Business Innovation Association (InBIA). SMBI was named Incubator of the Year among more than 7,500 incubators worldwide.

Goal 8: Increase gifts and commitments and grow endowment to be commensurate with a top 10 public university. Complete a capital campaign of at least \$3B.

Metrics for FY2017: Raise at least \$350M in new gifts and commitments for FY2017; complete the silent phase of the campaign by Fall 2017; position UF by 6/30/17 to initiate the public phase by Fall 2017. Oversee UFICO's performance in investing the endowment measured against relevant benchmarks and assessing endowment distribution practices.

Assessment: Metrics met.

- Gifts and Endowment
 1. Progress toward securing \$350M in new gifts and commitments – \$241M through 3/31/17. We anticipate exceeding the \$350M target by June 30.
 2. Complete silent phase of campaign by fall of 2017 – We believe this will be complete by fall of 2017 – tracking to \$1.2B in campaign commitments.
 3. Position UF by 6/30/17 to initiate public phase by fall 2017 – tracking to \$1.2B; kickoff event planning in process; campaign communications rollout in process.
- UFICO
 1. President Fuchs oversees UFICO's performance in investing the endowment measured against relevant benchmarks, meeting with the UFICO Board chair on a quarterly basis and attending UFICO Board Meetings. Bill Reeser reports in detail to BOT, and Anita Zucker reports on endowment growth as part of the Campaign Dashboard that she presents during each BOT meeting. President Fuchs reviews a monthly flash report that is produced by UFICO and meets quarterly with UFICO Board Chair and CIO.
 2. President Fuchs meets with Provost, Chief Financial Officer, Chief of Staff, and Vice President for Advancement to discuss the endowment payout policy and to review options as they relate to the net return on the endowment, rate of inflation, and fees. These options/alternatives have been discussed with the Chair of the UFICO Board and CIO.

Goal 9: Develop a physical infrastructure to enable preeminence.

Metrics for FY2017: Complete a Strategic Development Plan and plan to begin to address deferred maintenance.

Assessment: Metrics met.

- The Strategic Development Plan is complete and implementation has begun. In December 2016, UF's board of trustees endorsed the strategic development plan and in February 2017, UF's president and Gainesville's mayor signed a memorandum of understanding that committed both entities to collaborate on mutually beneficial initiatives.
- A comprehensive white paper was developed for purposes of clarifying the magnitude of deferred maintenance challenges at UF; a number of options for stabilizing maintenance funding were developed. Prior to the 2017 legislative sessions, strategic discussions regarding UF's deferred maintenance needs were held with key legislative constituencies. During the discussions, focus was given to long-term solutions and establishing funding stream consistency to address UF's deferred maintenance needs.

Goal 10: Maintain UF's status as Florida's foremost preeminent research university that satisfies 12 statutory preeminence metrics and maintain UF's status as one of the top recipients of Performance Funding.

Metric for FY2017: UF should exceed the 12 statutory preeminence metrics, and have a qualifying score for BOG performance funding.

Assessment: Metric met.

- UF exceeded the 12 statutory preeminence metrics in 2017. No change in that status is anticipated. The BOG has not released official scores based on the Accountability Report. An unofficial tally indicates that UF will have the highest score in the SUS.



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES'
COMMITTEE ON GOVERNANCE
COMMITTEE ACTION ITEM GV2
June 8, 2017**

SUBJECT: FY18 Performance Goals

BACKGROUND INFORMATION

The Board-approved President's Contract requires the President and Board Chair to propose to the Governance Committee, the Governance Committee to then review and recommend to the Board, and the Board to approve each year, numerical short-term and long-term performance goals for the President. These goals are to specify margins within which the goals are deemed met at the 100% and 75% levels. The Contract also provides that, each year, the President and Board Chair are to review the President's performance against the Board-approved short-term goals and the President's progress against the Board-approved long-term goals; and the Governance Committee is then to take final action to confirm the accuracy of that annual assessment and make a report to the Board. The President and Board Chair have met to develop FY2018 presidential performance goals, which continue and update as needed long-term goals from the previous year and supplement those goals with additional goals. The goals are aimed at advancing the University in its overarching aspiration to become a top 10 or better public Association of American Universities (AAU) research university in national ranking and also include Board of Governors' metrics and state priorities. The proposed FY2018 presidential performance goals are attached to this Action Item.

PROPOSED COMMITTEE ACTION

The Committee on Governance is asked to approve for recommendation to the full Board of Trustees for its approval on the Consent Agenda the attached Fiscal Year 2018 presidential performance goals.

ADDITIONAL COMMITTEE CONSIDERATIONS

Board of Governors approval is not required.

Supporting Documentation Included: FY2018 Presidential Performance Goals will be provided.

Submitted by: James W. Heavener, Chair of the Board of Trustees
W. Kent Fuchs, President

Approved by the University of Florida Board of Trustees, June 8, 2017

James W. Heavener, Chair

W. Kent Fuchs, President and Corporate Secretary

FY2018 Goals and Metrics – W. Kent Fuchs

Goal 1: Overarching goal: The University of Florida will be one of the nation's top 10 public research universities.

- Metric for FY2018: Develop a roadmap for achieving the overarching goal.

Goal 2: Advance seven UF-wide strategic goals, with long-term and short-term initiatives.

<http://president.ufl.edu/media/presidentufledu/documents/Goal-Setting-brochure-2016.pdf>

<http://president.ufl.edu/media/presidentufledu/documents/Goal-Setting-Task-Force-Final-Report---The-Decade-Ahead.pdf>

- Short-term Initiatives
 1. Successful public launch of the UF Capital (Fundraising) Campaign.
 2. Implement initiatives to enhance 4-year and 6-year graduation rates.
 3. Implement program to increase the number of faculty winning prestigious national/international awards.
- Long-term initiatives
 1. Make progress on Metrics that Matter (Board retreat Nov 2016).
 2. Secure funding to:
 - a. Increase the number of exceptional faculty (junior and senior).
 - b. Address market equity and salary gaps in faculty compensation.
 - c. Improve graduate assistant stipends to recruit outstanding doctoral students.
 3. Build the stature of specific colleges, e.g., College of Engineering through the Wertheim Transformation.

Goal 3: Increase overall research awards and expenditures relative to peer AAU/national research universities.

- Increase research awards and expenditures in FY2018 over FY2017.

Goal 4: Recruit exceptional faculty and support excellence and productivity of existing research faculty who will significantly contribute to the university's national and international stature.

- Make progress on decreasing the student-to-faculty ratio and on hiring distinguished faculty.

Goal 5: Enhance stature of graduate programs and graduate students commensurate with a top AAU institution.

- Make progress on graduate assistant stipends and review of graduate programs.

Goal 6: Build stature of UF Health in a manner aligned with the UF mission and "One-UF".

- Be personally and actively engaged with UF Health to help build excellence and national recognition of its research, education and clinical service programs.

Goal 7: Develop an overall diversity and inclusion strategy to advance an exceptional academic environment that reflects the breadth of thought essential for preeminence, with an organization structure that enables accountability and assessment.

- Engage broad UF community on diversity goals and strategy.
- Continue implementation of diversity strategy with metrics and accountability.

Goal 8: Enhance contributions to economic development.

- Begin implementation of Strategic Development Plan.
- Maintain top-10 national leadership in technology transfer metrics.

Goal 9: Increase gifts and commitments and grow endowment to be commensurate with a top 10 public university. Continue significant progress on the \$3B capital campaign.

- Set another annual record for new gifts and commitments.

Goal 10: Develop a physical infrastructure to enable preeminence.

- Seek funding to make progress on deferred maintenance and implementation of the facilities masterplan.

Goal 11: Maintain UF's status as Florida's foremost preeminent research university that satisfies 12 statutory preeminence metrics and maintains UF's status as one of the top recipients of Performance Funding.

- Implement new performance funding metric 10 and develop strategy to move new metric 10 from 7 points to 10 points.
- Maintain State leadership in overall preeminence and performance metrics.

Implementation

For President's 100% performance in achievement of goals, nine of the eleven goals are substantially met; for 75% achievement, seven of the eleven goals are substantially met.

Evaluation of President's FY2018 performance will be completed by the June 2018 Board meeting, based on FY2017 data (the last closed year) and an estimate/projection of those FY2018 results for which adequate data are available at that time for purposes of estimating.