INSTRUCTIONS

The information submitted will be used by the Board of Governors in considering action on your application. If appointed, please be advised that your appointment is subject to confirmation by the Florida Senate and you will be required to file an annual financial disclosure statement with the Florida Commission on Ethics.

Please type or print clearly. Please do not leave any questions blank – answer "none" or "not applicable" where appropriate.

All applications must be signed and witnessed by a Notary. Submit the original completed application via mail, email, or facsimile by the posted deadline to:

State University System of Florida, Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
Fax 850.245.9685  
Chancellor@flbog.edu

PLEASE NOTE: any application submitted by facsimile or email must be received by the posted deadline and followed by the original signed application to above address.

EXCLUSIONS

The following conditions exclude eligibility for appointment as a University Board of Trustee member.

Registered Lobbyist:  No ✓  Yes □  Dual Office Holding:  No ✓  Yes □

Authority:
Section 112.313(17), Florida Statutes, prohibits any citizen member of a university board of trustees from having any employment or contractual relationship as a legislative lobbyist requiring annual registration under section 11.045, Florida Statutes.

Article II, section 5(a) of the Florida Constitution prohibits any person from holding more than one office under the government of the state, counties, and municipalities at the same time, except for certain exclusions stated therein (notary public, military officer, member of a statutory body having only advisory powers, etc.)
EXEMPTION FROM PUBLIC RECORDS

AS A GENERAL MATTER, APPLICATIONS FOR ALL POSITIONS WITHIN STATE GOVERNMENT ARE PUBLIC RECORDS THAT MAY BE VIEWED UPON REQUEST. HOWEVER, THERE ARE SOME EXEMPTIONS FROM THE PUBLIC RECORDS LAW FOR CERTAIN IDENTIFYING INFORMATION RELATING TO PAST AND PRESENT LAW ENFORCEMENT OFFICERS AND THEIR FAMILIES, VICTIMS OF CERTAIN CRIMES, ETC. IF YOU BELIEVE AN EXEMPTION FROM THE PUBLIC RECORDS LAW APPLIES TO YOUR SUBMISSION, PLEASE CHECK THIS BOX.

[ ] Yes, I assert that identifying information provided in this application should be excluded from inspection under the Public Records Law.

IF YOU NEED ADDITIONAL GUIDANCE AS TO THE APPLICABILITY OF ANY PUBLIC RECORDS LAW EXEMPTION TO YOUR SITUATION, PLEASE CONTACT THE GENERAL COUNSEL FOR THE BOARD OF GOVERNORS.

Vikki R. Shirley
General Counsel
State University System of Florida, Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
(850) 245-0466
PERSONAL INFORMATION

Name: Gray Justin Yates

Date Completed: 3/22/2012

1. University Board of Interest: Are you applying for reappointment? Yes [ ] No [ ]

FAMU [ ] FAU [ ] FGCU [ ] FIU [ ] FSU [ ] NCF [ ] UCF [ ] UF [ ] UNF [ ] USF [ ] UWF [ ]

2. Residence Address: Washington DC 20001

Street
City
State
County
Zip Code
202-461-2100
Area Code/Phone
Cell Phone

3. Current Employer or Occupation:

Business Address: 300 New Jersey Ave NW, Washington DC

Street
Office
City
State
Suite 650
20001
202-461-2100

Post Office Box
Suite
Zip Code
Area Code/Phone Number

jgray@grayglobaladvisors.com

E-mail Address

4. Specify the preferred mailing address: Business [ ] Home [ ] Fax # 202-449-8326

5. List all places of residence for the past five (5) years.

Address City and State From To

Washington DC 20001 2006 Present

6. List all former and current residences outside of Florida that you have maintained at any time during adulthood.

Address City and State From To

2363 Champlain St NW #20 Washington DC 20009 2003 2006

11874 Breton Court Reston, VA 20191 2001 2003

2601 Pennsylvania Ave #23 Philadelphia, PA 19131 1999 2001

2422 Arlington Blvd Charlottesville, VA 22903 1996 1999

7. Date of Birth: [ ] Place of Birth: Philadelphia, PA

8. Social Security No.: [ ]

9. Driver License No.: [ ] Issuing State: Washington, DC

*ALL INFORMATION MARKED WITH AN ASTERISK IS REQUIRED FOR CONDUCTING BACKGROUND SCREENING AND WILL BE REDACTED PRIOR TO DISTRIBUTION OF THE APPLICATION TO THE TRUSTEE NOMINATING COMMITTEE MEMBERS. REFER TO ATTACHED NOTICE ON USE OF SOCIAL SECURITY NUMBERS.
10. Have you ever been known by any other legal name? Yes ☐ No ☑ If “Yes” explain.
   N/A

11. Are you a United States citizen? Yes ☑ No ☐ If “No” explain.
    N/A

12. If you are a naturalized citizen, date of naturalization: N/A

13. Since what year have you been a continuous resident of Florida? N/A

14. Are you a registered Florida voter? Yes ☐ No ☑

15. Have you ever been arrested, charged, or indicted for violation of any federal, state, county or municipal law, regulation, or ordinance? (Exclude traffic violations for which a fine or civil penalty of $150 or less was paid.) Yes ☐ No ☑ If “Yes” give details:

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Nature</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

16. Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., the Code of Ethics for Public Officers and Employees? Yes ☐ No ☑ If “Yes”, give details:

<table>
<thead>
<tr>
<th>Date</th>
<th>Nature of Violation</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17. Have you ever been suspended from any office by the Governor of the State of Florida? Yes ☐ No ☑ If “Yes”, list:

   Title of Office: N/A ___________________________ Reason for Suspension: ___________________________

   Date of Suspension: ___________________________ Result: Reinstated ☐ Removed ☐ Resigned ☐

18. Are there any pending lawsuits against you or are you a party to a lawsuit in any court in which you are the plaintiff or defendant? Yes ☐ No ☑ If “yes”, what type and where?
   N/A
19. Have any judgments been entered against you as a result of any civil or administrative proceeding(s)?  Yes ☐ No ☑ If "yes", identify the proceeding(s) that resulted in the judgment and the date the judgment was entered.
N/A

20. Are you now engaged in activities, or have you engaged in activities in the past, that will reflect unfavorably on the board to which you seek appointment?  Yes ☐ No ☑ If "yes", explain.
N/A

21. Have you ever been refused a fidelity, surety, performance, or other bond?  Yes ☐ No ☑
If "Yes", explain.
N/A

EDUCATION, Licensure, MemberShipS

22. Education:
   A. High School: South Lakes High School  Reston, VA  Year Graduated: 1992
      (Name and Location)
   B. List all postsecondary educational institutions attended:

      Name and Location  Date Attended  Certificates/Degrees Received
      University of Virginia School of Law  1996-1999  Juris Doctorate 1999

23. Have you received any degree(s) or professional certification(s) related to the subject matter of this appointment?  Yes ☐ No ☑ If "Yes", list:
N/A

24. Have you held or do you hold an occupational or professional license or certificate in the State of Florida?  Yes ☐ No ☑ If "Yes", provide the title and number, original issue date, and issuing authority. If any disciplinary action (fine, probation, suspension, revocation, and/or disbarment) has ever been taken against you by the issuing authority, state the type and date of the action taken:

      License/Certificate  Original Issue Date  Issuing Authority  Disciplinary Action/Date
      Title & Number  N/A

25. Identify all association memberships and association offices held by you that relate to this appointment:
See Attachment A

26. Name any business, professional, occupational, civic, or fraternal organization(s) of which you are now a member, or of which you have been a member during the past five (5) years, the organization address(es), and date(s) of your membership(s).

<table>
<thead>
<tr>
<th>Name</th>
<th>Mailing Address</th>
<th>Office(s) Held &amp; Term</th>
<th>Date(s) of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>See Attachment B</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. Are you now, or have you within the past four (4) years, been a member of any club or organization that, to your knowledge, in practice or in policy, restricts membership or restricted membership during the time that you belonged, on the basis of race, religion, national origin or gender? Yes ☐ No ☑ If "Yes", detail the name and nature of the organization, relevant policies and practices, and state whether you intend to continue as a member if appointed by the Board of Governors.

N/A

EMPLOYMENT HISTORY AND PROFESSIONAL BACKGROUND

28. Concerning your current employer and for all of your employment, including self-employment, during the last five years, list your employer's name, business address, type of business, occupation or job title, and period(s) of employment:

<table>
<thead>
<tr>
<th>Employer Name and Address</th>
<th>Type of Business</th>
<th>Occupation/Title</th>
<th>Period of Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gray Global Advisors</td>
<td>Business Consulting</td>
<td>President &amp; CEO</td>
<td>2005 to present</td>
</tr>
</tbody>
</table>

29. Have you ever been employed by any state, district, or local government agency in Florida? Yes ☐ No ☑ If "Yes", identify the position(s), the name(s) of the employing agency, and the period(s) of employment, and reason for leaving:

<table>
<thead>
<tr>
<th>Position</th>
<th>Employing Agency</th>
<th>Period of Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
30. Have you ever been responsible or played a role in managing a business or other corporate entity? Yes [x] No [ ] “Yes”, state the name of the business, the dates of your involvement, and provide a brief description of your involvement.
See Attachment C

31. Are you or have you ever been a member of the United States armed forces? Yes [ ] No [x] If “Yes” list:
   A. Dates of service: N/A
   B. Branch or component: N/A
   C. Date and type of discharge: N/A

32. Do you currently hold an office or position (appointive, civil service, or other) with the Federal or any foreign government? Yes [ ] No [x] If “Yes”, please list:
N/A

33. Have you previously been appointed to any office that required confirmation by the Florida Senate? Yes [ ] No [x] If “Yes”, list:
   Title of Office: N/A
   Term of Appointment: N/A
   Confirmation results: N/A

34. Have you ever been elected or appointed to any public office in this state? Yes [ ] No [x] If “Yes”, state the office title, date of election or appointment, term of office, and level of government (city, county, district or state):

<table>
<thead>
<tr>
<th>Office Title</th>
<th>Date of Election or Appointment</th>
<th>Term of Office</th>
<th>Level of Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If your service was on an appointed board(s), committee(s) or council(s):
A. How frequently were meetings scheduled? N/A
B. If you missed any of the regularly scheduled meetings, state the number of meetings attended, number missed, and the reason(s) for absence(s).

<table>
<thead>
<tr>
<th>Meetings Attended</th>
<th>Meetings Missed</th>
<th>Reason for Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
35. Have you ever served on any profit or not-for-profit board?  Yes ☑ No ☐  If "Yes", state the title, date of appointment, length of service, and provide a brief description of your involvement. See Attachment D

36. Have you ever been a registered lobbyist or have you lobbied at any level of government at any time during the past five years?  Yes ☑ No ☐  If "Yes", please explain:
   A. Did you receive any compensation other than reimbursement for expenses?  Yes ☑ No ☐
   B. Name of agency or entity you lobbied and the principals you represented:
      Agency Lobbied  Principals Represented
      See Attachment E

37. Describe your experiences and interests or elements of your personal history that qualify you for this appointment.
   See Attachment F

38. Describe your understanding of the role of a member of a university board of trustees.
   See Attachment G

CONFLICT OF INTEREST

39. Describe any involvement with and/or relationship to the university to which you are applying (other than as a student).
   None

40. Have you, or any business of which you have been an owner, officer, or employee, held any employment or contractual relationship during the last four (4) years with the university to which you are seeking appointment?  Yes ☐ No ☑  If "Yes", identify:
   Name of Business  Your Relationship to Business  Business' Relationship to University
   N/A

Page 8 of 11  Rev. 8/2010
41. Have members of your immediate family (spouse, child, parent(s), sibling(s)), or businesses of which members of your immediate family have been owners, officers, or employees, held any employment or contractual relationship during the last four (4) years with the university to which you are seeking appointment? Yes ☐ No ☑ If “Yes”, explain:

<table>
<thead>
<tr>
<th>Name of Business</th>
<th>Family Member’s Relationship to you</th>
<th>Family Member’s Relationship to Business</th>
<th>Business’ Relationship to University</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

42. Do you know of any reason why you will not be able to attend fully the duties of the position to which you have been or will be appointed? Yes ☐ No ☑ If “yes”, explain:

<table>
<thead>
<tr>
<th>N/A</th>
</tr>
</thead>
</table>

REFERENCES

43. List three persons who have known you well during the past five (5) years. Include a current, complete address and telephone number. Exclude your relatives and members of the Florida Senate.

<table>
<thead>
<tr>
<th>Name</th>
<th>Mailing Address</th>
<th>Zip Code</th>
<th>Area Code/Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Karen Bowling</td>
<td>117 W. Duval St Ste 400</td>
<td>32202</td>
<td>904-630-1776</td>
</tr>
<tr>
<td>Wendy Grant</td>
<td>2153 Coral Way 5th Floor</td>
<td>33145</td>
<td>786-347-4751</td>
</tr>
<tr>
<td>Jacoby Dickens</td>
<td>2245 Fisher Island Drive #3405</td>
<td>33109</td>
<td>773-602-2149</td>
</tr>
</tbody>
</table>

Fisher Island FL 33109
CERTIFICATION

STATE OF ____________

COUNTY OF ____________

Before me, the undersigned authority, personally appeared Justin Y. Gray who after being duly sworn, says: 1) that he/she has carefully prepared or read the answers to the foregoing question; 2) that the information contained in said answers is complete and true; 3) that he/she will, as an appointee, fully support the Constitutions of the United States and the State of Florida. Be it further known that in signing this document the undersigned understands that a background check by the Florida Department of Law Enforcement will be performed on all nominees who are recommended to the Florida Board of Governors and that he/she has received a copy of the Board of Governors' Statement on the Collection, Use or Release of Social Security Numbers.

Affiant's signature

Sworn to and subscribed before me on this 32 day of March, 2019, by

[Signature]

SHANICA MAYO
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires February 14, 2017

(signature of notary)

[Typed, printed or stamped name]

Notary Public
Commission No.:
My Commission Expires:

Personally Known __________ OR Produced Identification

Type of Identification Produced DC DRIVERS LICENSE
Statement on the Collection, Use, or Release of Social Security Numbers
(Master Document – Revised August 2010)

Florida law requires that public entities provide individuals with a written statement identifying the state or federal law governing the collection, use, or release of social security numbers for each purpose for which the entity collects an individual’s social security number. The collection of social security numbers by the Board of Governors is either specifically authorized by law or imperative for the performance of the Board’s responsibilities as prescribed by law and the Florida Constitution. The following list identifies the purposes for which social security numbers may be collected, used, or released, and the pertinent authority.

Applicants for University Board of Trustee Positions
- For Level 1 and level 2 criminal background checks conducted by the Florida Department of Law Enforcement for employees and/or Board appointees to university boards of trustees [Required by Fla. Admin. Code 11C-6.003 and Fla. Stat. § 119.071(5) (a) 6]
- The disclosure of the social security number is expressly required by federal or state law or a court order [Authorized by Fla. Stat. § 119.071(5) (a) 6]
- The individual expressly consents in writing to the disclosure of his or her social security number [Authorized by Fla. Stat. § 119.071(5) (a) 6]
Attachment A – Question 25, Page 6 Association Memberships and Offices Held Related to Appointment

<table>
<thead>
<tr>
<th>Name</th>
<th>Office(s) Held &amp; Term</th>
<th>Date(s) of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>District of Columbia Bar Association</td>
<td>Member</td>
<td>2001-present</td>
</tr>
<tr>
<td>Virginia Bar Association</td>
<td>Member</td>
<td>2001-present</td>
</tr>
<tr>
<td>Philadelphia Bar Association</td>
<td>Member</td>
<td>2000-present</td>
</tr>
<tr>
<td>The Riverview School</td>
<td>Trustee</td>
<td>2009-present</td>
</tr>
<tr>
<td>Congressional Black Caucus Corporate Advisory Council</td>
<td>Member</td>
<td>2005-present</td>
</tr>
<tr>
<td>Operation Understanding Alpha Phi Alpha Fraternity</td>
<td>Board Member</td>
<td>1991-2011</td>
</tr>
<tr>
<td></td>
<td>Member</td>
<td>1997-1999</td>
</tr>
<tr>
<td>Name</td>
<td>Mailing Address</td>
<td>Office(s) Held &amp; Term</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-------------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>District of Columbia Bar Association</td>
<td>1101 K Street, NW Suite 200 Washington, DC 20005</td>
<td>Member</td>
</tr>
<tr>
<td>Virginia Bar Association</td>
<td>701 East Franklin Street Suite 1120 Richmond, VA 23219</td>
<td>Member</td>
</tr>
<tr>
<td>Philadelphia Bar Association</td>
<td>100 South Street Harrisburg, PA 17101</td>
<td>Member</td>
</tr>
<tr>
<td>The Riverview School</td>
<td>551 Route 6A East Sandwich Cape Cod, MA 02537</td>
<td>Trustee</td>
</tr>
<tr>
<td>Congressional Black Caucus Corporate Advisory Council</td>
<td>1720 Massachusetts Ave, NW Washington, DC 20036</td>
<td>Member</td>
</tr>
<tr>
<td>Operation Understanding</td>
<td>30 South 15th Street Suite 801 Philadelphia, PA 19102</td>
<td>Board Member</td>
</tr>
<tr>
<td>Alpha Phi Alpha Fraternity</td>
<td>2313 Saint Paul Street Baltimore, MD 21218</td>
<td>Member</td>
</tr>
</tbody>
</table>
Have you ever been responsible or played a role in managing a business or other corporate entity?

I have been serving as the President and CEO of Gray Global Advisors, LLC since 2005. Gray Global Advisors is a full service business advisory firm that specializes in the strategic implementation of business consulting services and government affairs for public and private corporations, foreign governments, educational institutions, trade associations, foundations, and nonprofits. As President and CEO, I direct the daily operations of the firm’s numerous practice areas, and am responsible for the management of the company. Our practice areas include telecommunications, transportation and infrastructure, international trade, financial services, health care, energy, and education. With respect to these practice areas, I routinely counsel corporate and nonprofit executives, university presidents, and foreign officials – including heads of state, on legislative, regulatory, and third party stakeholder outreach initiatives.
<table>
<thead>
<tr>
<th>Name of Organization</th>
<th>Title</th>
<th>Length of Service</th>
<th>Description of Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gray Global Advisors</td>
<td>Board Member</td>
<td>2005-present</td>
<td>As head of Gray Global Advisors, I have been managing and overseeing all aspects of the firm’s operations- including developing strategies on behalf of our clients, business development initiatives for the firm, personnel decisions and strategic partnerships.</td>
</tr>
<tr>
<td>The Riverview School</td>
<td>Trustee</td>
<td>2009-present</td>
<td>Riverview School located in East Sandwich, Massachusetts, is a coeducational residential school for students with complex learning and cognitive disabilities. As a Trustee for the Riverview School, I have been active in directing efforts to maintain and improve the school. I am currently active in raising funds for a $15 million Capital Endowment Campaign which has raised $5 million to date.</td>
</tr>
<tr>
<td>Congressional Black Caucus Corporate</td>
<td>Member</td>
<td>2005- present</td>
<td>The Congressional Black Caucus Corporate Advisory Council (CBCF) is a nonprofit, nonpartisan public policy, research and educational institute that aims to help improve the socioeconomic circumstances of African Americans and other underserved communities. As a member of the CBCF Corporate Advisory Council, I have assisted the CBCF in fundraising events and forming corporate partnerships.</td>
</tr>
<tr>
<td>Operation Understanding</td>
<td>Board Member</td>
<td>1991-2011</td>
<td>Operation Understanding is a leadership development organization working to promote cultural awareness and tolerance in Philadelphia, PA. For over a decade, I have led the activities of the Operation Understanding board in efforts to raise funds, recruit partners and develop programs.</td>
</tr>
</tbody>
</table>
Attachment E – Question 36, Page 8 Lobbying Question

I am a Federally Registered Lobbyist under the Lobbying Disclosure Act of 1995. I have been engaged in lobbying activities with respect to U.S. Federal government public officials including Members of Congress and federal agency officials.

Current Clients:
Comcast Corporation
McDonald's Corporation
Free Library of Philadelphia
Shipyard Creek Associates
Tutors with Computers
City of Philadelphia

Former Clients:
Bethune Cookman University
California Building Industry Association
Education Management Corporation
Footwear Distributors and Retailers of America
General Motors
The Irvine Company
Nextgen ID, Inc.
Patton Medical Devices, LP
Poinciana Partners
Radian Asset Assurance, Inc.
Sirius Satellite Radio
Sound Exchange
South African Enterprise Development
Teaching Strategies
Thurgood Marshall College Fund
United Services Automobile Association
Wellmed Medical Management, Inc.

I am also a registered Federal Agent under the Foreign Agents Registration Act for the Moroccan American Center for Policy.
Describe your experiences and interests or elements of your personal history that qualify you for this appointment.

I have dedicated a significant portion of my career towards higher education public policy with a particular focus on post-secondary education opportunities for minority and underserved populations. I have developed and implemented federal funding strategies for public and private higher education institutions resulting in millions of dollars in awards. I have also identified and secured strategic partnerships with the corporate and philanthropic communities for higher education scholarships and programs. As a member of several nonprofit boards of directors, and in particular as a trustee of an education institution, I deeply understand and appreciate the challenges of nonprofit governance specifically as it relates to educational institutions. As an alumnus with a long family history with Florida A&M University; I am personally invested in and care deeply about its mission, as well as the community that the University serves.
Describe your understanding of a member of a university board of trustees.

A member of a university board of trustees serves in concert with the rest of the Board to govern a University as set forth by the appropriate charter or statute. To govern effectively, trustees must establish long term and short term objectives and goals to promote effective educational policy for the University. A trustership is a joint endeavor and policies jointly established by the trustees are carried out by the University President. The Board must continually evaluate the outcomes and efficacy of the policies it has created. Individual trustees must routinely participate in the Board’s activities to craft effective governing and administrative policies. Also paramount to a trustee’s duties is to serve as a champion of the University, and directly assist in capital raising for University scholarships, programs and its endowment.