Attachment 4
Position Profile and Responsibilities
We seek the 12th President of the University of Florida, one who can lead our complex and multi-faceted organization to a place among the top 10 public research universities in the nation.

The University of Florida is at an exciting crossroad as we celebrate the growth and accomplishments of the past decade and plan for the challenges of the next.

The University of Florida's next president becomes a leading figure in public education in what's expected to soon become the nation's third most populous state. The head of the flagship institution of the state university system is the CEO of an enterprise with a $4.5 billion annual budget.

Such a prominent standing position the next president to continue casting policy with the state Legislature, which last year designated UF the state's foremost preeminent research university and granted five years of funding to elevate its national prominence.

UF's president has resources provided by a foundation that recently completed what was at the time the sixth-largest public university capital campaign ever, at $37 billion. The foundation has just completed fundraising drive squarely funded UF's site.

The visionary who leads UF can influence the strategic direction for research through leadership of a faculty hiring initiative to expand UF's expertise in select fields such as agriculture, medicine and engineering.

Beyond Gainesville and Florida, the UF president is one of 62 men and women presiding over institutions of the Association of American Universities. As president of the leading research universities, they drive the innovation economy and seek solutions to the world's most pressing problems.
The Position & Responsibilities

The University President is the chief executive officer of the Board of Trustees and leader of the University of Florida system, which includes all the campuses of the University of Florida, the UF Health Science Center, and the UF Institute of Food and Agricultural Sciences. The President is responsible for the overall management of the University, including its academic, research, and administrative operations. The President is also the chief executive officer of the UF Foundation, which raises and distributes funds to support the University's programs and initiatives.

The University President is expected to:

1. Foster a culture of excellence and innovation in teaching, research, and service.
2. Enhance the University's reputation and national standing by promoting academic and research excellence.
3. Strengthen partnerships with industry, government, and other organizations.
4. Lead the University in the development and implementation of strategic plans.
5. Ensure the University's financial sustainability through prudent management of resources.
6. Promote diversity, equity, and inclusion in all aspects of University life.
7. Serve as the chief academic officer, leading the University's academic programs.
8. Serve as the chief executive officer, overseeing the University's administrative operations.
9. Serve as the chief fund-raising officer, leading the University's fundraising efforts.
10. Serve as the chief spokesperson, representing the University to the public, the media, and other stakeholders.

The University President is assisted by a President's Office, which includes the Office of the President, the Office of the Provost, and the Office of the Vice President for Administration. The President is also advised by the Board of Trustees, which is responsible for the overall governance of the University.
After years of making the case, the University of Florida has recently been riding a wave of acknowledgment that it's no longer special.

The Legislature has designated UF the state's foremost preeminent research university and allocated $90 million over five years to help the university establish itself as one of the nation's top 10 public research universities. UF rose in the most recent U.S. News & World Report rankings to within shouting distance of top-10 status. And an $800 million private fundraising campaign that has already inspired the largest single gift in UF history is supporting the recruitment of talent, the faculty endowments, the facilities and the innovative teaching to fuel UF's rise.

UF/RISEING to National Preeminence focuses on hiring top-tier faculty in areas where they can make the most difference. The strategy calls for adding to our expertise where we already have momentum - including medicine, agriculture and engineering - to advance the university to national stature and cement our status as a recognized leader. Not coincidentally, these areas among our $697 million in annual research expenditures are also where we can improve millions of lives by fighting disease, malnutrition, energy shortages and other challenges.

The Association of American Universities long ago included UF as one of the nation's most important research universities. Now the UF community has coalesced around UF Rising to make the university a standout even within that group. In the last 18 months, the political will, community unity of purpose, imagination and resources have come together to set the stage for a leap forward. The right people — and the right leader — will determine how large a leap.
LADY-GRANT. A 150-YEAR TRADITION.

The University of Florida, which traces its roots to 1853, is one of the nation's three land-grant universities. UF is one of only six comprehensive public land-grant universities with colleges of medicine, law, engineering, agricultural sciences and veterinary medicine on one campus. This comprehensive scope attracts first-rate faculty from many disciplines to conduct cutting-edge research and teach about the most challenging issues affecting our society and planet today. UF is also a space-grant and space-grant institution.

UF’s land-grant mission encompasses undergraduate and graduate education, basic and applied research, and lifelong education via the cooperative extension service. It contributes to research and economic development at the state, national and international levels. The mission provides excellence in multidisciplinary problem solving around important science, health, energy, agriculture, natural resources, veterinary medicine and public policy issues.

The Institute of Food and Agricultural Sciences (IFAS) was created to partner with the federal government, the state of Florida and all 67 Florida counties to provide expertise, research and extension services. IFAS is dedicated to the continued ability of UF land-grant mission by preserving and sharing new knowledge in agriculture, environmental and life sciences, as well as human and natural resources. That information is made accessible to all Floridians who request it—and used to enhance the quality of life and serve the greatest needs of society.

RESEARCH THAT FINDS SOLUTIONS.

The University of Florida’s outstanding faculty distinguishes itself by attracting hundreds of millions of dollars in annual research funding. UF’s research is recognized by a number of distinguished awards, including the Edison Award for “innovation that has created a better living” in fields such as health care, agriculture, water conservation and renewable energy. UF’s research also benefits Florida through economic development projects and technology transfer. In fact, UF’s tech startup companies bring in over $1 billion in revenue each year.

AMONG THE NATION’S LARGEST UNIVERSITIES.

The University of Florida has more than 4,000 full-time faculty members and an enrollment of more than 50,000 students. A 2020 study showed that UF infused $14.17 billion into the Florida economy each year and provides more than 110,000 jobs directly and indirectly. That means UF’s impact on the state is as large as Florida’s leading industries or spectator sports industry.
RECOGNITION

The University of Florida is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

THE QUALITY OF A UF EDUCATION BEGINS WITH FACULTY.

- 4,375 full-time faculty members, many of whom have recognized nationally and globally as outstanding leaders in their fields.
- 32 members of the National Academies - 8 in the Institute of Medicine, 14 in the National Academy of Engineering, 14 in the National Academy of Sciences.
- 12 faculty fellows of the American Academy of Arts and Sciences.

UNDERGRADUATE EDUCATION: THE SPRINGBOARD TO SUCCESS.

UF's reputation for high-quality undergraduate education generates more than 200,000 applications annually for a freshman class of approximately 6,400.

In January 2013, UF launched the Innovation Academy, a special admission program focused on innovation, creativity and entrepreneurship, with an emphasis on leadership. Students attend UF on a special summer school and have the fall semester to study abroad, pursue internships, research or online courses. The break from the traditional academic calendar creates the opportunity to increase access by admitting 2,000 more students per year.

In January 2014, UF Online launched as the state's first fully online four-year bachelor's degree program in public university.

Measures of success of undergraduate education include:

- UF's six-year graduation rates are 15 percentage points higher than the average for all public universities. UF pioneered an advising and degree mapping system.
- Recognized nationally as a best practice and credited with increasing graduation rates by 12 to 15 percentage points over the past decade.
- The University Honors Program results in approximately 700 freshmen each year. Offering small classes, interdisciplinarity, learning communities, and integrating extracurricular activities, the program's graduates typically gain admission to graduate professional schools and are competitive applicants for prestigious national scholarships.
- 94% of incoming UF freshmen are recipients of the Bright Futures Scholarship, a merit-based State program that nearly tripled Florida's high school graduates for high academic achievement.
- Despite a declining national trend regarding student debt, nearly 60% of UF's undergraduates graduate with no student loan debt last year.

For its graduating students, their average indebtedness is $202,705. Compared with the national average of $26,450, in-state tuition and fees at UF for Fall 2013-2014 was 75% lower, thus raising the 

SOME OF THE BEST CHOOS: UF

The University of Florida educates a diverse body of students in top-ranked programs. UF is a leader in education and research and is consistently ranked as one of the nation's best universities for students.

- Undergraduate program in Business.
- Engineering.
- Human Sciences.
- Arts.
- Sciences.
- Health.

For the ranked programs, their average rank is 10th. Compared with the national average of 26,450, in-state tuition and fees at UF for Fall 2013-2014 was 75% lower, thus raising the...
A WIDELY DIVERSE STUDENT BODY.
The University of Florida values a broad diversity as a critical to excellence in education, research, and service. The university is committed to equal educational and employment opportunity and access, to providing the experiences necessary to prepare students to live, work, and contribute in a global and diverse 21st century society, and to identifying and meeting the needs of that society through research.

UF strives to attract and retain a broadly diverse and inclusive faculty, staff and student body that create a welcoming and dynamic environment for learning and research. UF has also worked to expand international opportunities for its students and attract first-rate international students.

Among AAU public research universities, UF ranked first in the number of master’s degrees awarded to Hispanic students and third in master’s degrees awarded to African American students in 2011-12.

GRADUATE EDUCATION AT UF: QUALITY AND QUANTITY.
Graduate education and research at the University of Florida are key strengths. UF’s enrollment of more than 50,000 students includes 11,000 graduate students and nearly 1,200 medical students.

There are more than 360 graduate majors, including more than 193 doctoral programs. UF is one of the three universities offering more than 200 graduate degree programs, and the University of Florida is the nation’s first university to award more than 10,000 doctoral degrees in a single year.

The university is a leader in educational governance, with faculty members represented in the Board of Trustees, which governs the university, and in the Board of Visitors, which advises the president. UF is the only university in the state to have a faculty member as a member of the Board of Trustees.

The president enjoys the counsel of four senior vice presidents with national stature, distinguished academic records, and administrative experience. Additional vice presidents advise the president on government relations, student affairs, human resources, information technology, research, finance and budget, and strategic planning.

OFF-CAMPUS, BUT IN THE CLASSROOM.
Our mission is to provide a high-quality education, research, and service to the health care professionals in the health sciences and medical sciences, and to contribute to the development of a comprehensive, balanced, and clinically oriented curriculum.

UF Health offers a wide range of teaching hospitals and two specialty hospitals, as well as the UF College of Medicine, the College of Pharmacy, the College of Veterinary Medicine and the College of Veterinary Medicine and the Veterinary College of Veterinary Medicine.

UF Health celebrates its 50th anniversary in 2014, and it is committed to providing access to undergraduate students in high-quality degree programs at an affordable price. UF Health offers high-quality education and training through UF Health Science Centers, including the College of Medicine, the College of Veterinary Medicine, and the College of Veterinary Medicine.

UF Health is a network of outstanding rehabilitation centers, UF Health Office of the President, and the Department of Health Services. UF Health provides services to more than 100,000 patients annually, and it is the only university in the state to have a faculty member as a member of the Board of Trustees. UF Health is a leader in educational governance, with faculty members represented in the Board of Trustees, which governs the university, and in the Board of Visitors, which advises the president. UF Health celebrates its 50th anniversary in 2014, and it is committed to providing access to undergraduate students in high-quality degree programs at an affordable price. UF Health offers high-quality education and training through UF Health Science Centers, including the College of Medicine, the College of Veterinary Medicine, and the College of Veterinary Medicine.
The university's capacity for high mark in academia and research.

Most of the state's university system campuses will be evaluated now to graduate in the job market, an area in which UF has excelled and has been recognized by the American University in the last four years as having the nation's best career resource center. Other evaluative metrics include cost per degree, 6-year graduation rate, access, retention, and SAT/ACT scores.

While the Florida Legislature in 2005 continued to support the university's foremost research university, it awarded the university $450 million a year for five years to help UF achieve top-10 status by attracting and retaining outstanding faculty. This year, UF was awarded $55 million in additional research funding, bringing the total to $510 million 2013 for the next four years.

Funding was provided for a suite of projects, including construction of a new chemistry building, the legislature allocated $10 million 2012 for the new building, which is expected to be completed in three years. The university has received $68 million in state funding for the project, in addition to federal grants and private donations.

The university's plan is to expand the student body by 15,000 students over the next five years, and to add another 15,000 students by 2022. The university has received $250 million in private donations, in addition to state funding and federal grants.

UF has a record of sound and decisive fiscal management, including developing a five-year budget, which provides a strategic plan for the university. The university has received $250 million in private donations, in addition to state funding and federal grants.

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DEVELOPMENT AND ALUMNI

(THERE ARE NO "FORMER GATORS")

The University of Florida receives extraordinarily strong support from its alumni and donors. The University's endowment hit $1.48 billion, UF is ranked #17 among public universities for the size of its endowment.

In October 2013, UF concluded a five-year, $3.7 billion capital campaign, "Florida Forever," at the time the city’s largest $5.2 billion university capital campaign ever. The UF Foundation is currently in the first year of its 15-year, $5 billion university capital campaign, "Florida Forever 2020." With the goal of raising $1 billion to support endowed professorships and chairs, build and renovate facilities, provide more scholarships and invest in innovative teaching.

With nearly 45,000 professional members, the UF Alumni Association is the third largest alumni association in the nation and first among Southeastern Conference (SEC) universities. The size of the UF Alumni Association is consistent with the majority of peer public institutions in the Association of American Universities. UF has more than 300,000 living alumni, 96 Gator Clubs and six affiliate groups that contribute to UF’s overall participation rate of 15 percent.

ATHLETICS, A TRADITION OF WINNING AND ACADEMICS

UF’s student-athletes are recognized for their accomplishments in the classroom as well as on the field. UF is the only Southeastern Conference (SEC) school to place 19 or more student-athletes on the SEC Academic Honor Roll in each of the last 15 years.

Since 1996, the University of Florida Athletic Association has contributed $339 million to UF's academic endowments, including $64.4 million in 2012-13. With a $50 million annual budget, the University of Florida Athletic Association is one of the largest in the country and is Naples, Florida independent.

The program has won 52 national team championships (33 since 1996), a record 209 Southeastern Conference (SEC) titles, and is more than 250 individuals at national titles. In 2005, UF became the first university to win titles in the nation in basketball and football titles the same year. The University again made history in April 2006 by winning consecutive national titles in men's basketball and women's basketball.

UF's athletic prowess was most recently on display in the Summer Olympics in London, where 34 Gator student-athletes (19 men and 15 women) earned a total of 17 medals. The UF Gators rowing team also performed in London, making UF the first school to have two teams in the Olympics, including a performance as the first ever British rowing team to play at the Queen’s Jubilee Pageant.

UF's athletic programs are the envy of the SEC, with 43 national titles in men's and women's basketball, 19 NCAA men's and women's basketball titles, and 33 SEC men's and women's basketball titles.

What Makes Gainesville Special?

The University of Florida is located in Gainesville, the largest city and county seat of Alachua County, Gainesville, population 124,000. It is a center of education, medicine, cultural events and services. Money magazine, Fortune’s and Forbes have named Gainesville the best college town.

Alachua County has the youngest population in Florida, median age 23, barely half the population holds a bachelor’s degree.

The county’s public schools are among the best in Florida. Some rank among the best in the country. Four schools are included in the Washington Post’s 2014 High School Challenge Index, which lists the nation’s best high schools.

The community’s cultural events include:
- Gainesville Chamber Orchestra
- Dance Alive Ballet
- The UF Cultural Plaza, including:
  - The Samuel F. Ham Museum of Art
  - The Curtis M. Phillips Center for the Performing Arts
- The Florida Museum of Natural History

Gainesville is home to a number of beautiful historic buildings such as the Historic State Theatre and the Old City Hall, as well as numerous independent shops, restaurants, cafes, and coffee houses. Local food enthusiasts will find the farmer's market downtown every Wednesday afternoon and a variety of festivals for music at the Bo Diddley Community Plaza.

The University of Florida and UF Health Shands Hospital are the leading employers in the Gainesville area and provide jobs for many residents surrounding counties. Florida does not impose a state income tax.
About the Search Chair:

PROFESSIONAL EXPERIENCE

Steven M. Scott, M.D. serves as chairman of Scott Holdings, LLC, an entrepreneurial medical investment company. He is the founder of Vista HealthPlan, a Florida HMO which was sold for $1.6 billion in 2005. Scott has also been involved in a number of other companies and organizations.

Dr. Scott is a graduate of the Harvard Medical School and has served as chairman of the board of directors for a number of health care companies and organizations.

CHARITABLE AND CIVIC EXPERIENCE

Since the sale of Vista HealthPlan, Dr. Scott has made a commitment to serve on boards that further higher education development, particularly in the areas of science and technology. He has served on the boards of several companies and organizations.

Dr. Scott supports efforts to meet the workforce requirements for medical research and technology training. He has authored several research papers in the field of medical education.

Dr. Scott has been active in the community serving on the boards of several non-profit organizations.

PERSONAL

Dr. Scott held a number of leadership positions at the University of Florida, including serving as a member of the Board of Trustees and the Board of Directors of the University of Florida Foundation.

He has served as a member of the Board of Directors of the Florida Health Care Association and the Florida Medical Association.

Dr. Scott has been a member of the American College of Obstetricians and Gynecologists, the North Carolina Medical Society and the Florida Medical Society.

M duties include: Dr. Scott is on the faculty of the University of Florida's Health Science Center and oversees the Division of Obstetrics and Gynecology.

He is a member of the Board of Trustees of the University of Florida Foundation and serves on the boards of several non-profit organizations.

Dr. Scott has been involved in a number of charitable organizations including the Florida Medical Society and the American College of Obstetricians and Gynecologists.