



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

Agenda and Meeting Materials

May 12, 2016

Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

ACTIVITIES
BOARD OF GOVERNORS MEETINGS

Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
May 12, 2016

For Participation via Telephone
Dial-in Number: 888-670-3525
Listen-Only Code: 4122150353#

Thursday, May 12, 2016

- | | |
|---|--|
| 9:00 a.m. -
12:05 p.m.
or upon
Adjournment of
Previous Meetings | Joint Meeting of the Facilities Committee and the Innovation and Online Committee
Facilities Committee
Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Mr. Dick Beard
Members: Doyle, Levine, Link, Morton, Robinson, Valverde
Innovation and Online Committee
Chair: Mr. Ned Lautenbach; Vice Chair: Mr. Ed Morton
Members: Beard, Colson, Link, Robinson, Stewart, Tripp |
| 12:05 - 1:05 p.m. | Lunch will be provided |
| 1:05 - 4:30 p.m. | Joint Meeting of the Facilities Committee and the Innovation and Online Committee (continued) |
| 4:30 - 4:45 p.m.,
or upon
Adjournment of
Previous Meetings | Nomination and Governance Committee
Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
Members: Colson, Link, Tripp |
| 4:45 - 5:00 p.m.
or upon
Adjournment of
Previous Meetings | Board of Governors - Regular Meeting
Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
All Board members |

Please note that this schedule may change at the Chair's privilege.



**CONSTITUTION
OF THE
STATE OF FLORIDA**

AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED

ARTICLE IX

EDUCATION

SECTION 7. State University System.--

(a) **PURPOSES.** In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) **STATE UNIVERSITY SYSTEM.** There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) **LOCAL BOARDS OF TRUSTEES.** Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) **STATEWIDE BOARD OF GOVERNORS.** The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

History.--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.



STATE
UNIVERSITY
SYSTEM
of FLORIDA
Board of Governors

AGENDA
**Joint Meeting of the Facilities Committee and
the Innovation and Online Committee**
Cohen Center Ballroom
Florida Gulf Coast University
Ft. Myers, Florida 33965
May 12, 2016
9:00 a.m. - 4:30 p.m.

Facilities Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Mr. Dick Beard
Members: Doyle, Levine, Link, Morton, Robinson, Valverde

Innovation and Online Chair: Mr. Ned Lautenbach; Vice Chair: Mr. Edward Morton
Members: Beard, Colson, Link, Robinson, Stewart, Tripp

1. **Call to Order and Opening Remarks** Governor Ned Lautenbach
9:00 a.m. - 9:15 a.m.

2. **Distance Learning Enrollments** Dr. Nancy McKee
9:15 a.m. - 9:25 a.m.
*Associate Vice Chancellor
Innovation and Online Education
Board of Governors*

3. **Facilities Formula** Mr. Chris Kinsley
9:25 a.m. - 9:55 a.m.
*Assistant Vice Chancellor
Finance & Facilities
Board of Governors*

4. **University Presentations**
 - a. **University of Florida** Dr. Joe Glover
9:55 a.m. - 10:25 a.m.
*Senior Vice President
Academic Affairs, and
Provost, UF*

- b. University of West Florida
10:25 a.m. – 10:55 a.m.

Dr. Pam Northrup
*Senior Associate Provost and
Chief Executive Officer
Innovation Institute, UWF*

Dr. Steve Cunningham
*Vice President,
Finance and Administration, UWF*

- c. University of Central Florida
10:55 a.m. – 11:25 a.m.

Dr. Joel Hartman
*Vice President
Information Technologies and Resources, and
Chief Information Officer, UCF*

- d. Florida A&M University
11:25 a.m. – 11:55 p.m.

Ms. Marcella David
*Provost and
Vice President, Academic Affairs, FAMU*

Mr. Sameer Kapileshwan
*Associate Vice President, Facilities,
Planning, Construction and Safety, FAMU*

- e. New College of Florida
11:55 p.m. – 12:05 p.m.

Dr. Brian Doherty
Dean of the Cook Library, NCF

Lunch

12:05 p.m. – 1:05 p.m.

- f. Florida International University
1:05 p.m. – 1:35 p.m.

Dr. Kenneth Furton
*Executive Vice President,
Provost, FIU*

- g. Florida State University
1:35 p.m. – 2:05 p.m.

Dr. Sally McRorie
*Executive Vice President and Provost,
Academic Affairs, FSU*

- h. University of North Florida
2:05p.m. – 2:35 p.m.

Dr. Len Roberson
*Associate Vice President
Technology and Innovation, UNF*

i. Florida Atlantic University
2:35 p.m. – 3:05 p.m.

Dr. Gary Perry
*Provost and Vice President
of Academic Affairs, FAU*

Dr. Victoria Brown
*Assistant Provost
eLearning, FAU*

j. Florida Polytechnic University
3:05 p.m. – 3:15 p.m.

Dr. Elhami Nasr
*Interim Provost and Vice President,
Academic Affairs, FPU*

k. University of South Florida
3:15 p.m. – 3:45 p.m.

Dr. Ralph Wilcox
*Executive Vice President
Provost, USF*

l. Florida Gulf Coast University
3:45 p.m. – 4:15 p.m.

Dr. Ron Toll
*Vice President and Provost,
Academic Affairs, FGCU*

5. **Concluding Remarks and Adjournment**
4:15 p.m. – 4:30

Governor H. Wayne Huizenga Jr.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Innovation and Online Committee
Facilities Committee
May 12, 2016**

SUBJECT: The Impact of Online Education on Space Needs

PROPOSED COMMITTEE ACTION

For discussion.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

During his State of the System Address on January 21, 2016, Chair Kuntz issued this challenge:

“We’re also carefully measuring the return on investment from our capital projects and we need to maintain that focus to demonstrate to our stakeholders the true value of investing in the State University System. We should also be measuring the impact of increasing our online programs because online education, taken to scale across the SUS, affords an alternative means to address future capacity requirements. Where feasible, we need to work together to expand online course offerings to reduce the need for new brick and mortar facilities. So I would like to see the Facilities Committee create an interface with the Innovation and Online Committee to ensure that we look at the system holistically as we consider new capital projects.”

Subsequently, Governors Ned Lautenbach and Wayne Huizinga met with Board staff on February 24, 2016, at Florida Gulf Coast University to discuss the impact of online education on facilities needs. The Committee Chairs agreed that a joint meeting of their respective committees was essential, and asked that the meeting agenda focus on distance learning enrollment trends and the space needs projection formula, with universities addressing the following points in their respective presentations:

1. The institution's distance learning landscape (actual and planned FTE through 2021-2022), including the current number and type of staff who are providing dedicated support to online education.
2. The unique space requirements for online education at the institution.
3. The effect of distance learning enrollments – including fully online - and enrollments in hybrid courses on facility usage and planning at the institution's main and additional campuses, by type of space, including both E&G, such as classrooms, teaching labs, study space, library, and non-E&G space, such as student activities and parking.
4. The ways in which online enrollment trends have shaped the institution's recent capital funding requests.
5. Suggestions for the Board as it considers how to better plan and fund facilities in light of the growth in online enrollments, including additional reports, studies, or data that the Board may wish to consider.

Supporting Documentation Included: None

Facilitators/Presenters: Chairs Huizenga and Lautenbach



STATE
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SYSTEM
of FLORIDA
Board of Governors

AGENDA

**Nomination and Governance Committee
Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, FL 33965-6565
May 12, 2016
4:30 p.m. - 4:45 p.m.**

or

Upon Adjournment of Previous Meetings

**Chair: Mr. Tom Kuntz; Vice Chair: Mr. Ned Lautenbach
Members: Colson, Link, Tripp**

1. **Call to Order and Opening Remarks** **Governor Tom Kuntz**

2. **Minutes of Committee Meeting** **Governor Kuntz**
Minutes, March 17, 2016

3. **Recommendations of Candidates to fill Trustee Vacancies
and Report on Applicant Interview**

 - a. **Florida A&M University (1 vacancy)** **Governor Tripp
Governor Levine**

4. **Concluding Remarks and Adjournment** **Governor Kuntz**

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Nomination and Governance Committee
May 12, 2016**

SUBJECT: Minutes of Committee Meeting held March 17, 2016

PROPOSED COMMITTEE ACTION

Approval of Minutes of the Meeting held on March 17, 2016, at the University of West Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the Minutes of the Meeting held on March 17, 2016, at the University of West Florida.

Supporting Documentation Included: Minutes: March 17, 2016

Facilitators/Presenters: Governor Tom Kuntz

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
NOMINATION AND GOVERNANCE COMMITTEE
UNIVERSITY CONFERENCE CENTER
UNIVERSITY OF WEST FLORIDA
PENSACOLA, FLORIDA
MARCH 17, 2016

*Video or audio archives of the meetings of the Board of Governors
and its Committees are accessible at <http://www.flbog.edu/>.*

Mr. Kuntz convened the meeting of the Nomination and Governance Committee of the Board of Governors on March 17, 2016, at 10:47 a.m., with the following members present: Dean Colson, Ned Lautenbach, and Wendy Link.

1. Approval of Minutes of Meeting held January 20, 2016

Mr. Colson moved approval of the Minutes of the meeting held January 20, 2016, as presented. Mr. Lautenbach seconded the motion, and members of the Committee concurred.

2. Recommendations to fill Trustee Vacancies

Florida Gulf Coast University

Mr. Kuntz noted there are two vacancies on the Florida Gulf Coast University Board, but said the Committee will only be filling the expired term held by Mr. Robert Wells. Mr. Kuntz said that Mr. Lautenbach, Mr. Colson, and Ms. Link were responsible for vetting the applicants and called on Mr. Lautenbach for his recommendation. Mr. Lautenbach recommended the appointment of Mr. Joseph Fogg, subject to attending an orientation.

Mr. Fogg is the retired chief executive officer of Westbury Partners. He currently serves as vice chair of the City of Naples Citizen Police Review Board and as the director of the Yale Club of Southwest Florida. Mr. Fogg received his bachelor's degree from Yale University and his master's in business administration from Harvard Business School. Mr. Kuntz added that Mr. Fogg's resume is incredibly impressive. Mr. Colson seconded the motion, and members of the Committee concurred.

University of Florida

Mr. Kuntz said he, Mr. Colson and Mr. Hosseini vetted the applicants for the University of Florida. Mr. Kuntz recognized the Committee received many qualified applicants.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

March 17, 2016

Mr. Kuntz said there was one applicant that stood out over the others and recommended the appointment of Mr. Leonard Johnson, subject to attending an orientation.

Mr. Johnson is a partner at Barnett, Bolt, Kirkwood, Long & Koche Attorneys at Law, P.A. He currently serves as distinguished director for the Gator Boosters, Inc., and previously served as chair of the Pasco-Hernando State College. Mr. Leonard received his bachelor's degree and law degree from the University of Florida. Mr. Kuntz added he personally knows Mr. Johnson and is confident he will be an excellent trustee at the University of Florida. Mr. Colson seconded the motion, and members of the Committee concurred.

3. Presidential Search Workgroup

Mr. Kuntz explained Mr. Lautenbach has established a workgroup of trustee representatives from each university to develop a proposed regulation that incorporates best practices for presidential searches. Mr. Kuntz asked Mr. Lautenbach to provide an update to the Committee.

Mr. Lautenbach explained the workgroup consists of one trustee from each university, and they are working on developing a set of guidelines to ensure best practices for presidential searches. He said there was an initial meeting of the workgroup by phone on February 22, 2016 and a second meeting held in person on March 16, 2016. The regulation will reinforce the authority delegated to the university boards of trustees to select a president, subject to confirmation by the Board of Governors. Also, the regulation will address the role of university boards of trustees, composition of the search committee, and role of the Board of Governors in the presidential search and selection process.

Mr. Lautenbach said he anticipates taking the regulation to the Board for approval to publish for public comment at the May 12, 2016 meeting. Mr. Lautenbach commented the regulation is to help universities by providing guidelines as they go through a presidential search. He noted most schools do not go through a presidential search process every year and that the trustees have been very supportive of establishing guidelines.

Mr. Kuntz thanked Mr. Lautenbach for his update. Mr. Kuntz said while a presidential search does not happen very often, there are currently two searches underway. He noted having a broad set of guidelines will help future presidential search processes. Mr. Lautenbach indicated he informed the trustee workgroup there was no intent to change any roles or responsibilities of the boards of trustees or the Board of Governors, but to establish guidelines for how to move through the process.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE

March 17, 2016

Mr. Kuntz asked Ms. Shirley if the first reading of the proposed regulation would be during the May Board meeting and then final approval of the regulation would be considered at the June Board meeting. Ms. Shirley said that was correct.

4. Concluding Remarks and Adjournment

Having no further business, the meeting was adjourned at 10:54 a.m., March 17, 2016.

Tom Kuntz, Chair

Vikki Shirley
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
Nomination and Governance Committee
May 12, 2016**

SUBJECT: Appointment of University Trustee for Florida Agricultural and Mechanical University

PROPOSED COMMITTEE ACTION

Appointment of University Trustee for Florida Agricultural and Mechanical University

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process

BACKGROUND INFORMATION

Florida Agricultural and Mechanical University has a trustee vacancy for a term that ended on January 6, 2016.

In accordance with the University Board of Trustee Selection and Reappointment Process, the vacancies were posted for the public on the Board's website and a number of applications were received.

Governor Tripp and Governor Levine independently reviewed the applications and will make a recommendation to the full Committee.

Supporting Documentation Included: None

Facilitators/Presenters: Governor Tom Kuntz



STATE
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SYSTEM
of FLORIDA
Board of Governors

AGENDA
Board of Governors Meeting
Cohen Center Ballroom
Florida Gulf Coast University
10501 FGCU Boulevard South
Ft. Myers, Florida 33965
May 12, 2016
4:45 p.m. - 5:00 p.m.
or
Upon Adjournment of Previous Meetings

- | | |
|---|---|
| 1. Call to Order and Chair's Remarks | Chair Tom Kuntz |
| 2. Minutes of Board of Governors Meeting <ul style="list-style-type: none">• Minutes, March 2, 2016 | Chair Kuntz |
| 3. Public Comment | Chair Kuntz |
| 4. Public Notice of Intent to Promulgate New Board of Governors Regulation 1.002 Relating to Presidential Search and Selection | Ms. Vikki Shirley
<i>General Counsel</i>
<i>Board of Governors</i> |
| 5. Nomination and Governance Committee Report <ul style="list-style-type: none">• Appointment of University Trustees | Chair Kuntz |
| 6. Concluding Remarks and Adjournment | Chair Kuntz |

Public comment will only be taken on agenda items before the Board. Public comment forms will be available at the staff table at each meeting and must be submitted prior to the plenary meeting of the Board. A maximum of 15 minutes will be set aside after the Chancellor's Report to accept public comment from individuals, groups, or factions who have submitted a public comment form.)

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
May 12, 2016**

SUBJECT: Minutes of Board of Governors Meeting held March 2, 2016

PROPOSED BOARD ACTION

Approval of minutes of the Board of Governors meeting held on March 2, 2016 at the University of Central Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the Board of Governors meetings held on March 2, 2016 at the University of Central Florida.

Supporting Documentation Included: Minutes: March 2, 2016

Facilitators/Presenters: Chair Tom Kuntz

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STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
UNIVERSITY OF CENTRAL FLORIDA
UCF FAIRWINDS ALUMNI CENTER
ORLANDO, FLORIDA
MARCH 2, 2016

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and its Committees are accessible at <http://www.flbog.edu/>.*

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MINUTES: FLORIDA BOARD OF GOVERNORS

MARCH 2, 2016

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
UNIVERSITY OF CENTRAL FLORIDA
UCF FAIRWINDS ALUMNI CENTER
ORLANDO, FLORIDA
MARCH 2, 2016

1. Call to Order and Chair's Remarks

The Chair, Tom Kuntz, convened the meeting at 1:00 p.m., on March 2, 2016, with the following members present and answering roll call: Vice Chair Ned Lautenbach; Dean Colson; Daniel Doyle, Jr.; Tonnette Graham; Mori Hosseini; H. Wayne Huizenga, Jr.; Wendy Link; Ed Morton; Pam Stewart; and Norman Tripp. Patricia Frost; Alan Levine; Katherine Robinson; and Fernando Valverde participated in the meeting by phone.

Chair Kuntz thanked President Hitt and Chair Marchena for hosting the meeting and their hospitality. He noted the Nomination and Governance Committee meeting would be deferred until the regular meeting of the Board on March 16 and 17, 2016.

2. Public Comment

Chair Kuntz asked the Board's General Counsel Vikki Shirley if there were any requests for public comment for items on the Board's agenda. Ms. Shirley stated no requests for public comment had been received.

3. Update to the National Rankings Publication List

Chair Kuntz called on Dr. Jan Ignash to present this item. Dr. Ignash explained there is a list of publications the Board considers when evaluating the 2025 System Strategic Plan's "National Rankings for Universities" goals. One of the publications jointly published by the Princeton Review and USA Today entitled "*Best Value Public Colleges*" has been discontinued and Board staff are proposing the substitution of a new Princeton Review publication entitled "*Top 50 Colleges that Pay You Back*", which is quite similar in its evaluation of affordability.

Mr. Colson moved to approve the update to the National Rankings Publications List. Mr. Tripp seconded the motion, and the members concurred unanimously.

4. University of Central Florida Downtown Campus

Chair Kuntz stated the University of Central Florida is requesting approval to establish a Type 1 campus in Downtown Orlando. He noted the item was in the Strategic Planning Committee, but in the interest of time, the item will be considered by the full Board. He asked Mr. Colson to lead the discussion.

Mr. Colson described the materials in the agenda packet, which includes a proposal submitted by the university in September, an addendum to that proposal submitted December 4, 2015, a Board staff analysis dated December 16, 2015, clarifying information submitted by the university, and a Memorandum of Understanding between the university and the City of Orlando dated February 8, 2016.

Mr. Colson stated the university's Board Chair, Mr. Marchena, President Hitt and Provost Whittaker will make presentations and the Board will also hear from a number of guest speakers.

He noted there are a number of considerations the Board should focus on in determining the academic need for a downtown campus. These considerations include: the academic programs to be offered; estimated enrollment; regional accreditation; the expectations for student services, academic support, recreational facilities and health services; the potential impact on upper-level undergraduate and graduate students on the main campus; and the number of faculty and administrators expected to be associated with the downtown campus.

Mr. Colson welcomed Mr. Marchena as the first presenter. Mr. Marchena thanked the Board for its commitment to higher education and introduced fellow UCF trustees in attendance at the meeting. He also recognized two City of Orlando Commissioners, Regina Hill and Robert Stuart. Mr. Marchena thanked the Board for entertaining UCF's request and commented that, after becoming chair of the UCF Board of Trustees, he spent several months doing due diligence and posing some of the same questions to UCF staff that had been asked by Board staff. These questions related to the academic program offerings, the number and mix of face-to-face and online courses to be offered, the funding plan and community support, and the reverter clause in the prior draft Memorandum of Understanding with the City. He commented that other UCF trustees had likewise vetted the project and when the process was complete, the trustees voted unanimously to support this request.

His approach focused on the bottom line as it relates to the quality of education and access to education. As to quality, Mr. Marchena stated the academic program offerings are tied to areas of strategic emphasis and industry needs, which presents more opportunities for field-related work and internships, especially given that a large number of firms in those fields are located downtown. With regard to access, the lower

MINUTES: FLORIDA BOARD OF GOVERNORS

MARCH 2, 2016

overall tuition together with the enhanced use of the 2+2 mechanism will provide greater access to students from areas that are traditionally underserved by higher education. While Mr. Marchena noted the significant economic impact on downtown Orlando, he emphasized that his focus was on improving access to higher education and quality.

Through discussions with Governor Scott and his education policy staff, Mr. Marchena reported the university agreed to eliminate a student housing component and to reduce the size of the academic building, while maximizing its ability to serve students through technology.

With regard to the reverter clause, Mr. Marchena stated on February 8, 2016, the Orlando City Council approved the conveyance of approximately fifteen acres to UCF with no reverter clause. He noted this demonstrates the City's confidence in the project and that altogether, the City's contribution to the project totals approximately \$70 million.

Mr. Marchena then turned the presentation over to Dr. Whittaker.

Dr. Whittaker began by stating that UCF's plan for the downtown campus looks much different than it did a year ago. The new plan reflects advice from the Board of Governors, Board staff, the Governor's staff, and the input of the UCF Downtown Planning group, which resulted in UCF refining its academic strategy and facility needs. The university expects to serve approximately 7,700 students in one new building in combination with renovations to the existing building.

Dr. Whittaker explained the proposed academic programming focuses on three clusters: digital entertainment and communications; health technology and administration; and public service, which includes legal studies. He emphasized the new campus will not be a regional campus that duplicates academic programs offered elsewhere, but instead will serve as the home for programs he referenced, which will benefit from the proximity to relevant industries. Nine of the programs are in areas of strategic emphasis and have high student demand. He commented that enrollment in these programs grew at twice the rate of enrollment in other programs offered by UCF.

Dr. Whittaker projected total enrollment of 7,698 students, with 5,395 coming from UCF and 2,303 coming from Valencia College. Eighty percent of these students are expected to enroll in face-to-face courses and based on student surveys, he indicated that even students taking 75% or more of their coursework online are just as engaged in on-campus activities. They also looked at overall course-taking behaviors on the main campus and found that 46% of the students enrolled in face-to-face courses, 38% of the students enrolled in only face-to-face courses, and 16% enrolled in fully online courses.

He expects to maximize the use of academic space by leveraging technology and mixed learning modes. The new 165,000 square foot building will cost approximately \$60 million to construct with the funding to be divided equally between UCF resources, community support, and state funds. The renovation of the existing building will allow Valencia College to co-locate downtown along with the \$7.7 million space that has been donated and will be privately developed for Valencia's culinary and hospitality program. As mentioned previously by Mr. Marchena, the proposed campus does not include a component for student housing.

Dr. Whittaker concluded his presentation with a look at the academic return on investment. Of the 14 academic programs to be offered on the campus, 9 of those will be in areas of strategic emphasis such that 65% of the 1,800 degrees produced annually will come from those areas. He described the downtown campus as the first of its kind to be fully integrated with a college partner on the same site. He believes the project best aligns academic offerings with industry needs and will provide hands-on higher education learning experiences to their students.

Dr. Hitt next spoke to the investments made by the community. UCF's funding plan calls for a third of the support to come from community investment in order to lower the state's investment. Dr. Hitt reported the Central Florida community has embraced the project and contributed \$16 million of the \$20 million they need. He expects to secure the remaining funds in the near future and thanked their community partners. In particular, he noted the Orlando Magic was the first to contribute and he thanked Mr. Martins, the CEO of Orlando Magic and a UCF trustee, for the Magic's contribution as well as a personal contribution made by Mr. Martins. Other contributors include CFE Federal Credit Union, Florida Hospital, Valencia College, Creative Village, Mr. Alan Ginsburg, Mr. Bruce Douglas, Orange County, CNL, Universal, and Coca-Cola. Dr. Hitt also thanked the Dr. P. Phillips Foundation for its \$3 million contribution and he invited the Chief Executive Officer, Mr. Ken Robinson, to address the Board.

Mr. Robinson stated for more than one hundred years, Dr. Phillips has invested in projects that address critical community needs and that will have a lasting impact on residents. Their relationship with UCF dates back to the 1960s, spanning investments in three endowments, three capital campaigns, the UCF College of Medicine, and now the UCF downtown campus. He explained their investment demonstrates a shared commitment to make higher education accessible to all students. The campus will help more students in the downtown area realize a college degree, and the hands-on learning and internship experiences will give them a running start as they begin their careers. He stated they were excited to be a critical partner in the downtown campus and believe it will have a significant impact on the community.

Dr. Hitt next introduced Dr. Sandy Shugart, the President of Valencia College, noting that UCF accepts the most transfer students of any university in the country and he

thanked Dr. Shugart for making that possible through the Direct Connect program. Dr. Shugart thanked the Board for the opportunity to speak to the proposal. He explained Valencia College's first role is to build on the Direct Connect program, which he expects to yield even greater results through Valencia and UCF students learning and working side-by-side in a seamless environment. This seamless environment will also increase efficiencies by reducing the cost to the student and the state by 25%. Dr. Shugart said their second role was to provide programs that have deep synergies with downtown businesses such as visual media and computer graphics, and health information technology. Finally, he anticipates the two institutions working together to build a portfolio of training and services for students that will lead to the rapid development of skills and placement of their graduates in the workforce.

Dr. Hitt introduced Cait Zona, a UCF trustee and the President of the UCF Student Government Association. Ms. Zona recognized fellow students attending the meeting and expressed support for the proposal. She emphasized the internship and job opportunities that will be available to students attending classes at a downtown campus and noted the similar benefit enjoyed by UCF students at the Rosen School of Hospitality given its proximity to the hospitality district. Ms. Zona also stated students will benefit from the lower-cost tuition model that will be employed on the downtown campus.

Dr. Hitt introduced Dr. Barbara Jenkins, the Superintendent of Orange County Public Schools as the next speaker. Dr. Jenkins explained a new preschool through eighth grade school will be part of the downtown project. The new school will be the first school to open in this impoverished community in 45 years. She referenced the community partners who will be involved such as the Boys and Girls Club, and applauded Mr. Rosen for his generous offer to provide free scholarships to students who attend the Harris-Rosen Preschool and go on to graduate from the local high school. Dr. Jenkins emphasized the downtown educational partnership will provide access and create a positive impact on a community that has been underserved.

Dr. Hitt introduced the Honorable Buddy Dyer, the Mayor of the City of Orlando. Mayor Dyer observed that the City has embraced two concepts: (1) the power of partnerships, and (2) the ability of industry clusters to drive job creation. He stated UCF is the embodiment of both concepts and played a major role in fostering the development of industry clusters, especially in digital media. He explained the City always envisioned Creative Village being anchored by UCF. The City Council unanimously approved the Memorandum of Understanding with UCF with no reverter clause. Mayor Dyer assured members there will be no displacement of residents or businesses since the site consists of the old Amway Center and surrounding parking lots. He stated great strides have already been made to increase housing options, improve transportation, and lower crime, and he expects the addition of a preschool through eighth grade school, along with UCF and Valencia, to expand educational

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opportunities in the area. He introduced Aisha Davis, a recent graduate of Valencia College who is a Parramore resident and now enrolled at UCF. Last year, thirty high school seniors from Parramore enrolled in college and with the new campus, he envisions students will have ready access to greater educational opportunities and jobs with downtown businesses. Mayor Dyer thanked the Board for considering UCF's proposal.

Dr. Hitt next introduced the Honorable Teresa Jacobs, the Mayor of Orange County. Mayor Jacobs thanked the Board for the opportunity to express her support for the proposal, emphasizing the strong partnership between Orange County and UCF. She said they have been working together to create an environment for economic development and she expects a downtown campus to result in retention of talented students who decide to live and work in Orlando. Mayor Jacobs noted that last November, Orange County approved \$3 million for the project because they believe in the value of a downtown campus and the ability of the campus to diversify their economy, raise wages, and create additional economic opportunities.

Dr. Hitt concluded the presentation by playing a short video and emphasizing the importance of the project to UCF, its students, and the community. He stated this is the most important moment of his 24 years as President of UCF and asked for the Board's support.

Mr. Colson thanked everyone for their presentations and indicated the best way to frame the discussion is to ask if there is a motion and a second. Mr. Colson called on Mr. Hosseini. Mr. Hosseini thanked Dr. Hitt for his 24 years of service and discussed how the proposal has changed since it was first brought to the Board in February 2015.

At that time, UCF had not raised any funds from philanthropic sources and was seeking over \$135 million in state funding. Mr. Hosseini noted the project was to include a residence hall that UCF would have to finance or construct through a P3 model. Since that time, he stated the project has been scaled back to one academic building and a request for \$20 million in state funds. The remainder will be contributed by UCF or financed from philanthropic sources. The residence hall has been removed and UCF agreed in a Memorandum of Understanding with Governor Scott not to seek any additional state funds beyond the current request prior to fiscal year 2018-19.

Mr. Hosseini stated that to date, UCF has raised \$16 million from individuals or entities willing to contribute financial support to the project. In addition, the private developer is donating \$7.7 million of shelled space, which will enable greater use of the new academic space once it is constructed. He also noted that on February 8, 2016, the City approved a Memorandum of Understanding demonstrating its intent to provide clear title to UCF, without any reverter clause.

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With regard to academic programs, Mr. Hosseini observed UCF agreed in the Memorandum of Understanding with Governor Scott to focus on degree programs for which there are significant employment opportunities in the state, and that it also agreed to identify and terminate low productivity, low demand programs. Mr. Hosseini concluded by stating he believes the year-long process of working with our staff, with the Governor's office, the City of Orlando, and the Orlando community has resulted in a much better proposal. He then moved approval of the establishment of a Type 1 Campus for UCF located in downtown Orlando, as presented, subject to UCF raising the remaining funds necessary to meet the philanthropic investment of \$20 million for the fixed capital outlay project. Mr. Lautenbach seconded the motion.

Mr. Tripp stated he appreciated the presentation that spoke to the impact on the minority community. He wanted the record to be clear there is a long-term expectation that they will benefit directly from this project and that if any changes are proposed in the future, such changes will benefit the people who actually live in that community. He also congratulated Dr. Hitt on his 24 years of service at the university.

Mr. Morton echoed Mr. Tripp's comments about the community and applauded UCF for its intent to expand educational opportunities to that community. Mr. Morton next noted the serious concerns raised by Board staff about the enrollment projections. He asked Dr. Hitt whether UCF was prepared to absorb the costs that may not be covered by the downtown campus from the university's own reserves without passing those costs on to the students in terms of higher tuition or fees. Dr. Hitt responded in the affirmative.

Mr. Levine expressed his appreciation for the time UCF and Mayor Dyer spent last year when members visited the proposed site of the new campus and for their willingness to address the concerns raised by members at that time. He noted he was ready to help UCF so that the project would be successful.

Ms. Link congratulated them on all the work they have done so far and asked whether the lower tuition cost that was being proposed was across the board or only for the Valencia students. Dr. Shugart responded, stating every student who enters Valencia as a freshman and pursues the Direct Connect program will enjoy the full cost reduction. According to Dr. Shugart, the intent is not to duplicate lower division experiences so all freshman and sophomores will be Valencia students, and juniors and seniors will be UCF students in terms of how they experience tuition. Dr. Shugart also clarified the students will be counted by the institution that is offering the instruction. Dr. Whittaker stated that approximately the same number of students will be admitted through Valencia into Direct Connect as FTIC admits to UCF, and all of those students will be taking the same courses and will be billed at the Valencia credit hour rate.

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Dr. Robinson also echoed Mr. Tripp's comments about the Parramore community. She encouraged Dr. Hitt and Dr. Jenkins, working through UCF's College of Education and the school district, to make the preschool through eighth grade a truly remarkable school that will benefit the community.

Ms. Frost stated she appreciated all the hard work that has gone into this proposal and all the information she received about the proposal.

Ms. Graham said she had questions similar to Mr. Morton's and she thanked UCF Student Government Association President Cait Zona for answering her questions so she could be assured, when considering this proposal, that the students' needs were being met and they would not be adversely impacted financially.

Mr. Colson thanked UCF for its hospitality and expressed his respect for Dr. Hitt, but stated he was going to vote no. His reason for voting no is because he does not believe this is a priority for UCF or for the State University System. First, he explained he is not convinced there is sufficient academic demand for a downtown campus, indicating that data from the recent Board of Governors meeting shows enrollment at regional and special focus campuses is declining. As a result, he believes we should be skeptical of any new bricks-and-mortar campuses no matter where they are located.

Further, he observed the enrollment numbers from the Board's staff analysis are much smaller than what UCF projects. He noted Board staff projects around 5,400 headcount while UCF projects 7,700, and this number is before taking into account that many of the 5,400 students take courses predominantly online or at other UCF locations. Once online students are factored in, the projected number falls to approximately 3,300. He said the largest program slated to move downtown is Health Services Administration, which is 100% online and accounts for 1/3 of the first year's downtown enrollment.

Secondly, even though UCF compares its proposed campus to the Arizona State University (ASU) downtown campus in Phoenix, the comparison omits one important factor. In March 2006, the voters of the City of Phoenix approved propositions securing \$223 million of bonding for the development of the downtown ASU campus. By contrast, Mr. Colson noted voters in Orlando have not approved any proposition to tax themselves to build a downtown campus.

Third, he stated that while UCF is a very good university with a terrific president and outstanding community support, it is not yet a great university and building yet another campus is not a step forward in becoming great. In a prior conversation with Dr. Hitt where he explained he would not be supporting the proposal, he indicated he understood the need to take advantage of opportunities presented. He explained if UCF were asking for \$100 million for a new science building and to recruit five or ten

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academic stars, he would be supportive, especially in light of the fact UCF has been asking for \$65 million for a new science building it desperately needs. He noted that need has not gone away, but instead has been replaced by the funding request for the downtown campus. He observed that the University of California at Berkley has 230 national academy members according to the most recent statistics, while UCF has one. In order to make UCF great, he stated Dr. Hitt needs to be given the resources to change that statistic.

Finally, Mr. Colson noted the political pressure brought to bear on the Board. He predicted there will come a time when we can no longer afford the legacy projects of elected officials because the projects are not one-time expenditures, but instead impact the funding needed to make the state universities great. He wants to make our universities great, but believes the time to say no is today, even though he understands the economic development positives that could come from this project and his respect for those who have reached a different conclusion.

Mr. Kuntz congratulated all of the presenters and congratulated the UCF trustees on their vision in electing Mr. Marchena as chair of the UCF Board of Trustees. He stated Mr. Marchena has taken this proposal very seriously and has listened to Mr. Kuntz's concerns over the past year. Mr. Kuntz indicated if a vote had been taken a year ago when the project was first proposed, he would have voted no but that we are in a very different posture today. First, the funding request is significantly less and he believes UCF has shown a real need for the campus. The reason he is supporting the proposal is because he believes the students will be better served. It also fits with one of his priorities for the System, which is to enhance the 2+2 program. This year he established a Select Committee on 2+2 Articulation chaired by Mr. Levine and this proposal is evidence of how a good partnership between UCF and Valencia College can become even stronger. He also thanked his fellow Board members and the Chancellor and his staff for all of their efforts, noting it took a year to get to where we are today and expressed his support for the request.

Mr. Colson asked for a roll call vote. The following members voted in favor of the motion: Mr. Kuntz, Mr. Lautenbach, Mr. Doyle, Ms. Frost, Ms. Graham, Mr. Hosseini, Mr. Huizenga, Mr. Levine, Ms. Link, Mr. Morton, Ms. Stewart, Mr. Tripp, and Mr. Valverde. Mr. Colson and Dr. Robinson voted in opposition of the motion. The motion passed on a 13-2 vote.

Mr. Kuntz congratulated Dr. Hitt and Chair Marchena.

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5. Concluding Remarks and Adjournment

Chair Kuntz reported the next in person meeting of the Board is scheduled for March 16-17, 2016, at the University of West Florida.

Having no further business, the meeting was adjourned at 2:28 p.m. on March 2, 2016.

Tom Kuntz, Chair

Vikki Shirley,
Corporate Secretary

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

May 12, 2016

SUBJECT: Public Comment

PROPOSED BOARD ACTION

For Information.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Article V, Section H, Board of Governors Operating Procedures; Section 286.0114, Florida Statutes

BACKGROUND INFORMATION

Article V, Section H, of the Board of Governors Operating Procedures provides for public comment on propositions before the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment.

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting.

Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

Supporting Documentation Included: None

Facilitators/Presenters: Chair Tom Kuntz

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS**

May 12, 2016

SUBJECT: Public Notice of Intent to Promulgate New Board of Governors Regulation
1.002 relating to Presidential Search and Selection

PROPOSED COMMITTEE ACTION

Approve Public Notice of Intent to Promulgate New Board of Governors Regulation
1.002 relating to Presidential Search and Selection

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

A new regulation is being proposed to implement best practices related to conducting presidential searches and the selection of university presidents. The proposed regulation clarifies the roles and responsibilities of the university boards of trustees, search committees, the Board of Governors, and the Chancellor with respect to the search and selection process.

Governor Lautenbach worked with trustee representatives from all twelve State University System institutions on the development of the regulation, which is being brought to the Board for approval to publish on the Board's website for purposes of receiving public comment.

Supporting Documentation Included: Proposed New Board Regulation 1.002

Facilitators/Presenters: Ms. Vikki R. Shirley

Regulation 1.002 Presidential Search and Selection

(1) Pursuant to a delegation of authority from the Board of Governors, each board of trustees is responsible for conducting a search and selecting a candidate to serve as the president of the institution, subject to confirmation of the candidate by the Board of Governors. To ensure that the search process is transparent, robust, and designed to attract highly qualified individuals, each university board of trustees must conduct the search process in accordance with the following criteria:

(a) The Chair of the board of trustees, in consultation with the Chair of the Board of Governors, shall appoint the members of a search committee comprised of no more than 15 members, one of whom must be a member of the Board of Governors and at least three of whom are members of the board of trustees. Committee members selected to serve on the search committee should consist of individuals from the institution's faculty, the student body, the institution's foundation board, and, if applicable, the institution's financing corporation board. However, none of the individuals selected to serve on the search committee should hold positions that report directly to the president. In addition, the Chair of the board of trustees should consider appointing alumni, donors, and/or members from the community where the institution is located to serve on the search committee. The Chair of the board of trustees will appoint a trustee member of the search committee to serve as chair of the committee.

(b) After the search committee is formed, the board of trustees or its designee:

i. shall obtain an executive compensation analysis that encompasses all components (salary, benefits, bonuses, and all other forms of remuneration) and that takes into consideration compensation paid to the current president, presidents of peer institutions, as well as other relevant factors (such as market trends, the available qualified pool and relevant competition for candidates), from which the search committee will establish a range of compensation that will be submitted to the board of trustees for approval and use by the board of trustees or its designee in negotiating the employment contract with the final candidate;

ii. may retain the services of an executive search firm/consultant, subject to a competitive procurement process or use of a competitively procured, pre-qualified list, if total compensation will exceed the threshold established in Board Regulation 18.001; and any search firm/consultant that is retained should be familiar, or demonstrate its ability to become familiar, with Florida's Sunshine laws in chapters 119 and 286, Florida Statutes, as applicable to executive searches; and

iii. shall provide a charge to the search committee that outlines the scope of the search, the estimated timeline for the search, and the committee's responsibilities.

(c) The search committee, assisted by the executive search firm/consultant (if retained), will be responsible for:

i. oversight of a webpage on the institution's website with a link to the home page for meetings of the search committee (notices, agendas and materials), updated lists of persons who have submitted applications, and information on the means of providing stakeholder input, which shall be maintained for purposes of transparency;

- ii. establishing a calendar of events for the process as they are planned that takes into account the need to align the timing of the selection process with the estimated timeline specified by the board of trustees to the extent feasible, and meeting dates of the board of trustees, and of the Board of Governors for purposes of the confirmation process;
- iii. developing recommended position criteria that are consistent with the institution's mission, strategic plan and aspirational goals, which shall be approved by the board of trustees;
- iv. approving a marketing plan, that will be submitted to the board of trustees;
- v. identifying individuals through the use of a nomination, application, and recruitment process, taking into consideration their experience, qualifications and leadership capabilities under the position criteria to produce a pool of qualified applicants;
- vi. vetting applicants by, at a minimum, ensuring that available public records and online resources are checked in order to narrow the pool of qualified applicants who will be invited to participate in interviews with the search committee, checking references of those who will be interviewed by the search committee, and thoroughly checking references prior to referring candidates to the board of trustees;
- vii. determining, under the position criteria, the applicants to be interviewed by the search committee and conducting those first applicant interviews; and
- viii. recommending an unranked list of applicants who are qualified under the position criteria to further the institution's mission, goals and priorities for on-campus meetings or forums with faculty, students, and other stakeholders and for consideration and on-campus interviews by the board of trustees. The search committee is required to submit more than two qualified applicants to the board of trustees for consideration, other than in exceptional circumstances making fulfillment of this requirement infeasible. If more than one candidate is not coming forward, the board of trustees must be notified of the reason and may decline to act.

(d) The board of trustees or its designee, with the assistance of the executive search firm/consultant (if retained), shall then be responsible for:

- i. ensuring that at least a preliminary criminal, financial, education and professional background check is conducted for the candidates who are recommended by the search committee to interview with the board of trustees; ensuring that additional screening of those candidates is conducted by contacting other persons or entities that can provide additional information relevant to the position criteria on the candidate's job performance in his or her current and past positions, an assessment of the candidate's leadership capabilities and management style, ability to work with various stakeholders, and expected effectiveness as an advocate for the institution and the State University System; and ensuring that a background check of the president-elect is finalized prior to recommendation of the president-elect to the Board of Governors for confirmation;
- ii. selecting final candidates for on-campus meetings with faculty, students, the board of trustees, and other stakeholders;
- iii. selecting a final qualified candidate under the position criteria as president-elect for recommendation to the Board of Governors for confirmation;

iv. drafting an employment contract or a detailed term sheet covering the financial and key performance terms, to be reviewed by the Board of Governors general counsel prior to execution for compliance with state law, that is consistent with the compensation range approved by the board of trustees, and that is contingent upon confirmation of the candidate by the Board of Governors (with any term sheet being followed by such a contract); and

v. submitting a written description of the selection process and criteria, the president-elect's qualifications, and a summary of the material employment contract terms to the Board of Governors for consideration in the confirmation process. The president-elect is not eligible to commence employment with the institution prior to confirmation by the Board of Governors and execution of the employment contract required under subparagraph (1)(d)(iv) with a copy provided to the Board of Governors.

(2) The Chancellor shall brief the president-elect in preparation for the meeting at which the candidate shall be presented to the Board of Governors for confirmation.

(3) The president-elect shall personally appear before the Board of Governors at a scheduled meeting for an interview as part of the confirmation process. The Chair of the board of trustees, or designee, will describe the search process and introduce the president-elect to the Board. The president-elect should be prepared to respond to questions related to the institution's mission under its strategic plan, general awareness of institutional and system metrics, and any priorities established by the Board of Governors for the institution. As provided in Board of Governors Regulation 1.001(5)(c), a two-thirds vote of the Board of Governors shall be required to deny confirmation of a candidate selected by a board of trustees.

**STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
May 12, 2016**

SUBJECT: Appointment of University Trustee for Florida Agricultural and Mechanical University

PROPOSED BOARD ACTION

Appointment of University Trustee for Florida Agricultural and Mechanical University

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process

BACKGROUND INFORMATION

Florida Agricultural and Mechanical University has a trustee vacancy for a term that ended on January 6, 2016.

In accordance with the University Board of Trustee Selection and Reappointment Process, the vacancies were posted for the public on the Board's website and a number of applications were received.

Governor Tripp and Governor Levine independently reviewed the applications and will make a recommendation to the full Committee.

Supporting Documentation Included: None