

Attachment 3 Search Timeline, Process, and Summary of Key Milestones

April 10, 2014: The University of Florida Board of Trustees (“UF Board”) authorizes the establishment of a Presidential Search Committee and authorizes the Chairman of the Search Committee to retain a search consultant to assist in the nation- and world-wide search for UF’s 12th President.

A search website is created and is updated frequently throughout the search. A president search email address is established for comments and input on the search at any time.

The UF Board Chairman emails a 240,000-address listserv of faculty, students, staff, alumni, donors, business and community leaders and other friends of UF to announce the commencement of the search and UF Trustee Steven Scott’s chairing of the Search Committee, and to seek stakeholder engagement throughout the process.

The UF Board Chairman’s email also asks stakeholders to review the August 28, 2012 UF Board-approved search criteria, developed with robust outreach to UF stakeholders less than two years previously. Stakeholders are asked for input into whether any UF preeminence-related updates are warranted. A web-based form is provided on the website for input by April 17, 2014. A report summarizing the input and recommending a few updates is then developed and posted on the search website.

April 30, 2014: The UF Search Committee Chair selects Greenwood/Asher & Associates, Jan Greenwood, as the search consultant, the lowest cost of several firms considered and a firm with extensive experience in Association of American Universities (AAU) presidential searches.

May 1, 2014: The Chairman of the UF Board appoints the members of the Search Committee and its subcommittees, as provided under the Board’s Bylaws, representing a wide range of UF stakeholders with significant personal and professional accomplishments.

The Committee members are posted on the website and an email update is sent to the 240,000-address listserv.

May 9, 2014: The Qualifications and Criteria Search Subcommittee meets to review the August 28, 2012 UF Board-approved search criteria and the 2014 stakeholder input received in response to the April 10 email to a 240,000-address listserv. The Subcommittee develops a draft of updated criteria, which is posted on the website. The meeting is open and also accessible via live streaming over the Internet.

May 19, 2014: The Qualifications and Criteria Search Subcommittee meets again and finalizes its draft.

The full Search Committee meets, considers the robust outreach and responses received, considers the information provided by the Subcommittee, and approves updated search criteria for recommendation to the UF Board's Governance Committee and full Board of Trustees. The proposed updated search criteria are posted on the website and reflect the University's preeminent research university role, its longstanding membership in the Association of American Universities (AAU), its objective to advance into the top 10 of public AAU research universities in national rankings, its comprehensive nature (spanning arts, humanities, culture, science, technology, engineering, and professions broadly defined), and the broad meaning of multi-cultural experience.

The Marketing and Communications Search Subcommittee meets to review the marketing and communications plan. The Subcommittee also discusses development of a University and Position Profile and a UF Brochure, which, when completed, are posted on the search website and used in marketing.

The meetings are open and also accessible via live streaming over the Internet.

May 23, 2014: The UF Board Governance Committee meets and recommends that the UF Board approve the Search Committee-proposed updated search criteria. Then the full UF Board meets, considers and adopts the updated search criteria "seek[ing] a leader with a distinguished academic career, and with the vision, experience, credentials, integrity, energy, and determination to achieve the University's goal of becoming a top-10 public research university...the commitment and ability to achieve the University's preeminence initiatives [and] to lead a first-rate faculty, foster excellence, lead progress, and advance the reputation and success of the University of Florida in all aspects of its education, research and service mission, in a changing global economy and higher education environment." The approved search criteria set out 25 desired qualifications and are comprehensive. These become part of a University/Position Profile. The meeting is open and also accessible via live streaming over the Internet.

An email update is sent by the Search Committee Chair to the 240,000-address listserv distributing the Board-approved 2014 search criteria.

June 16, 2014: An email update is sent by the Search Committee Chair to the 240,000-address listserv, informing UF stakeholders about the Chair's outreach to national academic research leaders, the posting of nominations on the search website, and upcoming meetings.

July 7, 2014: The Search Subcommittee on Compensation meets with Stephen Pollack, a Partner of Mercer, which provides an expert opinion and report (July 7, 2014 Mercer Report) on the market range of total compensation for peer AAU institution presidents as a basis for the determination of the total compensation for University of Florida's next President. Copies are provided to the Board of Governors Chairman, all Search Committee members and Trustees, as well as media following the search. The meeting is open and also accessible via live streaming over the Internet.

July 8, 2014: The full Search Committee and UF Board Governance Committee meet to review the July 7, 2014 Mercer Report; the full UF Board attends the meeting to hear the presentation of Partner Stephen Pollack of Mercer. The Search Committee and Governance Committee recommend to the UF Board that it approve the July 7, 2014 Mercer Report as a basis for the determination of the total compensation for University of Florida's next President and that the UF Board authorize the Board Chair to establish total compensation within the Mercer Report's market range.

The full UF Board then meets and approves the July 7, 2014 Mercer Report as a basis for the determination of the total compensation for University of Florida's next President and authorizes the Board Chair to establish total compensation within the Mercer Report's market range.

The meetings are open and also accessible via live streaming over the Internet.

Throughout the Summer 2014: UF Board Chair Steven Scott meets with the Presidents of the Association of American Universities and the Association of Public and Land Grant Universities to market the position of UF President and obtain their guidance. Communications made with academic research university leaders throughout the country to market the position and encourage interest in it. Search Consultant Jan Greenwood communicates with over 350 AAU, research university, and land-grant presidents and provosts to market the position and encourage applications.

Charts of nominations and applications are posted periodically on the search website. The Search Consultant contacts each nominee and applicant, provides the search criteria, and encourages their self-assessment of qualifications and interest. Applications are accepted until the position is filled, although they are encouraged by September 30, 2014.

August 22, 2014: As the fall 2014 semester begins, the Search Committee Chairman emails the 240,000 listserv to update stakeholders on outreach and search activities to date and to request broad stakeholder input by August 29th into questions for campus visits and interviews. Questions developed in 2012 are posted on the website with a web-based comment form and respondents are asked whether any of the 2012 questions are on subjects no longer of high concern and whether any changes are needed to reflect UF's preeminent status and goals.

September 2, 2014: The Search Subcommittee on the Campus Visit meets to review 2012 materials and plan updates in preparation for campus visits and interviews. The focus is on campus tour materials to showcase the University of Florida's strengths and breadth. The meeting is open and also accessible via live streaming over the Internet.

September 5, 2014: The Search Subcommittee on Compensation meets with the Governance Committee and an outside expert to review in detail, comment on, and endorse a draft Term

Sheet. Each section of the Term Sheet is reviewed and discussed. All Search Committee members and UF Trustees are encouraged to attend and most do.

The full Search Committee meets, reviews and endorses the Term Sheet, as well as endorsing authorization of the UF Board Chair to further develop the Term Sheet on customary and reasonable terms in the market. At its meeting, the Search Committee also receives an update from the Search Consultant and the Search Committee Chairman on outreach, discusses AAU's membership criteria and the meaning and importance of seeking a president with academic distinction for the achievement of UF's goals.

The Search Committee also considers feedback received at the end of August on questions for interviews and Faculty and Campus/Community Assemblies during campus visits. The summary of the feedback is posted on the search website.

The meetings are open and also accessible via live streaming over the Internet.

The search advertisement appears in the Chronicle of Higher Education, Inside Higher Education, Hispanic Outlook, Insight Into Diversity, Diverse, and Women in Higher Education.

October 6, 2014: The Search Committee Chairman emails the 240,000-address listserv to update them on the schedule and process for Search Committee review of applications, Search Committee interviews of candidates, and UF Board interviews of finalists and selection of UF's 12th President. The email explains that the meetings and interviews will be open and also accessible via closed circuit TV at locales across UF's campus, on the Jacksonville campus, and, using extension offices, at locales across Florida.

October 13, 2014: The Search Committee reviews all applications received against the Search Committee- and Board-approved search criteria and invites three accomplished candidates, all of whom have distinguished academic credentials as well as operational, management, fundraising and other key experience--W. Kent Fuchs, Provost of Cornell University, David W. McLaughlin, Provost of New York University, and Sibrandes Poppema, President of Groningen University in the Netherlands--to interview with the Search Committee in Gainesville, Florida on October 14, 2014. The meeting is open and also accessible via closed circuit TV at locales across UF's campus, on the Jacksonville campus, and, using extension offices, at locales across Florida.

The Search Committee Chairman sends an email to the 240,000-address listserv to update UF stakeholders on these developments and the schedule of major activities over the coming days.

The Search Consultant conducts reference checks over a two-day period and due diligence is completed by outside experts, with the UF Board Chair and Board Vice-Chair receiving separate briefings.

October 14, 2014: The Search Committee conducts a one and a half hour interview of each of the three candidates, discusses each candidate's considerable strengths under the search

criteria, and refers two candidates--W. Kent Fuchs, Provost of Cornell University, and David W. McLaughlin, Provost of New York University--to the UF Board to be interviewed as finalists on October 15, 2014. Five Trustees are members of the Search Committee and four additional Trustees also attend the Search Committee interviews to listen. The meeting and interviews are open and also accessible via closed circuit TV at locales across UF's campus, on the Jacksonville campus, and, using extension offices, at locales across Florida.

The Search Committee Chairman sends an email to the 240,000-address listserv to update UF stakeholders on these developments and to remind them of the Assemblies.

The two finalists each have a separate one and a half hour Faculty Assembly and a separate one hour Campus/Community Assembly that evening. Those who attend the Assemblies in person or via closed circuit TV are invited to provide comments for consideration by the UF Board. Comments are compiled and summarized by the Human Resource Services, Public Affairs and General Counsel's Offices, with oversight by four current and former presidents of the Faculty Senate.

The Faculty Assemblies are moderated by former UF Faculty Senate President, Dr. Frank Bova. The current UF Faculty Senate President, Dr. Pradeep Kumar, the Chairs of the UF College Councils, Dr. Bova and other former Faculty Senate Presidents finalize the structure of the Assemblies and the questions, which are selected to cover a broad range of faculty input and interests. Drs. Kumar and Bova, with assistance by additional former Faculty Senate Presidents, Drs. Richard Yost and Cherie Brodeur, and some other volunteers ask the questions.

The Campus/Community Assemblies are moderated by Student Body President, Cory Yeffet, and Executive Associate Athletic Director, Lynda Tealer. Questions are developed from the responses to outreach in 2012 and 2014 and are asked by representatives of a broad range of campus and community constituents, including a graduate student assistant, a student government leader, a board member of the Academic and Professional Assembly (representing all UF staff), the Chair of the President's Council on Diversity, a staff person from the UF office of sustainability, the UF Alumni Association President, and the Mayor of Gainesville.

October 15, 2014: The UF Board meets to review the draft Term Sheet and Resolution to select the 12th President of UF (which will be completed after interviews in the case of the Resolution and after the Board Chair and President-elect have the opportunity to finalize the Term Sheet) and confirms that due diligence has been completed. The Student Body President and Faculty Senate President provide a report to the UF Board on the comments from the Campus/Community and Faculty Assemblies. The UF Board confirms the authority already granted to the Board Chair to determine the compensation terms within the market range of the Mercer Report and authorizes the Board Chair (as recommended by the Search Committee and Board Governance Committee in September) to make changes to the Term Sheet that are customary and reasonable in the market as confirmed by an outside expert.

The UF Board interviews each of the two finalists separately for over an hour. The UF Board then considers the finalists' strengths and unanimously votes to select W. Kent Fuchs as the 12th President of UF, voting in favor of the Resolutions and with the final appointment and employment of the President-elect being subject to the execution of a binding Employment Agreement and final confirmation by the Board of Governors as required by law. The Resolutions provide for Dr. Fuchs' term of service as President to begin on January 1, 2015 and to extend through June 30, 2020, authorize the UF Board Chairman to submit a report to the Board of Governors and seek its confirmation of Dr. Fuchs as UF's next President, to finalize and execute the Term Sheet with customary and reasonable terms, and to negotiate, approve and execute a binding Employment Agreement with Dr. Fuchs substantially on the terms in the Term Sheet and other terms not inconsistent with it.

The meetings and interviews are open and also accessible via closed circuit TV at locales across UF's campus, on the Jacksonville campus, and, using extension offices, at locales across Florida.

October 2014: The final Term Sheet will be executed by the Board Chairman and President-elect. An Employment Agreement will be developed and is anticipated to be ready in the first several days of November 2014.

November 6, 2014: UF Board Chairman, Steven M. Scott, and 12th UF President-elect, W. Kent Fuchs, will attend the Board of Governors meeting to request confirmation of Dr. Fuchs' appointment.