

Attachment 4
Position Profile and Responsibilities

More information at:

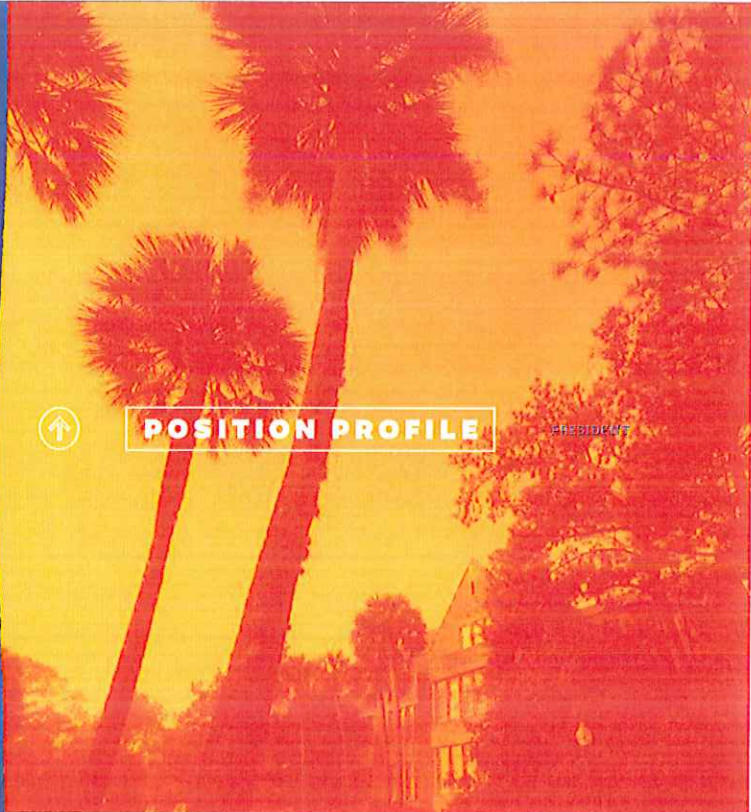
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UF UNIVERSITY of
FLORIDA

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POSITION PROFILE

PRESIDENT

UF UNIVERSITY of
FLORIDA

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.

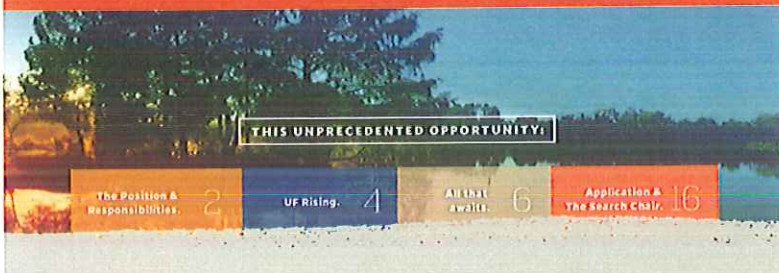
The University of Florida's next president becomes a leading figure in public education in what's expected to soon become the nation's third most populous state. The head of the flagship institution of the state university system is the CEO of an enterprise with a \$4.4 billion annual budget.

Such a prominent standing positions the next president to continue crafting 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 preeminence.

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 \$17 billion. The foundation has put its current fundraising drive squarely behind UF's rise.

The visionary who next leads UF can influence the strategic direction of 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 premier 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 University of Florida and reports directly to, and is an officer of, the University of Florida Board of Trustees. (The President is not a member of the Board, which enables the President to fulfill his or her responsibilities in compliance with Florida law.) Subject to appropriate accountability to and governance of the Board, the President is responsible for all operations of the University, including overall leadership and management of the institution, its academic enterprise, fundraising, the development of strategic plans, fiscal and budgetary plans and requests and the allocation of resources. The President also has oversight responsibilities for private affiliated organizations including a foundation, research foundation, agricultural research entities, investment management company, development corporation, hospitals and healthcare entities, alumni association, athletic association, among others. The President works with the Board of Trustees to develop its strategic vision for UF. He or she represents the University in Florida, nationally and internationally and is responsible for assembling and directing the leadership team to execute UF's strategic objectives. The President and the Chair of the Board of Trustees are responsible for the University's relationship with the Board of Governors and other universities in the Florida state university system.

Having grown rapidly over the past decade and being poised for continued advancement, the University of Florida seeks a president 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 University is a comprehensive, national and international, land grant university, a member of the AAU, and recognized as the flagship public research university in the state of Florida.

The successful candidate must have the commitment and ability to achieve the University's preeminence initiatives, to lead a first-rate faculty, foster the

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 university will consider candidates both within and outside academia under the totality of the following desired qualifications:

1. Has an academic background and credentials, including Ph.D. or highest degree in chosen field.
2. Is recognized as a national and international scholar of distinction (e.g., is a member of a national academy or institute or a fellow of a major academic society, or has a distinguished record of research).
3. Demonstrates a record of meaningful accomplishments in executive leadership of and decision-making in complex organizations, and has a strong record of innovation and transformation.
4. Has experience in an administrative leadership position at a major university.
5. Will have respect and influence among AAU and other peer organizations and institutions.
6. Will be able to attract, develop and retain world-class faculty and students, who are at the core of the university's mission and success.
7. Exercises the highest integrity at all times.
8. Has a record of fiscal acumen and sound fiscal leadership, as well as fostering effective fundraising.
9. Has a sophisticated understanding of the fiscal complexity and structure of academic research institutions, and can lead development of new and creative funding models and marshal and optimize resources in a changing global economy and public higher education environment.
10. Reflects visionary and transformative thinking and a global perspective about higher education, its roles in society, and how to foster access, affordability, and excellence in education, including (a) leveraging innovative modalities, techniques and research to promote effective learning and student engagement and (b) preparing students for success in all aspects of life and to make meaningful contributions to a 21st Century society.

11. Appreciates and is committed to fostering an exceptional, well-balanced and varied graduate and undergraduate student experience--in academics, in research, in co-curricular opportunities, in social, multi-cultural, and service experiences, and in residential and work activities. Relates well to, and understands the issues facing, students.
12. Has the commitment, vision, entrepreneurial skills, and ability to foster growth of the research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development.
13. Understands the complexity and interrelationships of university health science centers, affiliated teaching hospitals and practice groups, and the communities they serve, and has the vision to foster success in the academic health affairs endeavor in a changing health care environment.
14. Appreciates and is committed to the quality, scope, complexity and vitality of the university's land-grant mission, in which the Institute of Food and Agricultural Sciences fulfills a leadership role, as well as the land-grant mission's legacy and ongoing multi-disciplinary contributions to education, research and service that benefit Florida, the nation and the world as they face the challenges of today and the future.
15. Understands and is committed to the core mission of the university in undergraduate and graduate education and research, across a uniquely diverse range of disciplines including the arts, liberal arts, humanities, sciences, technology, and professions broadly defined, as well as multi-disciplinary approaches of a preeminent, public, research-intensive but comprehensive university.
16. Is committed to shared governance with the faculty, consistent with the principles and spirit of the Constitution adopted by the Faculty Senate at <http://www.generalcounsel.ufl.edu/downloads/Constitution.pdf>.
17. Understands major intercollegiate athletics programs and their role in university life and is enthusiastic about and committed to fostering the programs' integrity, accountability to the university, and NCAA compliance, the academic excellence and personal development

of student athletes, as well as the programs' competitiveness.

18. Is experienced in successfully leading the development and implementation of a strategic plan in a complex organization.
19. Demonstrates an ability and commitment to working with the board of trustees to develop the university's priorities and strategic vision, leading the institution to successfully accomplishing them, and carrying out the board's strategic vision within the context of the university's tradition of collegial governance. Also appreciates University of Florida's role in and service to the State University System and is committed to working collaboratively with the Board of Governors and other state universities.
20. Has the ability to forge effective relationships with and secure the support and resources of a broad range of stakeholders, including alumni, donors and sponsors, parents, the public, local, state and federal public officials, and the business community, as well as students, faculty and staff. Appreciates and is committed to leveraging the passion of the UF alumni base; appreciates and is enthusiastic about being or becoming a part of the Gator Nation and culture.
21. Is able to identify and recruit high quality talent committed to excellence at all levels and in all areas of the institution—and has a record of building, empowering and mentoring a strong, skilled and collaborative leadership team.
22. Values diversity, broadly defined, and the promotion of free expression as critical to excellence in the educational, research and service endeavor.
23. Has the passion and intellectual energy to be involved in all aspects of university life and to fulfill the university's unique commitment to serve the State of Florida, including through education, research and economic development.
24. Is a great communicator and listener, has exemplary interpersonal skills, is an inspirational, proactive and politically astute leader, and is a skilled change-manager capable of making difficult but important changes, while preserving those traditions that serve the institution well.
25. Has meaningful international or multi-cultural experience.

After years of making the case, the University of Florida has recently been riding a wave of acknowledgment that it's someplace special.

The Legislature has designated UF the state's foremost preeminent research university and allocated \$95 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.

THE UNIVERSITY'S PREEMINENCE CAMPAIGN, UF RISING, 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 where we're already 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, campuswide 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.



We're building so much more than buildings.

All That Awaits The Next President:

PROUD TO BE AMONG OUR PEERS.

The University of Florida is the state's only member of the Association of American Universities (AAU), the association of North America's 62 premier research universities. Membership is:

- By invitation only
- Based on excellence of research, scholarship, graduate and undergraduate programs
- Recognition of UF's metrics in competitively-funded federal research, National Academy members, and significant faculty awards

AMONG THE NATION'S LARGEST UNIVERSITIES.

The university has more than 4,200 full-time faculty members and an enrollment of more than 50,000 students.

A 2010 study showed that UF infuses \$8.76 billion into the Florida economy each year and provides more than 106,000 jobs directly and indirectly. That means UF's impact on the state is as large as Florida's retail clothing industry or spectator sports industry.

LAND-GRANT. A 150-YEAR TRADITION.

The University of Florida, which traces its roots to 1853, is one of the nation's 74 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 collaboratively research and teach about the most challenging issues facing our society and planet today. UF is also a sea-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 promotes 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 vitality of UF's land-grant mission by generating 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 where they reside - and used to enhance the quality of life and serve the greatest needs of society in the state, nation and world.

RESEARCH THAT FINDS SOLUTIONS.

The University of Florida's outstanding faculty distinguishes itself by attracting hundreds of millions of dollars in annual research funding, thereby enhancing the quality of the university, advancing scientific knowledge and fostering economic growth. In just the past 10 years, annual research contract and grant awards grew by more than 50 percent, from \$407 million to \$641 million, with total university research expenditures of \$697 million. The National Science Foundation ranked UF at No. 23 for research and development. UF is ranked 14th among U.S. public universities in total research.

UF scientists' nearly 10,000 research projects ranged from new medical devices to better strawberries to more accurate hurricane tracking. UF ranks fourth nationally in creating startup companies, behind only M.I.T. and the University of California and University of Texas systems. It ranks 11th in number of licenses and options, a key indicator that investors believe a technology is commercially viable.

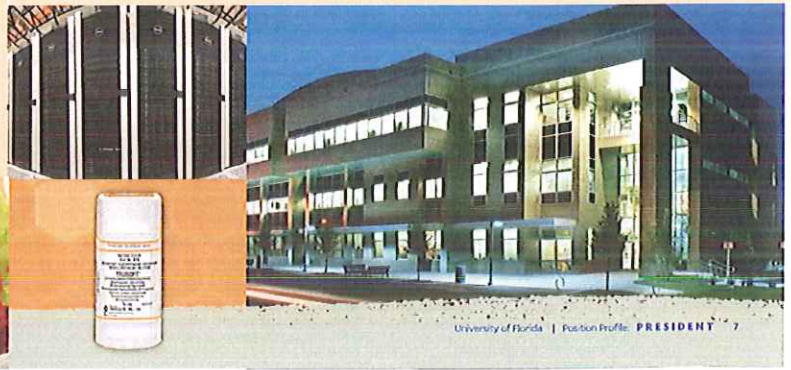
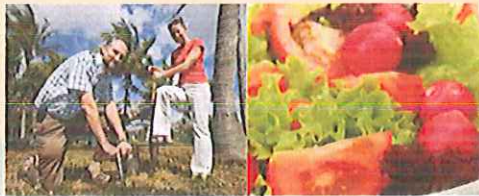
UF's innovation legacy began in 1965 when UF faculty member Dr. Robert Cade and his associates created Gatorade® for the Florida Gators football team. Royalties generated from the sale of the product over the next 40 years have exceeded \$200 million. More recently, IFAS researchers developed a variety of blueberry

that thrives in the Florida climate, thereby creating a new \$65 million agricultural business in the state. Those are just two examples of UF's success in translating intellectual property into commercial enterprise and economic impact. Others include the glaucoma drug Trusopt®, the termite-control system Sentricon®, and the popular Fasti-Lee® tomato.

In 2012-13, UF generated 294 new invention disclosures, had 106 U.S. patents issued and negotiated 84 licenses and options. The University's patenting and licensing income was \$34 million.

UF recently opened the Florida Innovation Hub, the university's second incubator. The Hub is part of Innovation Square, a 40-acre public-private development for research and high-tech companies located between the UF campus and downtown Gainesville. MindTree, a global IT and product engineering company headquartered in India and New Jersey, expanded its operations and became the first company to locate in Innovation Square. MindTree will bring more than 400 new jobs over the next four years and make a \$2.92 million capital investment in the heart of Gainesville.

Last year, UF unveiled HiPerGator, the state's fastest supercomputer, with a peak speed of 150 trillion calculations per second.



WHERE WE STAND.

No. 14

In U.S. News & World Report's Top Public Universities (2014)

No. 14

among public universities for R&D expenditures, and in the top 25 of all universities, by the National Science Foundation (2011-12)

No. 3

In Kiplinger's "Best Values in Public Colleges" (2014)

No. 7

In the Princeton Review Best Value Public Colleges (2014)

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.

- 4,215 full-time faculty members, many of whom are recognized nationally and globally as distinguished leaders in their fields
- 30 members of the National Academies – 8 in the Institute of Medicine, 8 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 29,000 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, ethics and leadership. Students attend UF on a spring-summer schedule and have the fall semester to study abroad, pursue internships, research or online courses. The break from the traditional academic calendar enables the university 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 at a public university.

Measures of success of undergraduate education include:

- UF's six-year graduation rates are 15 percentage points higher than the average for AAU public universities. UF pioneered an advising and degree-mapping system

The University of Florida has approximately 38,000 employees including regular and limited-term faculty, staff, student employees and other temporary employees.

UF has more than 400 endowed faculty chairs and a goal to add 100 more via the UF Foundation's three-year Preeminence campaign. The Foundation's last capital campaign exceeded its goal and raised \$17 billion.

85 percent of UF students graduate in six years, and 87 percent graduate in four years.

Average high school GPA of 3.4

84 percent of UF's undergraduates receive federal, state or private sources of financial aid, and nearly 80 percent graduate with no student-loan debt.

The Florida Opportunity Scholars (FOS) program has brought 2,014 exceptional first-generation college students to the University, and the FOS retention rates have been 97.9%.

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 enrolls approximately 700 freshmen each year. Offering small classes, vibrant living-learning communities, and stimulating extracurricular activities, the program's graduates typically gain admission to top graduate and 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 rewards Florida high school graduates for high academic achievement.
- Despite a troubling national trend regarding student debt, nearly 60% of UF's undergraduates finished their degrees with no student-loan debt last year.

For the remaining students, their average indebtedness is \$20,708, compared with the national average of \$29,400. In-state tuition and fees at UF for the fall 2013 academic year total approximately \$6,270. UF's high-quality, relatively low-cost education gains consistent recognition as one of the nation's best values for higher education.

SOME OF THE BEST CHOOSE UF.

The University of Florida educates the state's best and brightest students, as well as top students from around the nation and the world. For fall 2013 incoming students:

- Average SAT score of 1960
- 1,261 International Baccalaureate students
- From all 50 states, the District of Columbia, 153 foreign countries

A WIDELY DIVERSE STUDENT BODY.

The University of Florida values broad diversity as 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 all 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 robust 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 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 15,000 graduate students and nearly 1,250 medical students.

There are more than 300 graduate majors, including more than 90 doctoral programs. With 16 colleges offering more than 200 graduate degree programs, the University of Florida is the state's major producer of advanced degrees. Chemical and Engineering News named UF a "Powerhouse" for ranking among the top five universities nationally for the number of doctorates awarded in chemistry. Over the 2011-2012 academic year, the UF Graduate School awarded 804 doctorates and 3,937 master's and specialist degrees. UF was ranked No. 2 in the nation in 2011-12 for numbers of science and engineering degrees produced.

OFF-CAMPUS, BUT IN THE CLASSROOM.

The University of Florida has been engaged in online education since the 1990's and today is recognized as one of the leaders in the field. The institution recognizes the importance of using technology to improve teaching and access.

As of summer 2014, UF offers a distance-learning option for 167 degree or certificate programs: 13 bachelor's degree programs, 85 master's degree programs, 13 doctoral-degree programs, and 56 non-degree certificate programs. Enrollment in distance-learning programs is more than 7,000 students, representing annual revenues topping \$77 million. Recently, UF's online MBA program was ranked No. 1 in the U.S. and among the best in the world. In January 2014, UF Online launched to provide access for undergraduate students to high-quality degree programs at an affordable rate, subject to UF's high admissions standards and taught by UF's on-campus faculty.

A SOLID TEAM.

UF is governed by a 13-member Board of Trustees. The university is part of the State University System of Florida, which is overseen by the Florida Board of Governors, a constitutional body, and is composed of 12 universities of varying sizes and missions.

The university is committed to shared governance, with faculty members represented through a 150-member Faculty Senate and each college having a college council. The president of the Faculty Senate serves as a member of the UF Board of Trustees.

The president enjoys the counsel of four senior vice presidents with national stature, distinguished academic records and administrative expertise. Additional vice presidents advise the president on government relations, enrollment management, information technology, research, finance and much more.

UF HEALTH. THE HEARTBEAT OF CAMPUS.

The mission of University of Florida Health is to promote health through high-quality patient care, education in the health professions and biomedical sciences, and research across the spectrum of basic, translational and clinical investigation.

UF Health includes two teaching hospitals and two specialty hospitals, as well as the UF colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health and Health Professions, and Veterinary Medicine, which includes both a large animal hospital and a small animal hospital. The system also encompasses six UF research institutes: the Clinical and Translational Science Institute, the Evelyn F. and William L. McKnight Brain Institute, the Genetics Institute, the UF Health Cancer Center, the Institute on Aging and the Emerging Pathogens Institute. UF Health Jacksonville is an academic health center with three UF colleges — Medicine, Nursing and Pharmacy — as well as a network of primary

and specialty care centers throughout northeast Florida and southeast Georgia.

Patient-care services are provided through the private, not-for-profit UF Health Shands family of hospitals and programs. UF Health Shands Hospital in Gainesville includes UF Health Shands Children's Hospital and UF Health Shands Cancer Hospital. The specialty hospitals UF Health Shands Rehab Hospital and UF Health Shands Psychiatric Hospital are also located in Gainesville. UF Health Jacksonville is the system's northeast Florida academic medical center.

UF Health has a network of outpatient rehabilitation centers, UF Health Rehab Centers, and two home-health agencies. UF Health Shands HomeCare, as well as more than 80 UF physician outpatient practices located throughout north Central and northeast Florida. UF Health is a collaboration of private hospitals and healthcare entities and UF's Health Science Centers, with key mission and leadership in common.



For more on buildings and facilities, please visit campusmap.ufl.edu



FACILITIES AND FINANCE: FACTS & FIGURES.

UF's campus covers more than 2,000 acres and includes more than 900 buildings, nearly 200 of which are comprised of dedicated classroom space. The northeast section of the campus is listed on the National Register of Historic Places. The UF residence halls have a capacity of some 7,500 students, and the five family housing villages are home to more than 1,000 married and graduate students.

UF has more than \$750 million in research facilities recently completed or under construction, including the Nanoscale Research Facility, the Emerging Pathogens Institute, the Biomedical Sciences Building and the Clinical and Translational Research Building. Together, those and other new research facilities have added nearly 600,000 square feet of laboratories, greenhouses and other dedicated research space – part of nearly 3 million square feet of new construction – over the past nine years.

UF's extensive capital improvement program has resulted in facilities ideal for 21st century academics and research, including the Health Professions, Nursing and Pharmacy Building; the Cancer and Genetics Research Center; the

William R. Hough Hall, which houses the Hough Graduate School of Business; and the soon-to-be-completed Heavener Hall which will be the center for undergraduate business education. Overall, the university's current facilities have a book value of more than \$1 billion and a replacement value of \$2 billion.

The annual budget of the University of Florida and its close affiliates is \$4.4 billion, funded by UF Health Shands Hospital (38 percent), grants and contracts (13 percent), faculty practice (13 percent), state appropriations (11 percent), tuition and fees (8 percent), UF Foundation (6 percent), auxiliary operations (4 percent), private-tax-exempt direct support organizations (4 percent), student financial aid (2 percent) and investment earnings (1 percent).

After several years of decreasing state support, the University of Florida has seen a rise in its annual state budget over the past two years.

This year's budget, recently signed by Gov. Rick Scott, provides more than \$100 million in additional funding for the University of Florida.

Part of that additional funding is tied to performance, which merely codifies and rewards statewide an ethic long entrenched at UF. In fact, UF stands to receive \$25.9 million

in the coming fiscal year for its high marks in academics and research.

Most of the state university system campuses will be evaluated on how its graduates do in the job market, an area where UF also excels and has been recognized by the Princeton Review twice 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 STEM degrees.

When the Florida Legislature in 2013 named UF the state's foremost preeminent university, it awarded the university \$15 million a year for five years to help UF achieve top-10 status by attracting and retaining outstanding faculty. This year, UF was awarded \$5 million in additional preeminence funding, bringing the total to \$20 million for each of the next four years.

Funding was provided for a slate of projects including construction of a new chemistry building. The Legislature allocated \$20 million this year, which is added to another \$22 million appropriated by the Legislature in prior years to replace an outdated building that can no longer accommodate the increasing demand for chemistry classes and laboratories. The university will also receive:

- \$10 million to renovate the historic Newell Hall into a student study center;
- \$3 million for the renovation of UF's historic properties in St. Augustine, which were turned

over to UF in 2007 and the university has been restoring and renovating them since that time.

- \$13.5 million for facilities maintenance and repairs.
- \$3 million to \$4 million in additional funding for critical deferred maintenance to help offset a backlog of repair work created by recent budget cuts.

The UF Health Cancer Center stands to receive \$16 million to \$18 million for an initiative championed by Gov. Scott to obtain National Cancer Institute (NCI) designation. NCI designation will provide additional state and federal funding and access to more clinical trials. With the partnership with UF Health Orlando Cancer Center and the UF Proton Therapy Institute, the UF Cancer Center will now be the largest in Florida.

In addition, the Institute for the Commercialization of Public Research received \$4.5 million. The Institute, which is headquartered at UF's Innovation Hub, provides seed funding for companies that are created from the research conducted at Florida's public universities.

UF has a record of sound and decisive fiscal management, including developing new budget models, pursuing entrepreneurial opportunities, implementing operational efficiencies, and eliminating unnecessary activities. These actions stand the university in sound financial condition as we plan for the future.



**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 totals \$1.48 billion. UF is ranked #17 among public universities for the size of its endowment.

In October 2017, UF concluded a five-year, \$1.7 billion capital campaign, "Florida Tomorrow," at the time the sixth-largest U.S. public university campaign ever. The UF Foundation is currently in the first year of its UF Preeminence campaign with the goal of raising \$800 million to support endowed professorships and chairs, build and renovate facilities, provide more scholarships and invest in innovative teaching.

With nearly 46,000 dues-paying members, the UF Alumni Association is the 11th largest 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 370,000 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 100 or more student-athletes on the SEC Academic Honor Roll in each of the last 16 years.

Since 1990, the University of Florida Athletic Association has contributed \$73.9 million to UF's academic endeavors, including \$6.4 million in 2012-13. With a \$97 million annual operating budget, the University of Florida Athletic Association is one of a handful in the country that is financially independent.

The program has won 32 national team championships (23 since 1992), a conference-high 217 Southeastern Conference (SEC) titles and more than 260 individual national titles. In 2006, UF became the first university in collegiate history to earn both the national men's basketball and football titles in the same year. The university again made history in April 2007 by winning consecutive national titles in men's basketball and has won a team national championship in each of the last three years.

UF's athletic prowess was most recently on display in the Summer Olympics in London, where 34 Gator student-athletes (current and former) earned a total of 17 medals. The UF Gator Marching Band also performed in London during the Olympics, including a performance as the first non-British marching band to play on The Mall outside of Buckingham Palace.



**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, is a center of education, medicine, cultural events and athletics.

Money magazine, *Forbes* and *Forbes* have named Gainesville the top city in the nation for livability.

Alachua County has the youngest population in Florida, median age 23. Nearly 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: Five 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 amenities include:

- Gainesville Chamber Orchestra
- Dance Alive National Ballet
- The UF Cultural Plaza, including:
 - The Samuel P. Harn Museum of Art
 - The Curtis M. Phillips Center for the Performing Arts
 - The Florida Museum of Natural History

Downtown is a mix of beautiful historic buildings such as the Hippodrome State Theatre and mixed-use residences atop restaurants, retail shops, bars and coffee houses. Local food enthusiasts pack the farmer's market downtown every Wednesday afternoon and often stay on for music at the Bo Diddley Community Plaza.

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

HOW TO APPLY:

Greenwood/Asher & Associates, Inc. is assisting the University of Florida's Board of Trustees in the search for UF's 12th President. Applications and nominations are being accepted now and applications are encouraged by September 29, 2014. The position is open until an appointment is made. Application materials should include a letter addressing how the candidate's experiences match the position requirements, a CV, and contact information for at least five references.

NOMINATIONS:

Individuals wishing to nominate a candidate should include the name, position, address and telephone number of the nominee. A letter addressing how the candidate's experiences match the position requirements is recommended.

INFORMATION AND SUBMISSION:

Inquiries, nominations, and applications should be directed to:

Jan Greenwood or Julie Holley
Greenwood/Asher & Associates, Inc.
42 Business Center Drive, Suite 206
Miramar Beach, FL 32550

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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 built from five troubled HMOs he purchased and consolidated into one branded plan. Dr. Scott worked closely with the Florida Department of Insurance during the acquisition and consolidation of Vista. He consolidated and improved the operations to make Vista profitable, and Vista, with revenues of \$1.2 billion and 300,000 members, was sold in July 2007 to Coventry Health Care, Inc.

Dr. Scott also founded, and formerly served as chairman of, Phoenix Physicians. Phoenix Physicians, founded in 2003 provides emergency department, physicians practice management for hospitals and municipalities throughout the country.

Dr. Scott also invests and funds various health care enterprises throughout Florida and the southeast.

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 graduate education and research. In addition to his commitment to graduate education in the State of Florida and elsewhere, Dr. Scott supports efforts to meet the work force requirements for medical research firms and bio-technology firms (such as the Scripps and Burnham research institutes) which relocated or expanded to Florida. In January 2007 Governor Charlie Crist appointed Dr. Scott to a five-year term on the Board of Trustees of the University of Florida. Governor Rick Scott recently reappointed Dr. Scott to the University of Florida Board of Trustees for a second term ending January 6th, 2018. During his first term, Dr. Scott Chaired

the University of Florida Board of Trustees' Committee on Finance and Facilities and Committee on Governance. In December 2013, he was elected Vice Chair of the Board of Trustees and was appointed Chair of the Educational Policy and Strategy Committee. In December 2008 Dr. Scott was honored for his participation in leadership in the state by Florida Blue Key, a service and leadership honorary organization associated with the University of Florida and the State of Florida.

In July 2010 Dr. Scott was appointed to the Board of Trustees of the Duke University Health Science Center, and was reappointed in July 2013 for three more years. He is currently Chairman of the Patient Safety and Clinical Quality Committee of the Board.

Dr. Scott also has served on the advisory cabinet for University of Florida Health Shands hospitals, advisory boards at the Babcock School of business at Wake Forest University, as well as the Women's Health Advisory Board at Duke University. Dr. Scott was elected Entrepreneur of the year in North Carolina earlier in his career.

PERSONAL

Dr. Scott is board-certified by the American Board of Obstetrics and Gynecology. Between teaching, private practice and the development of various health care enterprises, Dr. Scott has nearly 35 years of experience in medicine and medical businesses.

He received his medical degree from Indiana University Medical Center and completed his residency training at the Duke University Medical Center, in 1978. Dr. Scott was appointed and continues to serve as the Assistant Consulting Professor of Obstetrics and Gynecology at Duke. He is a member of the American College of Obstetricians & Gynecologist, North Carolina Medical Society and the Florida Medical Society among others.

Married with five children, Dr. Scott lives in Palm Beach County, Florida.

This search is being conducted under Florida law, including the Sunshine law and public records law.

For more information about the University of Florida, please visit <http://www.ufl.edu/>

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