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BOARD OF GOVERNORS  
LIVE OAK PAVILION, STUDENT UNION  
FLORIDA ATLANTIC UNIVERSITY  
BOCA RATON, FLORIDA  
NOVEMBER 6, 2014

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1. Call to Order and Chair's Report

Chair Mori Hosseini convened the meeting at 1:34 p.m., on November 6, 2014, with the following members present and answering roll call: Vice Chair Tom Kuntz; Dick Beard; Matthew Carter; Stefano Cavallaro; Dean Colson; Dan Doyle; Patricia Frost; H. Wayne Huizenga, Jr.; Ned C. Lautenbach; Wendy Link; Ed Morton; Dr. Katherine Robinson; Commissioner Pam Stewart; Norman Tripp; and Elizabeth Webster. Alan Levine participated in the meeting by phone.

Chair Hosseini thanked Chair Anthony Barbar, President Kelly, and Florida Atlantic University for hosting the meeting and the Trustee Summit. President Kelly thanked everyone for coming to Florida Atlantic University and provided a brief update on efforts to update the university's Strategic Plan and to increase the university's stature, by increasing admission standards and the avenues for student access and achievement.

Chair Hosseini thanked all of the university trustees who participated in the Trustee Summit. He emphasized the importance of fostering strong working relationships in order to accomplish the shared goals and objectives critical to taking the State University System to the next level. He challenged Board members and trustees to be visionary in the development of an economic enhancement strategy that will attract new businesses and serve existing ones through collaborative partnerships with the universities. He emphasized the need to be laser-focused on channeling what the universities already do well in terms of producing high-skilled graduates, conducting cutting edge research, and creating business incubators. Finally, Chair Hosseini invited trustees to provide their input on how we can enhance our effectiveness as economic engines of the State and maximize our value to the State.

Chair Hosseini welcomed President-elect John Thrasher and Chair Bense, and President-elect Kent Fuchs and Chair Scott, and reminded everyone of the importance of selecting a university president who, collectively with the Board of Governors and the boards of trustees, is the face of our System.

2. Approval of Meeting Minutes

A. Board of Governors Meeting held September 18, 2014

Mr. Tripp moved the Board approve the Minutes of the meeting held on September 18, 2014, as presented. Mr. Lautenbach seconded the motion, and the members concurred unanimously.

3. Chancellor's Report

Chancellor Criser presented a framework for affordability that was prompted by a discussion at the last Board meeting as to whether there was a need for additional financial aid. He described a series of "pulls and tugs" first described by former Board member, Peter Rummell, relating to funding versus accountability, tuition versus aid, and independence versus system. He explained that understanding affordability requires an analysis of three component parts: tuition, state appropriations, and financial assistance. Unraveling the affordability question is further complicated by the fact that state-provided assistance such as Bright Futures scholarship funds are reported as a component part of tuition, rather than as state support. Florida, however, is currently ranked 44<sup>th</sup> out of all 50 states and the District of Columbia in the amount of tuition and fees charged to full-time resident undergraduates among public four-year institutions.

He presented a chart reflecting the percentage of full-time students classified by family income ranging from below \$40,000 to above \$100,000, which showed great variation among the institutions, together with a chart that captured the net student cost per degree once total financial aid was subtracted from the total cost of tuition, fees, and textbooks. He said we have the opportunity to better understand Florida's position on the affordability spectrum which, in turn, will inform us on whether there are gaps we need to close and what tools, opportunities, or best practices we can employ to close those gaps. He reported that staff is working on a series of white papers that will assist Board members as we continue to explore the concept of affordability in Florida.

4. Public Comment

Chair Hosseini 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 that no requests for public comment were received.

5. Consideration of Confirmation of President for Florida State University

The next item on the agenda was confirmation of the president of Florida State University. Chair Hosseini reminded members that Regulation 1.001 requires confirmation by the Board of presidential candidates selected by a university board of trustees. He called on Chair Bense of the Florida State University Board of Trustees to provide an overview of the search process and present Mr. Thrasher for confirmation.

Chair Bense reviewed the search process that began in March 2014 with the formation of a search committee and the selection of a search consultant, Bill Funk & Associates. Shortly thereafter, the search consultant resigned and the firm of Storbeck Pimentel & Associates was retained, at which point the search process was re-opened. The search committee held open public hearings to obtain input from faculty and students, and interviewed the first round of candidates on September 5, 2014. On September 23, 2014, the Florida State University Board of Trustees selected Mr. Thrasher to serve as the university's next president. Chair Bense provided an overview of Mr. Thrasher's background and said he appreciated the Board's assistance in confirming Mr. Thrasher as the next president of Florida State University.

Chair Hosseini then called on Mr. Thrasher for his presentation. Mr. Thrasher thanked the Board, Chair Bense and the Florida State University Board of Trustees, and said he is excited about the opportunity to serve as Florida State's next president. He also thanked Interim President Stokes for her leadership during the interim period. Mr. Thrasher said he was looking forward to working with Chancellor Criser and noted Chancellor Criser's reference to the concept of "independence versus system." Mr. Thrasher stated there was a time when the universities were not working together as a system, but instead were going out on their own at each other's expense. The Board and the presidents, however, have made great progress in making the State University System a national leader.

One concept he emphasized is the need for adequate resources. Mr. Thrasher stated the universities have played a large role in bringing Florida's economy back and that we need to seek the kinds of commitments from the Legislature and private sources that will make us the number one university system in America.

Mr. Thrasher explained he believes in the accountability systems this Board has established, although he noted we need to make sure there are no inconsistencies between the preeminence metrics, the performance funding metrics, and the metrics required of top 25 institutions as identified by U.S. News and World Report.

He also touched on his efforts since September 23 to understand the issues facing Florida State University such as salary disparities between existing and new faculty, enhancement of prevention and awareness of education efforts under Title IX,

improving stipends for graduate students, and emphasizing research efforts to attract additional federal research grants. He is committed to helping Florida State reach its capital campaign goal of \$1 billion that former President Barron started and supports funding for the Courtelis matching program. He is also committed to working on entrepreneurial issues so students are career-ready and emphasized the importance of the State University System and working with the Board to improve the system.

Discussion with Board members covered several topics. Mr. Kuntz discussed the difficulties with improving efficiencies at universities where a majority of the revenues are earmarked for certain purposes. He said President Barron started the conversation and had requested the Board's assistance in working with the Legislature to change the way in which funds are allocated so universities have greater flexibility. Mr. Thrasher agreed with the concept but indicated the Legislature is concerned about accountability. He suggested there may be an opportunity for block-granted funding so long as accountability measures are attached.

Dr. Robinson inquired about his efforts to establish a strong working relationship with faculty. Mr. Thrasher reported he had met with the Faculty Steering Committee and believes he made progress, stressing that communication is the key. He believes that shared governance and faculty input is important, and agreed they need to address faculty compensation, which Dr. Robinson identified as a system-wide issue.

Dr. Carter asked Mr. Thrasher about his top priorities for the university. Mr. Thrasher indicated they include addressing faculty salaries, completing the capital campaign, and making sure they have the right agenda heading into the upcoming legislative session. He also emphasized the importance of working with local community leaders.

Mr. Tripp asked for his views on enhancing the safety and security of students on campus and addressing mental health issues. Mr. Thrasher agreed security is vitally important, noting he had met with Chief Perry and they will work to address any deficiencies in police manpower. He recognizes students face enormous pressures and while he indicated he is not familiar with the staffing levels at Florida State for mental health services, he said he would make sure they have adequate resources and staff.

Ms. Link asked about his view of the 2+2 articulation program with the state colleges. He responded that he strongly supported the 2+2 plan when he was in the Legislature and that the local college is a great feeder to Florida State. He also agreed they need to guard against unnecessary duplication of programs between the two systems.

Chair Hosseini called on Mr. Morton to provide an overview of the search process. Mr. Morton recognized Chair Bense and the Florida State University Board of Trustees for doing a good job laying out the process, but noted it could have been improved upon and that there were disagreements. Notwithstanding, he said the board wrestled with

some tough issues and arrived at a decision that is in the best interest of the state, the university, its faculty and students. Mr. Morton asked Mr. Thrasher if he would support the inclusion of academic metrics in the university's Division 1 coaches' contracts similar to what the Maryland Board of Regents had recently approved. Mr. Thrasher believes academic metrics are in the current contract of their head coach, but acknowledged the university has an issue with the graduation success rate of its student athletes. He believes the university can do better and said it starts with recruiting quality students and not relying on waivers or exceptions. Mr. Thrasher also agreed to address the issue of four-year scholarships for student athletes as opposed to one-year scholarships with Chair Bense.

In summation, Mr. Morton stated the search committee made a great choice and moved that the Board confirm the selection of Mr. John E. Thrasher as the President of Florida State University, which was seconded by Dr. Carter. Mr. Colson expressed his confidence in Mr. Thrasher as the next president of Florida State University, but thought that the media reports about the search process may have kept other qualified candidates from applying. He explained how a university handles the search process for a new president is just as important as the selection itself, and he supports Chair Hosseini for wanting to bring order and consistency to the presidential search process. He stated the goal of a presidential search is to locate the best qualified candidate and we have to be careful that it does not become the reward for a lifetime of public service. Mr. Colson noted that Mr. Thrasher is qualified and will make a very good president, but that we did not arrive at this point by a process that everyone felt good about. Mr. Levine expressed his support for Mr. Thrasher and thanked Chair Bense for his willingness to accept responsibility for the process. Chair Hosseini asked Mr. Thrasher for his commitment to keep our students as safe as they reasonably can, to keep tuition as low as they can, and to work with the other presidents toward achieving a first class university system. Mr. Thrasher stated he was 100% committed. Chair Hosseini then called for a vote, which the members concurred in unanimously.

#### 6. Consideration of Confirmation of President for the University of Florida

Chair Hosseini called on Chair Scott of the University of Florida Board of Trustees to provide an overview of the search process and to present Dr. Fuchs for confirmation. Chair Hosseini thanked Chair Scott for his hard work and dedication to the search process that resulted in the selection of Dr. Fuchs.

Chair Scott thanked Mr. Kuntz for his service on the search committee and his assistance in recruiting applicants. Chair Scott stated that Dr. Fuchs met all of the distinguished academic and professional criteria developed by the university in its search for a new president. He said Dr. Fuchs was extremely effective as the Provost of Cornell University which, like the University of Florida, is a land-grant institution.

Chair Scott provided an overview of Dr. Fuchs' academic and professional credentials, his leadership skills, his fundraising capabilities, and accomplishments. He explained the search committee conducted a worldwide search to find a proven leader who excelled in leading a large and complex research university. After narrowing the search to three candidates who met their criteria and conducting interviews, two candidates were forwarded to the University of Florida Board of Trustees. On October 15, 2014, the board of trustees unanimously selected Dr. Fuchs to serve as the next President of the University of Florida. Chair Scott then introduced Dr. Fuchs to make comments.

Dr. Fuchs thanked the Board, saying it was a huge honor to be considered for confirmation. He provided an overview of his background and his accomplishments as Provost at Cornell University. Those accomplishments included leading an international proposal process that resulted in the establishment of a new campus for Cornell in New York City with an international partner from Israel. At Cornell, he worked to enhance the academic stature of the university by hiring distinguished faculty through a faculty renewal program, by integrating experiential learning into the curriculum, and by implementing initiatives to improve operational efficiencies. He characterized his prior work as a close match to the University of Florida's objectives and then described the goals he hopes to accomplish as president of the university.

Dr. Fuchs explained he will first complete the ongoing initiatives at the university related to hiring preeminent faculty, enhancing core curriculum, and fully implementing UF Online. Next, he will launch a planning process to be completed in 2015 that will chart a path for the next five years. The planning process will include the preeminence and performance funding metrics and focus on enabling faculty excellence and enhancing effectiveness and accountability; increasing student success and accessibility; making the university an employer of choice; evaluating new and core academic programs; establishing a plan for dealing with aging infrastructure and maintenance; enhancing the stature of the university; and contributing to the economic development of Florida and the southeast region of the country.

In addition, he will take steps to grow the resource base of the university by enhancing the endowment through fundraising efforts and encouraging the growth of external research funding. Dr. Fuchs also pledged to be a good steward of university resources, by reducing the operational costs of the university and expending resources more effectively. He committed to be a greater voice for higher education nationally and to work with the Board and Chancellor Criser to advance higher education in Florida.

Chair Hosseini opened the floor for questions from Board members. Mr. Tripp asked Dr. Fuchs to describe how he will deal with student health issues, campus security, and exercise control of the university, including athletics. Dr. Fuchs responded that while he cannot be in control of everything at the university, the most important action he can take is to make sure he has competent, ethical persons in place who are accountable for



those areas to him, the board of trustees, and the Board of Governors. He said the university is justifiably proud of its progress in these areas, but he will work to make it even more effective. Mr. Morton asked would he support the use of academic metrics as a hurdle in all Division 1 coaches' contracts. Dr. Fuchs said he recognizes the connection between the academic success of student athletes and the responsibility that coaches have for their athletes' academic success, but also emphasized the president's responsibility to make sure the student athletes are successful. Mr. Morton asked whether he would support the provision of four-year scholarships over year-to-year scholarships for student athletes. Dr. Fuchs said that while he is not knowledgeable enough in this area, he recognizes that it is a tactic for achieving academic success and if the four-year scholarship is the right tactic, he would support that.

Mr. Cavallaro asked how he will utilize students in the decision-making process. Dr. Fuchs explained the university has a rich tradition in this area and he intends to maintain student input, will meet with students in their governance process, and will build on what is already working at the university. He also said he will use social media to communicate with students and will have office hours so he can meet with students.

Mr. Beard inquired about his plan to accomplish the goal of moving the University of Florida into the top ten. He responded that his goal is for the university to be in the top five and while he recognizes this will not happen in the next few years, he indicated that moving into the top ten is an achievable goal.

Chair Hosseini asked Mr. Kuntz to comment on the search process. Mr. Kuntz described it as a really good process with incredible outreach to the University of Florida community to solicit input on developing the search criteria. He was impressed by the thoughtful responses they received and the specific criteria developed as a result of that process, which set a very high bar for any candidate. In addition, the search committee hired a compensation consultant to survey other similarly situated universities to ensure that they developed a competitive compensation package.

Mr. Kuntz said that Dr. Fuchs fits every one of the listed criteria and we are fortunate to have found someone of his caliber. For the record, Mr. Kuntz asked Dr. Fuchs whether he supports the Board's performance funding metrics. Dr. Fuchs responded he is a big fan of having quantifiable metrics and goals. He said each university has a mission and role that is distinct and each can make progress, including the University of Florida. He stated further that the university will embrace the model and focus on making progress on what they have already achieved. Mr. Kuntz expressed his gratitude to Chair Scott for his tireless efforts to locate highly qualified candidates, a sentiment that was echoed by Mr. Levine who also congratulated Dr. Scott on selecting an extremely qualified candidate.

Mr. Kuntz moved the Board confirm the selection of Dr. W. Kent Fuchs as the 12<sup>th</sup> President of the University of Florida and Mr. Colson seconded the motion. Chair Hosseini asked Dr. Fuchs would he commit to keeping the students at the university safe, to keeping the tuition low, and to working with the other university presidents and the System. Dr. Fuchs committed to keeping students safe to the best of his ability; to keeping tuition low, conditional upon the receipt of other resources for university operations; and to working with the other presidents and the System. Chair Hosseini then called for a vote, which the members concurred in unanimously.

#### 7. Facilities Committee Report

Chair Hosseini called on Mr. Huizenga for the Facilities Committee report. Mr. Huizenga reported the committee had met on October 8, 2014, and had extensive conversations regarding university requests for project funding. All projects have a strong return on investment potential and the committee is scheduling a conference call in December to review initial staff recommendations regarding the fixed capital outlay budget. During the Facilities Committee meeting at this Board meeting, the committee considered two items that require Board approval.

##### A. Approval, Proposal to Establish a Special Purpose Center for the International Center for Tropical Botany, Florida International University

Mr. Huizenga moved that the Board designate the Florida International University's International Center for Tropical Botany as a Special Purpose Center. Ms. Frost seconded the motion, and the members concurred unanimously.

##### B. Debt Approval, Resolution of the Board of Governors Authorizing UCF's Golden Knights Corporation to Issue Debt to Finance Construction of Athletic Improvements

Mr. Huizenga moved that the Board adopt a Resolution approving the issuance of fixed rate debt by the Golden Knights Corporation, in an amount not to exceed \$4 million for the purpose of financing the construction of an Athletics Building on UCF's Main Campus. Mr. Beard seconded the motion, and the members concurred unanimously.

#### 8. Innovation and Online Committee Report

Chair Hosseini recognized Mr. Lautenbach for the Innovation and Online Committee report. Mr. Lautenbach reported the committee approved a work plan for developing a strategic plan for online education that will articulate goals for the system and identify strategies for reaching those goals, and guide the development and implementation of system policies and legislative budget requests.

In addition, the committee continued discussions regarding a common learning management system (LMS) to determine whether a common LMS would benefit students and faculty. The committee concluded it would be beneficial. Mr. Lautenbach moved the Board direct staff to work with institutions to develop and implement an inclusive process for selecting a common learning management system that universities may opt into. Mr. Beard seconded the motion, and the members concurred unanimously.

9. Academic and Student Affairs Committee Report

Chair Hosseini recognized Mr. Tripp to report on the Academic and Student Affairs Committee. He reported the committee considered two new degree programs, four system legislative budget requests, and two regulations. He noted that three clinical doctorate programs were postponed until the Health Initiatives Committee completes its workforce environmental scan.

A. Academic Program Items

- i. Implementation of Master's of Data Science, CIP 11.9999, New College of Florida

Mr. Tripp moved that the Board approve the implementation of the Master's of Data Science, CIP Code 11.9999, at New College of Florida. Ms. Frost seconded the motion, and the members concurred unanimously.

- ii. Implementation of Ph.D. in International Crime and Justice, CIP 43.0104, Florida International University

Mr. Tripp moved that the Board approve the implementation of the Ph.D. in International Crime and Justice, CIP 43.0104, at Florida International University. Mr. Cavallaro seconded the motion, and the members concurred unanimously.

- iii. Termination of Ph.D. in Biochemistry and Molecular Biology, CIP 26.0210, University of Florida

Mr. Tripp moved that the Board approve the termination of the Ph.D. in Biochemistry and Molecular Biology, CIP 26.0210, at the University of Florida. Mr. Beard seconded the motion, and the members concurred unanimously.

- iv. Limited Access Status for Bachelor of Science in Dietetics, CIP 51.3101, University of Florida

Mr. Tripp moved that the Board approve Limited Access Status for the Bachelor of Science in Dietetics, CIP 51.3101, at the University of Florida. Dr. Carter seconded the motion, and the members concurred, with Mr. Morton voting “no”.

- v. Limited Access Status for Bachelor of Science in Nutritional Science, CIP 30.1901, University of Florida

Mr. Tripp moved that the Board approve the Limited Access Status for the Bachelor of Science in Nutritional Science, CIP 30.1901, at the University of Florida. Mr. Lautenbach seconded the motion, and the members concurred unanimously.

- vi. Limited Access Status for Bachelor of Science in Dramatic Arts, CIP 50.0501, University of West Florida

Mr. Tripp moved that the Board approve Limited Access Status for the Bachelor of Science in Dramatic Arts, CIP 50.0501, at the University of West Florida. Dr. Carter seconded the motion, and the members concurred unanimously.

## B. Board of Governors Regulations

- i. Public Notice of Intent to Amend Board of Governors Regulation 3.006 Accreditation

Mr. Tripp moved that the Board approve the Notice of Intent to Amend Board of Governors Regulation 3.006 Accreditation. Dr. Carter seconded the motion, and the members concurred unanimously.

- ii. Public Notice of Intent to Amend Board of Governors Regulation 8.015 Academic Program Review

Mr. Tripp moved that the Board approve the Notice of Intent to Amend Board of Governors Regulation 8.015 Academic Program Review. Mr. Beard seconded the motion, and the members concurred unanimously.

## 10. Health Initiatives Committee Report

Chair Hosseini recognized Mr. Morton for the Health Initiatives Committee report. Mr. Morton reported the Health Initiatives Committee reviewed the results of a

questionnaire sent to State University System institutions regarding research, which is one of the building blocks of the committee's environmental scan. Of particular note was the fact that over fifty percent of all research dollars is attributable to health care and health-related subjects, which he stated was tangible evidence of the importance that health care plays in the economy of the state.

11. Strategic Planning Committee Report

Chair Hosseini called on Mr. Colson for the Strategic Planning Committee report. Mr. Colson reported the only item on the agenda was to finalize the amendments to the Strategic Plan. Mr. Colson moved that the Board approve the 2012-2025 Strategic Plan goals and associated metrics, as amended. Mr. Tripp seconded the motion, and the members concurred unanimously.

12. Budget and Finance Committee Report

Chair Hosseini recognized Mr. Kuntz for the Budget and Finance Committee report. Mr. Kuntz reported that the committee has several action items.

A. Public Notice of Intent to Approve Amended Board of Governors Regulations

- i. 7.001 Tuition and Associated Fees
- ii. 7.008 Waiver and Exemptions of Tuition and Fees

Mr. Kuntz moved that the Board approve amended Regulation 7.001 Tuition and Associated Fees, and Regulation 7.008 Waivers and Exemptions of Tuition and Fees. Mr. Kuntz moved each regulation separately, which motions were seconded by Mr. Colson. The members of the Board concurred on both motions.

B. Approval, 2015-2016 Legislative Budget Request Issues

Mr. Kuntz reported the committee considered three new issues for the 2015-2016 Legislative Budget Request that were recommended by the Academic and Student Affairs Committee. Mr. Kuntz moved that the Board approve the following issues: the FSU-NCF Arts Program in the amount of \$483,850, the Consortium of Metropolitan Research Universities in the amount of \$12 million, and the Sunshine State Education and Research Computing Alliance in the amount of \$6.9 million. Mr. Beard seconded the motion, and the members concurred unanimously.

C. Approval, Performance Based Funding Model

Mr. Kuntz moved that the Board approve the proposed changes to the Performance Based Funding Model in accordance with the document in the Board materials. Mr. Lautenbach seconded the motion, and members concurred unanimously.

D. Approval, 2015 Market Tuition Proposals

Mr. Kuntz moved the Board approve the fourteen proposals for Market Tuition as submitted. Mr. Lautenbach seconded the motion, and members concurred unanimously.

13. Concluding Remarks and Adjournment

Chancellor Criser recognized Board staff and FAU staff for their work on both the Trustee Summit and the Board meeting, noting that the events ran simultaneously. Chair Hosseini agreed and thanked staff and FAU for all of their efforts in making the events so successful.

Chair Hosseini reported that the next full meeting of the Board is scheduled for January 21 and 22, 2015, at the University of North Florida.

Having no further business, the meeting was adjourned at 4:13 p.m. on November 6, 2014.

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Mori Hosseini, Chair

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Vikki Shirley,  
Corporate Secretary