

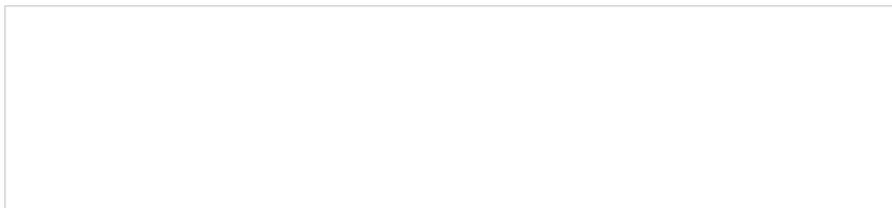
Subject: Public Records Request :: W010019-111521
Date: Thursday, April 14, 2022 at 1:44:05 PM Eastern Daylight Time
From: University of Florida Records Support Center
To: AO Records

EXTERNAL SENDER

Attachments:

[emails_W010019_Redacted.pdf](#)

--- Please respond above this line ---



04/14/2022

RE: PUBLIC RECORDS REQUEST of November 15, 2021, Reference # W010019-111521

Dear Taylor Stoneman,

The University of Florida received a public information request from you on November 15, 2021. Your request mentioned:

"Please see attached file"

The University has reviewed its files and has located responsive records to your request. These records have been included in this correspondence.

Portions of the records were redacted or withheld in accordance with s. 1006.52, F.S. (student records, FERPA), s. 1004.28, F.S. (Direct Support Organization records), s. 1004.055, F.S. (information technology security), s. 119.0715 (trade secrets), and s. 395.3036, F.S. (leased public hospital records).

This completes the public records request.

Sincerely,
University of Florida Public Records Request Center

To monitor the progress or update this request please log into the [Public Records Center](#).

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/16/2021 12:52:58 PM
To: Glover,Joseph
Subject: Re: [External] UF Preeminence/National Rankings LBR - TIME SENSITIVE
Attachments: image001.jpg

[External Email]

Perfect answers

Sent from my iPhone

On Sep 16, 2021, at 12:33 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

Dear Christy,

Please find below (in red) responses to the questions posed.

Regards,
Joe

From: England, Christy <Christy.England@flbog.edu>
Sent: Tuesday, September 14, 2021 4:35 PM
To: Cowen, Christopher J. <cowenc@ufl.edu>; Glover,Joseph <jglover@aa.ufl.edu>
Cc: AP-SVC-OIPR-SUSDATA <sus-dataadmin@aa.ufl.edu>; Sikes, Emily <Emily.Sikes@flbog.edu>
Subject: UF Preeminence/National Rankings LBR - TIME SENSITIVE
Importance: High

[External Email]

Joe & Chris,

During the week of September 20th, the Chancellor is giving a presentation on the System's LBR to the House Higher Education Appropriations Committee. In preparation for this meeting, we need some additional information regarding UF's LBR.

- Please confirm the number of faculty and staff FTE UF is requesting. **UF is requesting a total of 211 faculty positions and 3 staff positions. 33 of these faculty positions and the three staff positions are designated for the Colleges of Business, Engineering, and Law to serve Florida's goal of becoming a top destination for Fin Tech companies. The remaining 178 positions are dedicated to reducing the student-faculty ratio.**
- For all faculty and staff FTE, please provide additional details including faculty level (e.g., assistant, associate, full) and discipline. **The 33 faculty positions specified above will be hired as Assistant/Associate/Full Professors (depending on available talent and the needs of the program) and possibly as Professors of Practice, which is a title used for faculty with considerable industrial experience. The precise split among disciplines will depend on the suite of programs offered and associated student loads, but a reasonable starting assumption is 14 in Business, 14 in Engineering, and 5 in Law. The remaining 178 positions will be allocated to multiple disciplines in colleges that teach undergraduates, with two goals in mind: (1) to reinforce the rapidly developing curriculum in AI across all majors, and (2) to assist in reducing the number of classes taught in large sections of 50 or more students.**
- Please clarify if the currently \$50 million requests includes any hires associate with FinTech. **Some of the 178 positions contemplated in the \$50 million request may contribute to the FinTech initiative and related fields, but that remains to be determined.**
- Where possible, please provide the minimum education requirements or desired education requirements for both faculty and staff hires. Also, please note if any positions are part-time or full-time. **All of the positions requested will be full-time. The three staff positions may require a bachelor's degree with certain years of experience. The 33 faculty positions for FinTech will require either: (1) a terminal degree in Business, Engineering or Law to hold the rank of Assistant, Associate, or Full Professor; or (2) a terminal degree of equivalent qualifications based on professional experience to hold the rank of Professor of Practice.**

Please respond by COB September 17, 2021.

Thanks much!

Christy

Christy England, Ph.D.
Vice Chancellor, Academic & Student Affairs

State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

<image001.jpg>

image001.jpg



From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 09/19/2021 09:32:05 PM
To: Lebo,Cathy
Cc: Glover,Joseph
Subject: RE: Reputation Slide

[External Email]

Cathy, just following up on this. What do you think?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Wednesday, September 15, 2021 12:22 PM
To: Lebo,Cathy <clebo@aa.ufl.edu>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: RE: Reputation Slide

Cathy, hope all is well. Just checking on this when you get the chance. Thanks.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Lebo,Cathy <clebo@aa.ufl.edu>
Sent: Friday, September 10, 2021 5:43 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: RE: Reputation Slide

CAUTION: MAIL FROM OUTSIDE THE FIRM

Thank you for your support! Should be able to provide that information early next week, Rahul.

I am working through the analysis and have a few questions for US News.

The 2022 information is embargoed until Sept 13th. It is also contractually limited so we can't disclose this information.

Take care,
Cathy

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Friday, September 10, 2021 3:56 PM
To: Lebo,Cathy <clebo@aa.ufl.edu>
Subject: FW: Reputation Slide

[External Email]

Cathy, thanks for all of your help during the retreat. When do you think we will have the 2022 numbers on this chart?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Wednesday, September 8, 2021 5:42 PM
To: Lebo,Cathy <clebo@aa.ufl.edu>
Subject: FW: Reputation Slide

Cathy, following up on this. Were you able to determine what percentage of votes come from each of the regions?

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/20/2021 07:59:37 PM
To: Rosenbury,Laura Ann
Cc: Glover,Joseph
Subject: Re: [External] Fwd: FBBE--July 2021 Florida Bar Examination Results Released

[External Email]

Thank you

Sent from my iPhone

On Sep 20, 2021, at 1:15 PM, Rosenbury,Laura Ann <rosenbury@law.ufl.edu> wrote:

Laura Ann Rosenbury
Dean, UF Levin College of Law

Begin forwarded message:

From: "Michele A. Gavagni" <gavagnim@flcourts.org>
Date: September 20, 2021 at 5:24:07 AM HST
To: "Dean Michele Alexandre (malexandre@law.stetson.edu)" <malexandre@law.stetson.edu>, Dean Antony Page <apage@fiu.edu>, "Dean Tamara F. Lawson (tlawson@stu.edu)" <tlawson@stu.edu>, Dean Leticia Maria Diaz <ldiaz@barry.edu>, "Rosenbury,Laura Ann" <rosenbury@law.ufl.edu>, E O'connor <eoconnor@law.fsu.edu>, "Dean James McGrath (mcgrathj@cooley.edu)" <mcgrathj@cooley.edu>, Peter Goplerud <pgoplerud@fcsl.edu>, "Dean Deidre Keller (deidre.keller@famu.edu)" <deidre.keller@famu.edu>, "Dean Jose R. (Beto) Juarez, Jr. (jjuarez@nova.edu)" <jjuarez@nova.edu>, Dean John Czarnetzky <jczar@avemarialaw.edu>, "Acting Dean Stephen J. Schnably (schnably@law.miami.edu)" <schnably@law.miami.edu>
Cc: jhernandez <jhernandez@stu.edu>, "Jason Bent (jbent@law.stetson.edu)" <jbent@law.stetson.edu>, "Inman,Rachel" <inman@law.ufl.edu>, Nancy Benavides <nbenavid@law.fsu.edu>, Dean Angelique Fridman <afridman@fiu.edu>, Dean James Artley <JArtley@fcsl.edu>, "Reginald M. Green (reginald.green@famu.edu)" <reginald.green@famu.edu>, Dean Amy Lefkowitz <alefkowitz@mail.barry.edu>, "Dean Kaye A. Castro" <kcastro@avemarialaw.edu>, "Jorge Cos (jcos@stu.edu)" <jcos@stu.edu>, "Amy G. Perez (aperez@law.miami.edu)" <aperez@law.miami.edu>, "Susan Landrum (slandrum@nova.edu)" <slandrum@nova.edu>, "Matthew Marin (marinmat@cooley.edu)" <marinmat@cooley.edu>, "Jennifer Reiber (jreiber@fcsl.edu)" <jreiber@fcsl.edu>, Director Raul Ruiz <Rauruiz@fiu.edu>, "Nance, Jason P." <nance@law.ufl.edu>, "Chris Buscaglia (cbuscaglia@avemarialaw.edu)" <cbuscaglia@avemarialaw.edu>, Dean Barbara Singer <bsinger@stu.edu>, Dean Leticia Maria Diaz <ldiaz@barry.edu>, "Susan Landrum (slandrum@nova.edu)" <slandrum@nova.edu>, Alicia Jackson <ajackson13@law.stetson.edu>, Director Rodney Rawls <rrawls@law.miami.edu>
Subject: FBBE--July 2021 Florida Bar Examination Results Released

[External Email]

Good morning,

The Supreme Court of Florida has approved the release of the July 2021 Florida Bar Examination results. Attached are the press releases for your information. Applicants are able to access their pass/fail results on the Supreme Court's website. They will be able to access their results letters via their applicant portal within the hour.

Please let me know if you have any questions.

Sincerely yours,

Missy

Michele A. Gavagni (she/her/hers)

Executive Director

Florida Board of Bar Examiners

gavagnim@flcourts.org

(850) 681-5700

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<July2021GBEPR.pdf>

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/20/2021 08:08:16 PM
To: Paton,Nancy; Kent Fuchs; Patel, Rahul <rpatel@kslaw.com>; Glover,Joseph; Kaplan,Mark E
Subject: RE: [External] Rankings Week Recap

[External Email]

Thank you

From: Paton,Nancy <nancypaton@ufl.edu>
Sent: Monday, September 20, 2021 5:42 PM
To: Mori Hosseini <mhosseini@icihomes.com>; Kent Fuchs <kent.fuchs@ufl.edu>; Patel, Rahul <rpatel@kslaw.com>; Glover,Joseph <jglover@aa.ufl.edu>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: [External] Rankings Week Recap

Dear All,

Our Top 5 announcement has continued to generate positive coverage for our university. As promised last week, here is an updated look at how this fantastic news has been received.

The commentaries from the editorial boards at the Tampa Bay News and Gainesville Sun were outstanding. Here is a link to the [Tampa Bay Times column](#), in case you missed it. I've also attached a PDF of the Gainesville Sun column here.

If there is significant coverage going forward, I'll be sure to share it with you.

Please let me know if you have any questions.

Best,

Nancy



Nancy E. Paton, Vice President

Strategic Communications & Marketing
University of Florida
o: 352.846.3903
e: nancypaton@ufl.edu

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/20/2021 08:25:31 PM
To: Kent Fuchs
Subject: RE: [External] Univ Michigan and Detroit Center

[External Email]

Thank you

From: Kent Fuchs <kent.fuchs@ufl.edu>
Sent: Monday, September 20, 2021 5:44 PM
To: Mori Hosseini <mhosseini@icihomes.com>
Subject: [External] Univ Michigan and Detroit Center

According to these articles, the original plans for the \$300M University of Michigan Detroit Center for Innovation have been cancelled. The articles are not clear about the future of the project, but it doesn't appear that the \$100M gift will be realized nor is the project moving forward at this time.

<https://www.mlive.com/news/ann-arbor/2021/07/ross-abandons-plans-to-build-university-of-michigans-detroit-innovation-center-at-former-jail-site.html>

<https://www.freep.com/story/news/education/2021/09/17/university-michigan-board-of-regents-mark-schlissel/8271355002/>

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/22/2021 07:18:38 PM
To: Kent Fuchs
Cc: Thomas Tom Kuntz (tkufgator@gmail.com) <tkufgator@gmail.com>
Subject: Re: [External] travel next week

[External Email]



Sent from my iPhone

On Sep 22, 2021, at 4:44 PM, Kent Fuchs <kent.fuchs@ufl.edu> wrote:

Dear Mori and Tom,



My trip will be next week and I'll be out of the office Monday-Friday. We will announce to the senior leadership that Joe Glover will be the designated delegate if there are any emergencies and I am not reachable. I should be accessible by cell or email at all times.

I will be keeping most of my previously scheduled calls and Zoom meetings, including the Trustees meetings on Monday and my call with Tom late Monday.

Many thanks,
Kent

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 09/24/2021 12:04:56 PM
To: Holt,Rebecca J
Cc: Glover,Joseph; Paton,Nancy
Subject: RE: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

[External Email]

I don't think we need two pre meetings. Maybe on oct 6 it is just Nancy, Joe and me and then on Nov 2 we can have the entire committee?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Friday, September 24, 2021 11:51 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

CAUTION: MAIL FROM OUTSIDE THE FIRM

No. Its' the whole committee.

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Friday, September 24, 2021 11:45 AM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

[External Email]

Got it. So the call is just the people on this email as opposed to the entire committee, right?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Friday, September 24, 2021 11:35 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

CAUTION: MAIL FROM OUTSIDE THE FIRM

Hi Chair Patel,

The purpose of the October 6 pre-meeting is to discuss the topics you would like addressed at the December meeting. We will have another pre-meeting on November 2 to review again before the December 2-3 meeting.

How does that sound?

Becky

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Friday, September 24, 2021 11:23 AM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

[External Email]

Thanks. Can we schedule a quick call to discuss. I would like to understand what will be discussed on the following Information items.

- 3.3.2 Admissions Update.... Mary Parker
- 3.3.5 Student Affairs Update D'Andra Mull
- 3.3.6 Centers/Institutes..... Joe Glover
- 3.3.7 Degree Changes. Joe Glover

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Friday, September 24, 2021 10:44 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: DRAFT AFSSPRSC Pre-Meeting Agenda-October 6

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good Morning Chair Patel,

Attached is a draft of the agenda for AFSSPRS pre-meeting that is scheduled for October 6.

Please let me know if this meets with your approval so I can send it to the BOT Team.

Thanks.

Becky

Rebecca J. Holt

Executive Assistant to Joseph Glover
Provost and Senior Vice President for Academic Affairs
University of Florida
235 Tigert Hall | PO Box 113175
Gainesville, FL 32611-3175
Phone: 352-392-2404
Direct: 352-273-4475
Fax: 352-392-8735
bholt@ufl.edu
web: <http://www.aa.ufl.edu/home>



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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 09/24/2021 02:23:16 PM
To: Glover,Joseph
Subject: Accepted: Trustee Patel/Provost Glover/VP Paton re: BOT agenda

[External Email]

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 09/27/2021 08:23:15 PM
To: Lane,Charles Eugene
Cc: Nelson,David R; Kent Fuchs
Subject: Re: [External] Lease of Hope Lodge to the Ronald McDonald House

[External Email]

I am good with it as long as the president is ok with it.

Sent from my iPhone

On Sep 27, 2021, at 4:16 PM, Lane,Charles Eugene <charlielane@ufl.edu> wrote:

Mori, here's some additional information about the Hope Lodge, which we had planned to lease to the Ronald McDonald House. The previous lessees of the property, the American Cancer Society, plan to move out of the property so it is reverting to UF. After our senior administrative leaders toured the property, we could not identify a good use for it (Chris Cowen had entertained the idea of using it for rental income for our graduate students, but it did not pan out), so decided that the Ronald McDonald House would be a good tenant. I'm copying Dave Nelson, as he is aware of the transaction and may be able to add some commentary. Please let me know if you need additional information.

Thanks,

Charlie

1 large, single story building and 1 smaller, two story building (connected)

51,950 total SF

- Approximately 4 acres, owned by the state and under our campus master lease
- Construction completed in 1986
- 48 guest rooms, 1 of which is a manager's apartment
- 6 common kitchens
- dining room
- laundry room
- small, common areas throughout
- small office area for administrative and front desk operations
- 51 regular parking spaces and 7 handicapped spaces
- New roof was installed approximately 3 years ago

<Hope Lodge 3.15.21.pdf>

-

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/03/2021 01:09:43 PM
To: Norton,David P
Cc: tkufgator@gmail.com; rpatel@kslaw.com; marshapowers@mac.com; Kent Fuchs; Kaplan,Mark E
Subject: Re: [External] Federal requirements for mandatory vaccinations

[External Email]

Thank you David, we are on it.

Sent from my iPhone

On Oct 1, 2021, at 10:54 AM, Norton,David P <dpnorton@ufl.edu> wrote:

Mori, Tom, Rahul, and Marsha,
Last Friday, the White House released guidance that will require federal contractors to implement mandatory vaccination programs for employees. Given that UF is a contractor to the federal government in research and health care delivery, these requirements apply to the university. Attached is a memo distributed to UF leadership that summarizes the White House Executive Order, the actions needed, and the consequences to UF if no action is taken. The actions are significant and require your awareness and support. We are available to connect for discussion as needed.

Many thanks,
David

Dr. David P. Norton
Vice President for Research
University of Florida
Office: 223 Grinter Hall
Phone: (352) 392-9271
Fax: (352) 846-0491
e-mail: dpnorton@ufl.edu

For mail or delivery:
David Norton
University of Florida
Office of Research
223 Grinter Hall
PO Box 115500
Gainesville, FL 32611-5500

<Memo Re - Federal Requirements for Vaccinations.pdf>

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/04/2021 07:08:48 AM
To: Orth,Melissa A
Cc: Kent Fuchs; Kaplan,Mark E; Hass,Amy Meyers; Kinney,Deborah C; . UF Board of Trustees
Subject: Re: [External] 10/4/21 BOT - no public comment

[External Email]

Thank you

Sent from my iPhone

> On Oct 4, 2021, at 6:09 AM, Orth,Melissa A <maorth@ufl.edu> wrote:

>

> Good morning.

>

> We have no requests for public comment for the virtual BOT meeting today at 10:00am.

>

> Thank you,

> Melissa

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/04/2021 05:42:36 PM
To: Glover,Joseph; Hass,Amy Meyers
Subject: FW: Questions for Freedom of Expression Panel
Attachments: Questions for Freedom of Expression Panel.docx

[External Email]

Joe / Amy, hope you had a good weekend. I am on a freedom of expression panel at the next BOG / Trustee meeting. See attached for the proposed questions. Is there someone at UF who can help me with proposed responses?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Timothy Cerio <tcerio2017@gmail.com>
Sent: Monday, October 4, 2021 5:35 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Bethany Lowe <Bethany.Lowe@fbog.edu>
Subject: Fwd: Questions for Freedom of Expression Panel

CAUTION: MAIL FROM OUTSIDE THE FIRM

Rahul – see below FYI. Beth is adding your email to the list going forward. Thanks again for agreeing to participate.

Begin forwarded message:

From: "Lowe, Bethany" <Bethany.Lowe@fbog.edu>
Date: October 4, 2021 at 3:43:44 PM EDT
To: "Robert P. George" <rgeorge@princeton.edu>, "Nicole Washington (nicole@wesgroup.co)" <nicole@wesgroup.co>, brad.levine@4tellus.com, echicken@fsu.edu
Cc: RPG Assistant <rpgasst@princeton.edu>, Timothy Cerio <tcerio2017@gmail.com>, "England, Christy" <Christy.England@fbog.edu>, "Rogers, Jon" <Jon.Rogers@fbog.edu>, "Shirley, Vikki" <Vikki.Shirley@fbog.edu>
Subject: Questions for Freedom of Expression Panel

-257 ?

Good afternoon –

Attached for your review are the questions for the Freedom of Expression Panel discussion during the Trustee Summit.

Thank you,

Beth Lowe
University Trustees Coordinator

State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399
Phone: (850) 245-0626 / Fax: (850) 245-0724
Bethany.Lowe@fbog.edu | www.fbog.edu



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DRAFT

**STATE UNIVERSITY SYSTEM
2021 Trustee Summit**

Freedom of Expression Panel

Moderator: Governor Tim Cerio

Special Presenter: Dr. Robert George, Professor of Politics, Director, James Madison Program, Princeton University

SUS Panelists:

- Nicole Washington (FAMU BOT),
- Brad Levine (FAU BOT), and
- Rahul Patel (UF BOT).

General Questions for Panelists:

Dr. George's presentation regarding civil discourse, free speech, and civic engagement was instructive and valuable to our work. In light of Dr. George's comments:

1. How does your university educate students about free speech? (What information and initiatives are available on your campus that provides information to students and others about free speech?).
2. On your campus, are there clearly stated policies and expectations that promote and support positive civil discourse within the campus community?
Are there specific programs designed to improve civil discourse on your campus that should be implemented?
3. What is the role of a university board of trustees in the prioritization of civil discourse and the ongoing support of civil discourse initiatives on a university campus?
4. What is the role of the university president in the prioritization of civil discourse and the ongoing support of civil discourse initiatives on a university campus, as well as the regular monitoring and evaluation of such initiatives?
5. How can faculty leadership and student leadership be encouraged to engage in strategies to improve civil discourse on your campus?
6. Are there clear procedures at your university for responding to, investigating, and adjudicating complaints regarding civil discourse?

Questions for Dr. George:

1. What is protected speech? Is there speech that is not protected by the First Amendment? At what point do threatening, insulting or hurtful comments cross the line from being protected speech, to speech that could subject a student, faculty member, or administrator to disciplinary action - i.e. Conduct unbecoming of a member of the university community.
2. We are living in a very ideologically divisive time. What steps can universities take to encourage students, faculty and staff to discuss competing ideas and opinions in a mutually respectful manner?
3. Are there ways to evaluate and measure the effectiveness of university programs and/or initiatives that are designed to improve civil discourse on the campus?

Question for Trustee Washington

1. FAMU has a highly acclaimed School of Journalism and Graphic Communication and publishes the FAMUAN, one of the top student newspapers in the country. How can the university utilize the School to enhance civil discourse among students and faculty on campus?

Question for Trustee Levine

1. The Board's Strategic Planning Committee heard an interesting presentation on planning for a Breezeway Dialogues initiative that will be occurring on the FAU campus this year. Has the FAU BOT had the opportunity to review this program?

Question for Trustee Patel:

1. The Bob Graham Center for Public Service at the University of Florida is a renowned academic center that focuses on civic engagement and public service and has produced state and national impacts through its academic coursework, internships, and research opportunities. How can the resources of the Graham Center be utilized in the planning, implementation, and evaluation of civil discourse initiatives on campus?

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/04/2021 09:21:49 PM
To: Glover,Joseph
Cc: Hass,Amy Meyers; Kaplan,Mark E
Subject: RE: Freedom of expression/civil discourse
Attachments: Civil Discourse UF Activities for BOG.docx

[External Email]

Thanks. Can I speak with someone to walk through this so I am fully prepared?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, October 4, 2021 8:13 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: Freedom of expression/civil discourse

CAUTION: MAIL FROM OUTSIDE THE FIRM

-257 ?

Dear Rahul,

The attached material may be helpful to you as you prepare for your freedom of expression discussion. This is information Angela recently submitted to BOG in response to their inquiry on civil discourse efforts.

Regards,
Joe

Begin forwarded message:

From: Lindner,Angela S <alindner@aa.ufl.edu>
Sent: Friday, August 27, 2021 5:13 PM
To: Kaplan,Mark E <mark.kaplan@ufl.edu>; England, Christy <Christy.England@flbog.edu>
Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>; Glover,Joseph <jglover@aa.ufl.edu>
Subject: Re: yikes!

Hi Christy,

I've attached a summary of activities representative of many UF's efforts in each of the respective categories. I hope this is helpful.

Have a great weekend,
Angela

Angela Lindner, Ph.D.

Associate Provost for Undergraduate Affairs
Associate Professor, Environmental Engineering Sciences
University of Florida | Office of the Provost & Senior Vice President
238 Tigert Hall | P.O. Box 113175 | Gainesville, FL 32611
[352.846.1761](tel:352.846.1761) | alindner@aa.ufl.edu
Pronouns: She/Her/Hers

Looking for Academic Support? Learn more about academic support services for students at studentsuccess.ufl.edu.

Sent: Friday, August 27, 2021 5:09 PM
To: England, Christy <Christy.England@flbog.edu>
Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>; Glover, Joseph <jglover@aa.ufl.edu>; Lindner, Angela S <alindner@aa.ufl.edu>
Subject: RE: yikes!

Ha – thanks! Angela Lindner has pulled together some additional information if helpful.

Have a great weekend

Mark

From: England, Christy <Christy.England@flbog.edu>
Sent: Friday, August 27, 2021 5:01 PM
To: Kaplan, Mark E <mark.kaplan@ufl.edu>
Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>
Subject: yikes!

[External Email]

Mark,

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Thanks for letting us know. Your prize is in the mail for passing the test 😊

Christy

Christy England, Ph.D.
Vice Chancellor, Academic & Student Affairs

State University System of Florida
Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

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UF Initiatives Related to Civil Discourse

August 27, 2021

1. Workshops and Professional Development

- a. **Center for Teaching Excellence**, Difficult Dialogues in the Classroom training for faculty, <https://teach.ufl.edu/resource-library/difficult-dialogues/>
- b. **Bob Graham Center for Public Service:**
 - Careers in Public Service series (6)
 - Florida Health Policy Leadership Academy in which 9 community leaders and elected officials from around the state participated in a 10 week professional development academy
 - Women in Leadership forum

2. Speakers, Dialogue, and Debate

- a. **Bob Graham Center for Public Service:**
 - Inauguration Watch Party event, with speakers from across the political spectrum
 - John Woodrow Cox (gun violence and children)—Washington Post reporter
 - Sustainability into Practice (3 events) with speakers and virtual attendees from around the state
- b. **Brown Center for Leadership and Service:**
 - Courageous Dialogue Program, <https://studentinvolvement.ufl.edu/events/courageous-dialogue/>
 - Let's Talk About Panel, <https://leadershipandservice.ufl.edu/letstalkabout/>

3. Outreach (On- and Off-Campus)

- a. **Bob Graham Center for Public Service:**
 - Florida Health Policy town halls—connected to the Florida Health Policy Leadership Academies—six virtual town halls with local leaders around the state
 - Future of Florida Summit on Florida health issues—student run and organized, with speakers from around the state and nation

4. Research and Academic

- a. **Research:**
 1. **College of Agricultural and Life Sciences:**
 - **Dr. Jamie Loizo, Agriculture, Education, and Communications program.** Developing learner-centered tools and pedagogy for promoting online social democratic learning and mobilization around

critical social issues impacting us all. Web Site: <https://moococracy.org>

2. Bob Graham Center for Public Service:

- Graham Center Civic Scholars on Florida health issues—conducted research on health issues statewide
- Askew and Haskell programs have undergrads conducting research on significant public policy and public service issues, and often they present their research in different forums

b. Courses through the Bob Graham Center for Public Service:

IDS 2338 | DEMOCRATIC ENGAGEMENT AND PUBLIC LEADERSHIP

Online

Instructor: [Hakeem Hasan](#) | [Syllabus](#)

Being a citizen implies a certain set of individual responsibilities that are essential to keep a democracy healthy and functioning. Fulfilling one's role as a citizen requires engaged and informed participation. This course provides the tools and skills needed to be an effective citizen and offers opportunities for engagement and experiential learning. From the founding documents to the role of the press in politics, this course provides an understanding of how the past informs current political debate.

IDS 2338 | DEMOCRATIC ENGAGEMENT AND PUBLIC LEADERSHIP (GENERAL EDUCATION, SOCIAL SCIENCE)

Online

Instructor: [Marianne Vernetson](#) | [Syllabus](#)

Being a citizen implies a certain set of individual responsibilities that are essential to keep a democracy healthy and functioning. Fulfilling one's role as a citizen requires engaged and informed participation. This course provides the tools and skills needed to be an effective citizen and offers opportunities for engagement and experiential learning. From the founding documents to the role of the press in politics, this course provides an understanding of how the past informs current political debate.

Notes:

1. Embodied in our UF Core

Values: <https://president.ufl.edu/media/presidentufl.edu/documents/UF-Core-Values.pdf>

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/08/2021 06:01:41 PM
To: Glover,Joseph
Cc: Hass,Amy Meyers; Kaplan,Mark E
Subject: RE: Freedom of expression/civil discourse

[External Email]

Just checking to see if you were able to identify best person to help me on this. Thanks.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, October 4, 2021 9:36 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: Re: Freedom of expression/civil discourse

CAUTION: MAIL FROM OUTSIDE THE FIRM

Let me speak with Amy and Mark tomorrow to see if we can reach consensus on the best person to help you.

On Oct 4, 2021, at 9:23 PM, Rahul Patel <RPatel@kslaw.com> wrote:

-257 ?

[External Email]

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Cc: Glover,Joseph <jglover@aa.ufl.edu>; Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: Freedom of expression/civil discourse

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-257 ?

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Joe

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To: Kaplan,Mark E <mark.kaplan@ufl.edu>; England, Christy <Christy.England@flbog.edu>
Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>; Glover,Joseph <jglover@aa.ufl.edu>
Subject: Re: yikes!

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Have a great weekend,
Angela

Angela Lindner, Ph.D.

Associate Provost for Undergraduate Affairs
Associate Professor, Environmental Engineering Sciences
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238 Tigert Hall | P.O. Box 113175 | Gainesville, FL 32611
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Pronouns: She/Her/Hers

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From: Kaplan,Mark E <mark.kaplan@ufl.edu>
Sent: Friday, August 27, 2021 5:09 PM
To: England, Christy <Christy.England@fbog.edu>
Cc: Sikes, Emily <Emily.Sikes@fbog.edu>; Rogers, Jon <Jon.Rogers@fbog.edu>; Glover,Joseph <jglover@aa.ufl.edu>; Lindner,Angela S <alindner@aa.ufl.edu>
Subject: RE: yikes!

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Have a great weekend

Mark

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Sent: Friday, August 27, 2021 5:01 PM
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Cc: Sikes, Emily <Emily.Sikes@fbog.edu>; Rogers, Jon <Jon.Rogers@fbog.edu>
Subject: yikes!

[External Email]

Mark,

So sorry for the delay. Got your msg and a call from the Chancellor. I'm fairly certain we have info from UF to include and it got lost. My people are checking now. If we can't find anything for UF, we will definitely let you know.

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Christy

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Vice Chancellor, Academic & Student Affairs

State University System of Florida
Board of Governors
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AMERICAN
OVERSIGHT

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<Civil Discourse UF Activities for BOG.docx>

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/10/2021 09:29:30 PM
To: Glover,Joseph
Cc: Hass,Amy Meyers; Kaplan,Mark E
Subject: Re: Freedom of expression/civil discourse

[External Email]
Thanks.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

On Oct 10, 2021, at 8:03 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

CAUTION: MAIL FROM OUTSIDE THE FIRM

I think Amy plans to reach out to you.

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Friday, October 8, 2021 6:02 PM
To: Glover,Joseph <jglover@aa.ufl.edu>
Cc: Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: RE: Freedom of expression/civil discourse

[External Email]
Just checking to see if you were able to identify best person to help me on this. Thanks.

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From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, October 4, 2021 9:36 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
Subject: Re: Freedom of expression/civil discourse

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-257 ?

[External Email]
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Cc: Glover,Joseph <jglover@aa.ufl.edu>; Hass,Amy Meyers <amhass@UFL.EDU>; Kaplan,Mark E <mark.kaplan@ufl.edu>
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Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>; Glover,Joseph <jglover@aa.ufl.edu>; Lindner,Angela S <alindner@aa.ufl.edu>
Subject: RE: yikes!

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Mark

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Cc: Sikes, Emily <Emily.Sikes@flbog.edu>; Rogers, Jon <Jon.Rogers@flbog.edu>
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<Civil Discourse UF Activities for BOG.docx>

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/10/2021 10:01:06 PM
To: Glover,Joseph
Cc: Kaplan,Mark E; Bloom,David C
Subject: Re: [External] Comprehensive periodic review CAVP comments

[External Email]

Can you underline changes please?

Sent from my iPhone

On Oct 10, 2021, at 8:23 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

Dear Mori,

I shared the draft Comprehensive Periodic Review statute with the CAVP. It was generally well-received. They did have a couple of small suggestions that I promised them I would forward to you. (See attached document.)

Regards,
Joe

<Comprehensive periodic review CAVP comments.docx>

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/11/2021 02:09:34 PM
To: Glover,Joseph
Subject: FW: meetings with Rahul

[External Email]

Joe, let me know when you have 5 minutes to catch up on the phone.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Wednesday, October 6, 2021 2:51 PM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Parker, Mary <maryparker@ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>; Lebo,Cathy <clebo@aa.ufl.edu>; Tom Mitchell (tmitchell@uff.ufl.edu) <tmitchell@uff.ufl.edu>; Rahul Patel <RPatel@KSLAW.com>; Glover,Joseph <jglover@aa.ufl.edu>
Subject: meetings with Rahul

CAUTION: MAIL FROM OUTSIDE THE FIRM

Becky,

When you return from your fabulous cruise next week, would you please arrange the following meetings with Rahul:

1. Mary and Nancy to discuss their joint presentation in December
2. Cathy, Nancy, and Tom to discuss UF reputation and strategy for this year

Thanks.

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/14/2021 12:11:43 PM
To: Kent Fuchs
Subject: Accepted: UF Zoom: Mori Hosseini and Kent Fuchs

[External Email]

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/14/2021 12:44:09 PM
To: Kaplan,Mark E; Kent Fuchs
Cc: Orth,Melissa A; Hass,Amy Meyers
Subject: Re: [External] Draft email regarding new WPB ad hoc committee

[External Email]

Ok to go out tomorrow but want to make sure Kent is good with it.

Sent from my iPhone

On Oct 14, 2021, at 8:31 AM, Kaplan,Mark E <mark.kaplan@ufl.edu> wrote:

Good morning, Mori

Are you ready for Melissa to send this note to the Trustees today? Are there any changes you'd like to see?

Dear Fellow Trustees,

*As the administration's work continues on UF's potential opportunities for a graduate, professional, and executive campus in West Palm Beach, we believe that it would be helpful to have a single BOT committee to review and make recommendations about all aspects of this initiative. To facilitate that work, I am creating a new **Ad Hoc Committee on Strategic Opportunities**:*

The charge of the committee will be:

Provide a single point of committee-level oversight regarding significant strategic opportunities that cross jurisdictions of multiple standing committees of the Board of Trustees. Individual strategic opportunities will be referred to the Ad Hoc Committee by the Chair of the BOT.

The initial committee members will be:

Hosseini (Chair of the Ad Hoc Committee), Brandon, Cole, Kuntz, Patel, and Powers

Of course, meetings of the ad hoc committee will be noticed and public and I hope that you all will participate to the extent that your schedules allow. Please watch for the initial meeting notice from the board staff soon and let me know if you have any questions or suggestions in the meantime.

As always, thank you for all that you do for the University of Florida.

Mori

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/14/2021 09:38:21 PM
To: Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>; Glover,Joseph
Cc: Kent Fuchs
Subject: RE: Artificial Intelligence at University of Florida Levin College of Law

[External Email]

Thanks Joe. This is good stuff.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, October 14, 2021 1:07 PM
To: Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>; Rahul Patel <RPatel@KSLAW.com>
Cc: Kent Fuchs <kent.fuchs@ufl.edu>
Subject: Artificial Intelligence at University of Florida Levin College of Law

CAUTION: MAIL FROM OUTSIDE THE FIRM

Laura may already have shared this with you, but in case not, here's a nice presentation of what's happening in the College of Law in connection with AI.

From: Laura Rosenbury <dean@law.ufl.edu>
Date: October 14, 2021 at 12:54:00 PM EDT
To: "Rosenbury,Laura Ann" <rosenbury@law.ufl.edu>
Subject: Artificial Intelligence at University of Florida Levin College of Law
Reply-To: Laura Rosenbury <dean@law.ufl.edu>

-257 ?

[External Email]

Dear Colleagues,

The University of Florida has partnered with NVIDIA – a world leader in artificial intelligence and accelerated computing – to create an AI-centric data center that houses the eighth most powerful supercomputer in the nation. The entire university is now engaged across disciplines to deploy and study AI in research and teaching, with the ultimate goal of revolutionizing the human experience through ethical and equitable uses and evolutions of AI. As you will see below, faculty members at the Levin College of Law are already deeply engaged in these efforts as they seek to develop appropriate ecosystems of ethics, governance, incentives, and safeguards that will maximize the benefits of AI while minimizing its harms.

Laura Ann Rosenbury



Levin College of Law
UNIVERSITY of FLORIDA

ARTIFICIAL INTELLIGENCE



Articles and Book Chapters

- **Stephanie Bornstein**, *Antidiscriminatory Algorithms*, 70 *Alabama Law Review* 519 (2018)
- **Annie Brett**, *Technology, Data and New Methods for Sustainably Managing Ocean Resources*, World Resources Institute (2020) (with Jim Leape, Mark Abbott, Hide Sakaguchi, Ling Cao, Kevin Chand, Yimnang Golbuu, Tara Martin, Juan Mayorga, and Mari S. Myksvoll)
- **Seth Katsuya Endo**, *Ad Tech & the Future of Legal Ethics*, 73 *Alabama Law Review* __ (forthcoming)
- **Barbara Evans**, *National Academy of Medicine/Government Accountability Office Discussion Paper: Advancing Artificial Intelligence in Health Settings Outside the Hospital and Clinic*, *NAM Perspectives* (Discussion Paper, National Academy of Medicine) (2020) (with Nakul Aggarwal, Mahnoor Ahmed, Sanjay Basu, John Curtin, Michael Matheny, Shantanu Nundy, Mark Sendak, Rashmee Shah & Sonoo Thadaney-Israni)
- **Barbara Evans**, *Product Liability Suits for FDA-Regulated AI/ML Software*, in *Innovation and Protection: The Future of Medical Device Regulation: Innovation and Protection* (I. Glenn Cohen, Timo Minssen, W. Nicholson Price II, Christopher Robertson & Carmel Shachar eds., Cambridge University Press, 2021 forthcoming) (with Frank Pasquale)
- **Elizabeth Rowe**, *Regulating Facial Recognition Technology in the Private Sector*, 24 *Stanford Tech Law Review* 1 (2020)
- **Amy Stein**, *Artificial Intelligence and Climate Change*, 37 *Yale Journal on Regulation* 890 (2020)
- **Amy Stein**, *Assuming the Risks of Artificial Intelligence*, *Boston University Law Review* __ (forthcoming 2022)
- **Stacey Steinberg**, *Ethical AI? Children's Rights and Autonomy in Digital Spaces*, *Parenting for a Digital Future*, *The London School of Economics and Political Science* (2021)

Presentations

- **Amy Stein**, *Assuming the Risks of Artificial Intelligence* (Boston College 2021-1633-A-000034)

Regulation and Markets Workshop, April 12, 2021)

- **Barbara Evans**, Panelist, Challenges of Regulating AI in Health Care, Symposium: The Law and Policy of Artificial Intelligence in Health Care (University of Minnesota, March 27, 2020)
- **Barbara Evans**, Participant, GAO Meeting on Artificial Intelligence and Health Care Services (Washington, D.C., April 1-2, 2020)
- **Barbara Evans**, Artificial Intelligence in Health Settings Outside the Hospital and Clinic, A Joint Web Conversation Hosted by the NAM Leadership Consortium: Collaboration for a Value & Science Driven Health System and United States Government Accountability Office (January 21, 2021)
- **Stacey Steinberg**, Presenter, Children's Privacy, Sharenting, and AI (University of Florida, Spring 2021)
- **Stacey Steinberg**, Presenter, How Parents Can Share Smarter on Social Media, TEDxVienna (October 2021)

Federal Advisory Panels

- **Barbara Evans:**
 - Participant and Lead for multidisciplinary Expert Advisory Panel convened by the U.S. Government Accountability Office and the National Academies of Science, Engineering, and Medicine to advise on report on Artificial Intelligence and Diagnostics (2021)
 - Participant and Lead for multidisciplinary Expert Advisory Panel convened by the U.S. Government Accountability Office and the National Academies of Science, Engineering, and Medicine to advise on report entitled, "Artificial Intelligence in Health Care: Benefits and Challenges of Technologies to Augment Patient Care" (November 2020)
 - Participant and Lead for multidisciplinary Expert Advisory Panel convened by the U.S. Government Accountability Office and the National Academies of Science, Engineering, and Medicine to advise on report entitled, "Artificial Intelligence in Health Care: Benefits and Challenges of Machine Learning in Drug Development" (January 2020)



- **AI and Criminal Law** - [Michelle Jacobs](#)
- **AI and Litigation Strategies** - [William Hamilton](#) and George Socha
- **AI & Tax Law: Theory and Practice** - [Mindy Herzfeld](#)
- **AI, Technology and the Law** - [Amy Stein](#)
- **Big Data and the Law** - [Annie Brett](#)
- **Biotechnology & Medical AI** - [Barbara Evans](#)
- **Cybersecurity Law** - [Jon Mills](#) and Pedro Allende
- **Electronic Discovery, Digital Investigations, and Evidence** - [William Hamilton](#)

Recent Conferences at UF Law

- **Promise and Problems in Emerging Technology: Shaping the Societal Impact of Artificial Intelligence** (2019)

Future Conferences at UF Law

- **AI as Evidence** (November 2021)
- **Technology, Media, and Privacy Law Conference** will focus on the intersections of AI and technology, media, and privacy law (March 2022)

We invite you to join us at these events. For more information, please contact ruthm@law.ufl.edu.



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University of Florida Levin College of Law,
P.O. Box 117623, Gainesville, FL 32611
T: 352-273-0804

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/14/2021 09:39:37 PM
To: Glover,Joseph
Subject: FW: AA transfer grad rates discussion points
Attachments: AA transfer graduation rates.docx

[External Email]

Joe, what percentage of AA transfers go into engineering?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, October 14, 2021 1:03 PM
To: Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>
Cc: Rahul Patel <RPatel@KSLAW.com>; Glover,Joseph <jglover@aa.ufl.edu>; Lindner,Angela S <alindner@aa.ufl.edu>
Subject: AA transfer grad rates discussion points

CAUTION: MAIL FROM OUTSIDE THE FIRM

Dear Mori,

You had asked for a few discussion points about 2-year versus 3-year graduation rates for AA transfer students. Please see the attached for some bullets. It also contains the latest news about our 2-year graduation rates for AA transfer for the period 2019-2021 that will appear in the next PBF scoring.

Regards,
Joe

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2-Year versus 3-Year Graduation Rates: discussion points to consider

- AA transfer students have typically achieved 60 credits by transfer. Many of them transfer into degrees (like Engineering) that require more than 60 additional credits to complete. That typically takes more than 2 additional years.
- AA transfer students can encounter issues in making the transition from state/community college to university. These include:
 - Orientation issues – moving from a relatively small campus and living at home to a large university setting away from home
 - Sophistication of course material -- in moving from sophomore general education courses to the more specialized junior-level courses associated with their majors, students sometimes stumble or need to go more slowly
- Linearity of curriculum – Some roadmaps to degree (like Engineering) are very linear, with sequences of courses that must be taken in order. If you get out of step with one of these, it can set you back a semester.
- AA transfer students are interested in doing internships and coops, just like our 4-year students, and this can slow down their time to graduation

Information as of 10/14/21 about our progress in 2-Year AA Transfer graduation rates (based on info from Cathy):

The information below is based on the final degrees submitted to the BOG on Oct 1st for 2020-21.

Our two-year graduation rate for AA Transfers has increased from 38.5% to 41.5%, for the 2019 cohort, so we have reached our preliminary university goal of 40%. (The 2-year grad rate for the 2019 cohort of AA Transfers in UF Main was 40.1% and in UF Online was 52.3%.)

However, the BOG goal for maximum points on this metric is 50%.

Our PBF score will increase from 2 out of 5, to 3 out of 5 points for Excellence on this variable. We would also get 3 points for a 3% increase, if we were scored on the Improvement scale.

There is always a chance that the BOG changes the scales on us again. There is a meeting scheduled on Nov 9 that Cathy will attend, and PBF changes are on the agenda.

9a. BOG Choice: FCS AA Transfer Two-Year Graduation Rate [Full-Time students]										
	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23	2022-24	2023-25
ACTUAL	45.1	40.7	39.6	42.5	38.5
APPROVED GOALS
PROPOSED GOALS	39	39	40	40	40

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/14/2021 10:26:43 PM
To: Glover,Joseph
Subject: RE: AA transfer grad rates discussion points

[External Email]
Thanks.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, October 14, 2021 9:45 PM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: Re: AA transfer grad rates discussion points

CAUTION: MAIL FROM OUTSIDE THE FIRM

I will look that up tomorrow!

On Oct 14, 2021, at 9:43 PM, Rahul Patel <RPatel@kslaw.com> wrote:

-257 ?

[External Email]

Joe, what percentage of AA transfers go into engineering?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, October 14, 2021 1:03 PM
To: Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>
Cc: Rahul Patel <RPatel@KSLAW.com>; Glover,Joseph <jglover@aa.ufl.edu>; Lindner,Angela S <alindner@aa.ufl.edu>
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<AA transfer graduation rates.docx>

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/16/2021 12:03:01 PM
To: Glover,Joseph
Subject: RE: meetings with Rahul

[External Email]

Thanks Joe.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Saturday, October 16, 2021 11:52 AM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: RE: meetings with Rahul

CAUTION: MAIL FROM OUTSIDE THE FIRM

Yes, I am doing that this weekend.

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Saturday, October 16, 2021 11:48 AM
To: Glover,Joseph <jglover@aa.ufl.edu>; Holt,Rebecca J <bholt@ufl.edu>
Cc: Parker, Mary <maryparker@ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>; Lebo,Cathy <clebo@aa.ufl.edu>; Tom Mitchell <tmitchell@uff.ufl.edu> <tmitchell@uff.ufl.edu>; Janet Dias <JDias@KSLAW.com>
Subject: RE: meetings with Rahul

[External Email]

Hi, becky. Hope all is well. Just checking to see if both of these calls have been scheduled?

Joe, I think you were going to provide some options on how we present the topic on individual college rankings.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Wednesday, October 6, 2021 2:51 PM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Parker, Mary <maryparker@ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>; Lebo,Cathy <clebo@aa.ufl.edu>; Tom Mitchell <tmitchell@uff.ufl.edu> <tmitchell@uff.ufl.edu>; Rahul Patel <RPatel@KSLAW.com>; Glover,Joseph <jglover@aa.ufl.edu>
Subject: meetings with Rahul

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Becky,

When you return from your fabulous cruise next week, would you please arrange the following meetings with Rahul:

1. Mary and Nancy to discuss their joint presentation in December
2. Cathy, Nancy, and Tom to discuss UF reputation and strategy for this year

Thanks.

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/18/2021 09:38:08 PM
To: Kaplan,Mark E
Cc: Kent Fuchs; Steve Orlando; Hoover, Aaron; Orth,Melissa A
Subject: Re: [External] Draft WPB presentation
Attachments: WPB_BOG-Nov2021 DRAFT 10.18.2021 v5.pptx

[External Email]

Will call you tomorrow
Sent from my iPhone

On Oct 18, 2021, at 5:54 PM, Kaplan,Mark E <mark.kaplan@ufl.edu> wrote:

Dear Mori,

Attached as you requested is the latest draft of the presentation for you and Kent to deliver to the BOG on November 4. This is still subject to feedback from you and Kent before distribution to the BOT.

We currently contemplate that you will open things up on slide 1 and close the discussion with slides 14-16. Kent will handle the slides in between. Steve Orlando has draft talking points coming together for your consideration.

Please let us know what else might be helpful and if there are changes that you would like to see.

Thank you very much

Mark



WEST PALM BEACH

WPB: A Nexus of Opportunity

- Vibrancy of **Southeast Florida**
- A growing center for **finance** and **technology**
- A unique constellation of **necessary support** (business leaders, elected officials, philanthropy)





WPB: A Nexus of Opportunity

LOOK WHO'S HERE

Over 300 hedge funds, private equity, and financial service firms are located in Palm Beach County. Here are just a few...

Abbot Downing
 Addison Capital Partners
 Affiliated Managers Group
 AM Global Core Fund
 Anagenesis Capital Partners
 Atlantic Creek Real Estate
 AUA Private Equity Partners
 Aurelius Capital
 Bergen Asset Management
 BlackRock
 Blue Sea Capital
 Blue Water Worldwide
 Boxwood Partners
 III Capital Management
 Cambridge Capital
 Capital Asset Management Group
 Catalus Capital
 Chilton Trust Company
 Colony Capital
 Comvest Partners
 Convergence Investment Partners
 Cresset Wealth Partners
 Cypress Trust Company

Dakota Wealth Management
 Dash Prime
 Directional Research & Trading, Inc.
 DRB Capital
 DRI Fund
 DSM Capital Partners
 ECN Capital Corporation
 Ellevest
 Elliott Management
 Evercore Wealth Management
 Family Office Networks
 Focus Financial Partners
 Forbes Family Trust
 Fortress Investment Group
 GenSpring Family Offices
 Glenmede Trust
 Global Trust Asset Management
 Golden Tree Asset Management
 Goldman Sachs Company
 Graham Capital Management
 Greenwich Wealth Management
 Grey Value Management, LLC
 Halite Partners
 Hamilton Capital

HedgeCo Securities
 Highbrook Investors
 Hunter Global Investors
 Impala Asset Management
 Incapital
 Intech Investment Management
 Janus Capital Group
 JP Morgan
 JVB Financial
 Kayne Anderson
 Lawless Edwards and Warren
 Lee Munder Investments
 Lighthouse Partners
 Looking Glass Investments
 Matrix Private Capital Group
 Merrill Lynch Wealth Management
 Mesirov Financial
 Moelis & Company
 Morgan Stanley
 MSD Capital
 NewDay USA
 Norwest Equity Partners
 Oppenheimer & Company

Otter Creek Management
 Omega Advisors
 Palisade Capital Management
 Palm Beach Capital
 Point72
 Priderock Capital Partners
 RAM Investment Group
 Red Oak Capital Partners
 RiverNorth Capital
 Sanders Capital LLC
 Siris Capital
 SkyBridge Capital
 State Trust
 Sterling Organization
 Sun Capital Partners, Inc.
 The Legend Group
 Theorem Fund Services
 Third Friday Total Return Fund
 Tremblant Capital
 Tudor Investment Corporation
 UBS Financial Services
 Virtu Financial
 Volordidge Investment Management
 Wealthspire
 Wexford Capital





- Drivers of **acceleration**:
 - Highly skilled and educated **workforce**
 - Superior **education** and **job training** opportunities
 - Connection to **research** and **development**



- **AI & Data Science** initiative
- Uniquely **comprehensive**
- R&D / **Tech Transfer**
- Top 5 **stature**
- **Collaboration** with other educational institutions



GULF OF MEXICO

ATLANTIC OCEAN

LEGEND

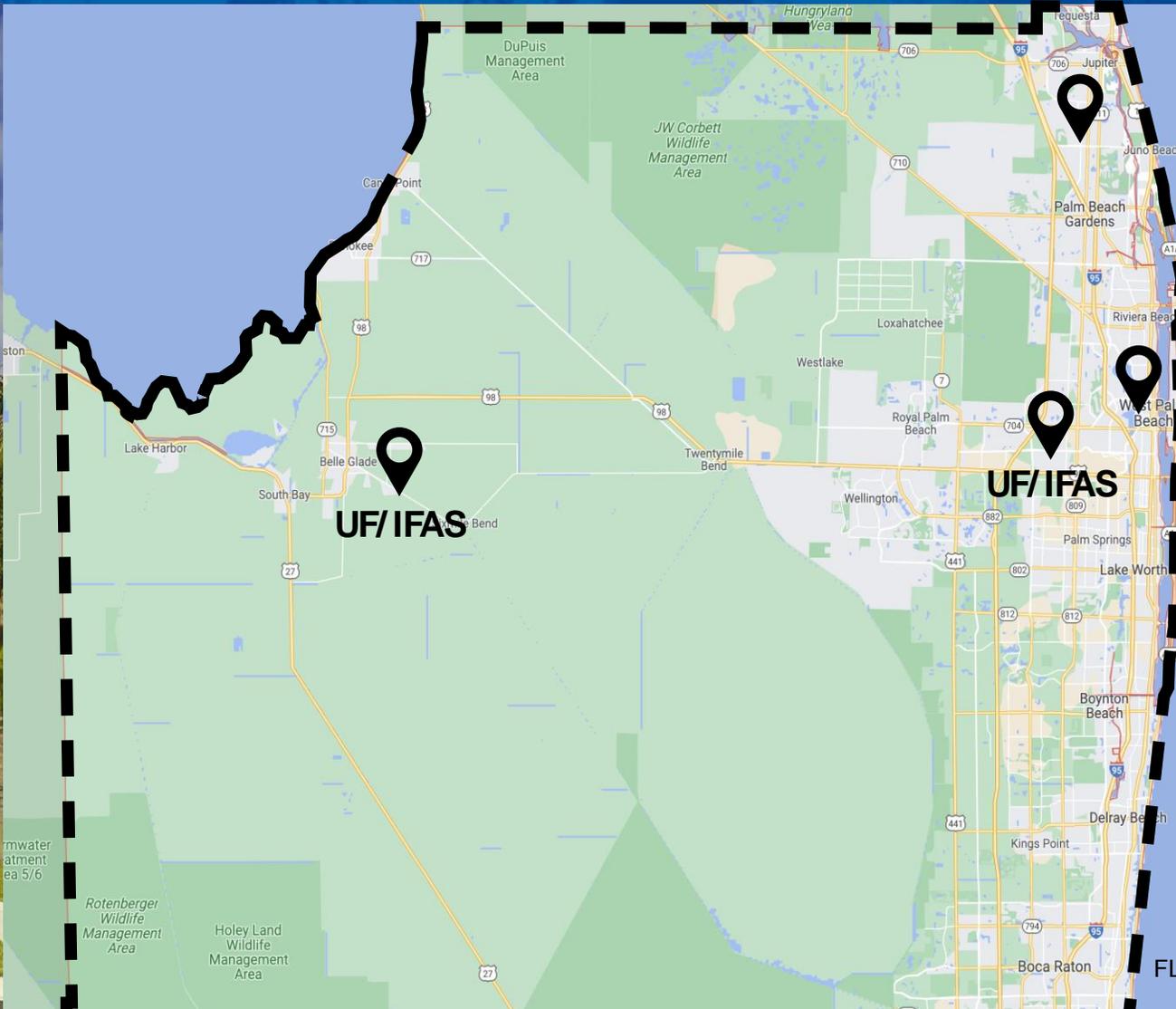
-  **UF** UNIVERSITY of FLORIDA MAIN CAMPUS
-  **UFHealth** UNIVERSITY of FLORIDA HEALTH
-  **UF** IFAS Extension UNIVERSITY of FLORIDA
-  **EDUCATION/ACADEMIC CENTER**
-  **UF** IFAS Research UNIVERSITY of FLORIDA
-  **OTHER**



Dry Tortugas National Park



UF Presence



UF Scripps

UF West Palm Beach

UF/IFAS

AMERICAN OVERSIGHT

Why Consider Something New?



- Graduate, executive, and professional education
- Unique, world class programs
 - Co-created with national and local business leaders
- Attract world-class faculty and students
- Graduates will lead existing companies and attract and create new companies

- 200 faculty / staff
- 1,000 residential students
- Market-competitive tuition
- Philanthropic support
- State investment



- Regional lift/robust economic impact
- Workforce development to enable an economy where the children and grandchildren of Florida can build a career



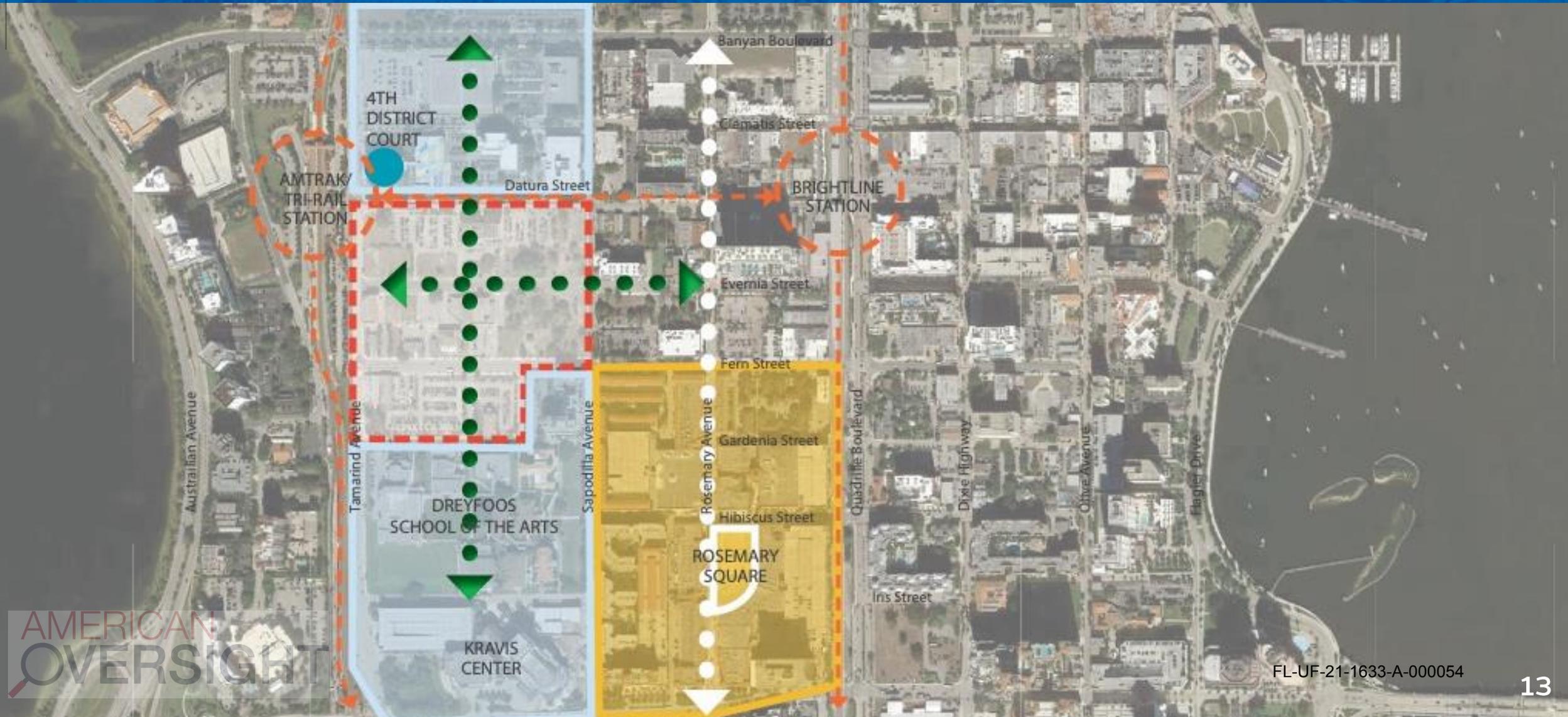
Early Success



- City/County Mayors
- City/County Commissioners
- Jeff Greene
- Business & Industry leaders
- UF Alumni



Location



AMERICAN OVERSIGHT





- Request your endorsement today
- Return January 2022
 - Structure of programs
 - Tuition
 - Initial capital plan

THANK YOU

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/19/2021 09:44:52 AM
To: Glover,Joseph
Subject: RE: options for rankings/metric discussion

[External Email]

Thanks for this Joe. Do you have a few minutes today to discuss?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Sunday, October 17, 2021 10:33 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: options for rankings/metric discussion

CAUTION: MAIL FROM OUTSIDE THE FIRM

College Rankings and Metrics

Options

There are 16 colleges. It will take considerable time to bring each dean individually before the BOT to discuss their rankings and metrics. If this is what the BOT wants, then it will have to be spaced out over several meetings.

1. The Marathon. Requires 4 hours in December to hear from 8 deans and 4 hours in March to hear from the remaining 8 deans. You can allot each dean 10 minutes to make a presentation, followed by 15 minutes discussion with the Board about the college rankings, metrics, and how they intend to improve. If you want to pursue this option, then I propose the following deans speak in December: CLAS, Engineering, Medicine, Agriculture, Business, Education, Law and Nursing.
2. A Sampling. You could start out in December with only 5 deans: CLAS, Engineering, Medicine, Agriculture, and Business. These are arguably the colleges that need the most attention and are the largest. This would require about 2 hours.
3. Orientation + Panel. Ranking systems for colleges vary enormously from "beauty contests" based purely on reputation to systems based on various hard metrics. We can provide an overview of the ranking systems for different colleges and whether they align with the "per capita" metrics we are interested in improving. This could be followed by a panel of deans discussing strategies for improving their rankings and the per capita metrics in their colleges. This can probably be done in one and a half hours or less.

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/19/2021 10:07:47 AM
To: Glover,Joseph
Subject: RE: options for rankings/metric discussion

[External Email]

Can we talk at 1:30? Where did you hear that? He made a comment at the real estate committee today but I'm not sure I interpreted it that way. I haven't discussed format with him yet. I was going to discuss with you again and then go to him with options.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Tuesday, October 19, 2021 9:59 AM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: RE: options for rankings/metric discussion

CAUTION: MAIL FROM OUTSIDE THE FIRM

How about sometime between 1 and 2? I hear Mori wants all 16 deans in Dec?

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Tuesday, October 19, 2021 9:45 AM
To: Glover,Joseph <jglover@aa.ufl.edu>
Subject: RE: options for rankings/metric discussion

[External Email]

Thanks for this Joe. Do you have a few minutes today to discuss?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Sunday, October 17, 2021 10:33 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: options for rankings/metric discussion

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College Rankings and Metrics

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/19/2021 01:02:27 PM
To: Kent Fuchs
Cc: Thomas Tom Kuntz (tkufgator@gmail.com) <tkufgator@gmail.com>; Rahul Patel (rpatel@kslaw.com) <rpatel@kslaw.com>
Subject: Re: [External] FW: 2018 3-Year Cohort Default Rate
Attachments: 2018 3-Year CDR Top Ten.pdf

[External Email]

Great, thank you

Sent from my iPhone

On Oct 19, 2021, at 11:45 AM, Kent Fuchs <kent.fuchs@ufl.edu> wrote:

FYI

From: Parker, Mary <maryparker@ufl.edu>
Sent: Tuesday, October 19, 2021 10:47 AM
To: President, University of Florida (Kent Fuchs) <president@UFL.EDU>; Glover, Joseph <jglover@aa.ufl.edu>; Kaplan, Mark E <mark.kaplan@ufl.edu>; Cowen, Christopher J. <cowenc@ufl.edu>
Cc: Parker, Mary <maryparker@ufl.edu>
Subject: FW: 2018 3-Year Cohort Default Rate

Kent, Joe, Mark and Chris

Good morning.

Attached is the University of Florida's 2018 Official Cohort Default Rate along with the comparison of the SUS and Peer Institution.

Our official FY 2018 rate is 1.7%; the national average is 7.3%.
Our default rate for 2018 is lower than the FY 2017 rate of 2.0%.

We have the lowest default rate compared to other SUS schools.

Let me know if you have any questions.

Mary

Dr. Mary Parker, Ed.D.
**Vice President of Enrollment Management
and Associate Provost**
Office of the Vice President
Division of Enrollment Management

216 Criser Hall, Gainesville, FL 32611-4000
(352) 294-3683
maryparker@ufl.edu



FY2018 Official 3-Year Cohort Default Rates

Top Ten Public Universities

University of California-Los Angeles	1.6%
University of California-Berkeley	1.8%
University of Michigan-Ann Arbor	1.3%
University of Virginia	0.7%
University of Florida	1.7%
University of California-Santa Barbara	1.8%
University of North Carolina-Chapel Hill	1.4%
University of California-San Diego	1.0%
University of California-Irvine	1.4%
Georgia Institute of Technology	0.9%
University of California - Davis	1.5%
University of Texas - Austin	2.3%
College of William & Mary	0.7%

State University System

University of Florida	1.7%
Florida State University	2.8%
University of South Florida	3.3%
University of North Florida	3.4%
University of Central Florida	3.7%
New College of Florida	3.8%
Florida Gulf Coast University	4.2%
Florida Atlantic University	4.4%
Florida International University	4.4%
University of West Florida	5.2%
Florida Agricultural and Mechanical University	7.6%

Peer Institutions

University of Virginia	0.7%
University of Wisconsin-Madison	0.9%
University of Michigan - Ann Arbor	1.3%
University of North Carolina-Chapel Hill	1.4%
University of Florida	1.7%
University of California-Berkeley	1.8%
University of Washington	2.1%
University of Texas-Austin	2.3%
University of Illinois	2.5%
Ohio State University	3.6%
Pennsylvania State University	4.0%

Source: NSLDS

September 29, 2021

National Student Loan Data System

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/19/2021 01:27:43 PM
To: Glover,Joseph
Subject: 130 call

[External Email]

Joe, will have to reschedule our 1:30pm call. Will come back to you.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/20/2021 02:46:46 PM
To: Glover,Joseph
Subject: RE: options for rankings/metric discussion

[External Email]

Joe, sorry I couldn't talk yesterday. Let me know when you have some time to follow up on this.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Sunday, October 17, 2021 10:33 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: options for rankings/metric discussion

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/25/2021 08:46:19 AM
To: Glover,Joseph
Subject: RE: options for rankings/metric discussion

[External Email]

Joe, how about 1030 today?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Sunday, October 24, 2021 9:03 PM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: Re: options for rankings/metric discussion

CAUTION: MAIL FROM OUTSIDE THE FIRM

Yes. Had a conversation with Mori this afternoon. Would sometime between 10 a.m. and 11:30 a.m. tomorrow work for you? Alternatively i can do 3-4 pm.

On Oct 24, 2021, at 4:31 PM, Rahul Patel <RPatel@kslaw.com> wrote:

-257 ?

[External Email]

Joe, hope you are having a good weekend. Are you available sometime tomorrow to discuss our college ranking presentation?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Wednesday, October 20, 2021 3:14 PM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: RE: options for rankings/metric discussion

CAUTION: MAIL FROM OUTSIDE THE FIRM

Hi Rahul. I am available between now and 5 pm today. Tomorrow morning between 10 and 11 looks good as well.

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Wednesday, October 20, 2021 2:47 PM
To: Glover,Joseph <jglover@aa.ufl.edu>
Subject: RE: options for rankings/metric discussion

[External Email]

Joe, sorry I couldn't talk yesterday. Let me know when you have some time to follow up on this.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Sunday, October 17, 2021 10:33 AM
To: Rahul Patel <RPatel@KSLAW.com>

Cc: Glover, Joseph <jglover@aa.ufl.edu>

Subject: options for rankings/metric discussion

CAUTION: MAIL FROM OUTSIDE THE FIRM

College Rankings and Metrics

Options

There are 16 colleges. It will take considerable time to bring each dean individually before the BOT to discuss their rankings and metrics. If this is what the BOT wants, then it will have to be spaced out over several meetings.

1. The Marathon. Requires 4 hours in December to hear from 8 deans and 4 hours in March to hear from the remaining 8 deans. You can allot each dean 10 minutes to make a presentation, followed by 15 minutes discussion with the Board about the college rankings, metrics, and how they intend to improve. If you want to pursue this option, then I propose the following deans speak in December: CLAS, Engineering, Medicine, Agriculture, Business, Education, Law and Nursing.
2. A Sampling. You could start out in December with only 5 deans: CLAS, Engineering, Medicine, Agriculture, and Business. These are arguably the colleges that need the most attention and are the largest. This would require about 2 hours.
3. Orientation + Panel. Ranking systems for colleges vary enormously from “beauty contests” based purely on reputation to systems based on various hard metrics. We can provide an overview of the ranking systems for different colleges and whether they align with the “per capita” metrics we are interested in improving. This could be followed by a panel of deans discussing strategies for improving their rankings and the per capita metrics in their colleges. This can probably be done in one and a half hours or less.

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/25/2021 12:24:37 PM
To: Glover,Joseph
Subject: RE: Proposal for session on metrics and rankings (6 colleges)

[External Email]

See below in all caps for when you call.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, October 25, 2021 11:25 AM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: Proposal for session on metrics and rankings (6 colleges)

CAUTION: MAIL FROM OUTSIDE THE FIRM

Proposal for Session on Metrics and Rankings

December 2021 BOT meeting

Built on the assumption of a 2-hour block of time

1. Statement of the Issues (Patel/Glover) **(10 minutes)**
 - a. Have focused in last several years on central university initiatives such as graduation rates
 - b. Time to turn our attention to college/department issues of productivity, quality, and focus [RP NOTE: WHY IS THIS IMPORTANT? COMPARISONS TO OTHER TOP FICE SCHOOLS?]
 - c. Two particular items of concern at the level of the Board:
 - i. Rankings, understanding that rankings vary tremendously in the criteria they use. Important question: if your ranking is very good, is it simply because your college is "large" or is average per capita production very good? [DISCUSS WHAT THIS MEANS.] Which rankings are important and how can you improve them? [WHAT IS UNIVERSE OF RANKINGS IN THIS AREA? US NEWS?]
 - ii. Per capita productivity metrics: how productive, on average, are individual faculty in your unit, as compared with similar units around the country?
2. A little explanation of per capita productivity metrics (Glover/Lebo) **(15 minutes)**
 - a. *Question: To what extent can we make the data available by department and by college without generating a news story?*
3. Panel discussion with 6 deans of CLAS, Engineering, Medicine, Agriculture, Education, and Business. (Glover moderates)
 - a. Ask each dean to state: **(15 minutes each)**
 - i. Which College ranking(s) they consider important and what criteria the ranking(s) use. *Each may use a one-slide prepared powerpoint.*
 - ii. What are the strategic and tactical considerations in your college to incentivize improvements in per capita productivity metrics? *Each may use a second slide.*
4. BOT questions/discussion **(15 minutes)**
5. *Should we ask the deans to follow up with a "homework" assignment to flesh out their responses in writing? I THINK SO*

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/25/2021 03:18:24 PM
To: Holt,Rebecca J
Cc: Glover,Joseph; Paton,Nancy
Subject: RE: AFSSPRSC Draft Agenda-November 2
Attachments: AFSSPRSC -Committee PreMeeting Agenda_November 2 2021.docx

[External Email]

Thanks for this. Can you change the "Centers / Institutes" heading and make it "Graduate and Professional Schools - Metrics and Scholarly Rankings"

Can you also get everyone who is presenting to send me short bullet points on what they intend to cover before our pre-meeting next week so I can in a little more detail describe the presentations.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Monday, October 25, 2021 1:51 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: AFSSPRSC Draft Agenda-November 2

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good Afternoon Trustee Patel,

Attached is the draft agenda for the pre-meeting of the AFSSPRSC committee scheduled for November 2nd at 10:00 a.m.

Please let me know if this meets with your approval before I share with the BOT staff.

Thanks.

Becky

Rebecca J. Holt
Executive Assistant to Joseph Glover
Provost and Senior Vice President for Academic Affairs
University of Florida
235 Tigert Hall | PO Box 113175
Gainesville, FL 32611-3175
Phone: 352-392-2404
Direct: 352-273-4475
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bholt@ufl.edu
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FL-UF-21-1633-A-000068



COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS PRE-MEETING AGENDA Tuesday, November 2, 2021 10:00 a.m.

Committee Members:

Rahul Patel (Chair), David Bloom, Cooper Brown, James W. Heavener, Morteza "Mori" Hosseini, Thomas G. Kuntz, Daniel T. O'Keefe

- 1.0 Call to Order and Welcome ... Rahul Patel, Chair
2.0 Roll Call ... Board Staff
3.0 Review Agenda for December Meeting ... Rahul Patel, Chair
3.1 Review Minutes June 10, 2021 August 4, 2021
3.2 Action Items AFSSPRSC1 Tenure Upon Hire ... Joe Glover AFSSPRSC2 New Degrees ... Joe Glover AFSSPRSC3 Career Planning Requirement ... D'Andra Mull
3.3 Informational Items 3.3.1 Admissions Update ... Mary Parker 3.3.2 Faculty Update ... David Bloom 3.3.3 Student Body Update ... Trevor Pope 3.3.4 Student Affairs Update ... D'Andra Mull 3.3.5 Performance Funding Update ... Joe Glover 3.3.6 Centers/Institutes ... Joe Glover 3.3.7 Degree Changes ... Joe Glover
4.0 New Business ... Rahul Patel, Chair
5.0 Adjourn ... Rahul Patel, Chair

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/25/2021 03:50:55 PM
To: Holt,Rebecca J
Cc: Glover,Joseph; Paton,Nancy
Subject: RE: AFSSPRSC Draft Agenda-November 2

[External Email]
Okay. Got it.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Monday, October 25, 2021 3:34 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: AFSSPRSC Draft Agenda-November 2

CAUTION: MAIL FROM OUTSIDE THE FIRM

Hi Rahul,

Just a little clarification. The Centers/Institutes information item is for a New Center and a Name Change for a Center. The "Graduate and Professional Schools - Metrics and Scholarly Rankings" topic is being presented outside of the AFSSPRSC committee and will be a separate item on the main BOT agenda but you are coordinating.

I will request bullet points from each of the presenters.

Becky

From: Rahul Patel <RPatel@KSLAW.com>
Sent: Monday, October 25, 2021 3:18 PM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: RE: AFSSPRSC Draft Agenda-November 2

[External Email]

Thanks for this. Can you change the "Centers / Institutes" heading and make it "Graduate and Professional Schools - Metrics and Scholarly Rankings"

Can you also get everyone who is presenting to send me short bullet points on what they intend to cover before our pre-meeting next week so I can in a little more detail describe the presentations.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Monday, October 25, 2021 1:51 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>
Subject: AFSSPRSC Draft Agenda-November 2

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good Afternoon Trustee Patel,

Attached is the draft agenda for the pre-meeting of the AFSSPRSC committee scheduled for November 2nd at 10:00 a.m.

Please let me know if this meets with your approval before I share with the BOT staff.

FL-UF-21-1633-A-000071

Thanks.

Becky

Rebecca J. Holt

Executive Assistant to Joseph Glover
Provost and Senior Vice President for Academic Affairs
University of Florida
235 Tigert Hall | PO Box 113175
Gainesville, FL 32611-3175
Phone: 352-392-2404
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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/26/2021 09:59:32 AM
To: Kent Fuchs
Cc: Kaplan,Mark E; Hoover, Aaron; Steve Orlando; Thomas,Karen; Glover,Joseph; Tom Mitchell <tmtchell@uff.ufl.edu>; landerson
Subject: Re: [External] RE: Proposed final WPB PowerPoint for next week's BOG presentation

[External Email]

Hi Kent, Mark is going to change the number 3 comment to slides from Tom.

Sent from my iPhone

On Oct 26, 2021, at 9:38 AM, Kent Fuchs <kent.fuchs@ufl.edu> wrote:

Dear Mark,
Just a few comments—

1. For the slide showing the 300 companies, please be sure the source of that slide (Kelly Smallridge?) approves us using it and the company names in a public setting with the slides permanently archived and accessible by the public.
2. For the slide showing the land as a rectangle, I'm assuming we don't need to indicate that not all of the "lots" are included, i.e., there are a few small lots with owners that are not included in the three large owners (County, City, Greene)
3. For the building massing slide, it appears there are buildings on land that is owned by the Dreyfoos School of the Arts, that isn't included in the land proposed for our campus. This may not be important, and I may be wrong, but if we will want to make sure we aren't publicly showing our buildings on another school's land, if that isn't the plan.

Thanks for everyone's work on this.
Kent

From: Kaplan,Mark E <mark.kaplan@ufl.edu>
Sent: Tuesday, October 26, 2021 9:19 AM
To: Kent Fuchs <kent.fuchs@ufl.edu>; mhosseini@icihomes.com; Glover,Joseph <jglover@aa.ufl.edu>; Tom Mitchell <tmtchell@uff.ufl.edu>
Cc: Hoover, Aaron <ahoover@UFL.EDU>; Steve Orlando <sfo@UFL.EDU>; Thomas,Karen <k.thomas@ufl.edu>
Subject: Proposed final WPB PowerPoint for next week's BOG presentation

Good morning

I believe that the attached PowerPoint reflects yesterday's discussions with Kent and Mori and is about ready to submit to the BOG office for next week's presentation.

Mori would introduce the project on slide 1
Kent would discuss details and more of the vision on slides 2 – 10
Mori would talk about the renderings, our requests, and the conclusion on slides 11 – 13

Does anyone have any final suggestions or concerns before we submit?

Thank you all

Mark

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/26/2021 04:31:23 PM
To: Glover,Joseph
Subject: RE: Opening statement: Metrics & Scholarly rankings at the Graduate and Professional Levels

[External Email]

Thanks Joe. This looks good.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Tuesday, October 26, 2021 2:58 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: Opening statement: Metrics & Scholarly rankings at the Graduate and Professional Levels

CAUTION: MAIL FROM OUTSIDE THE FIRM

Dear Rahul,

I have drafted your "opening statement" for this session:

Metrics & Scholarly Rankings at the Graduate and Professional Levels
Opening Statement
Draft

May it please the Board,

For the last few years, UF has concentrated on improving important university-level metrics that promote its Top 5 status and encourage student success. This is a continuing effort to which we now add a focus on faculty scholarly achievements in departments and colleges. Faculty scholarly achievements are the foundation for the university's research and graduate education programs and an important influencer of UF's reputation nationally and in the AAU. Our goal in this meeting is to understand important metrics of scholarly achievement measured at department and college levels and how they may be reflected in various national rankings. We have invited 6 deans to join us in this conversation.

We have prepped the deans with several questions.

- Discuss the importance of U.S. News graduate and professional rankings for your unit. Are there other rankings you consider important and why? What criteria do these rankings use?
- UF's impressive productivity is sometimes due to its sheer size. It is important to understand the scholarly productivity on a benchmarked per capita basis, as well, and to ask how deans can incentivize improvements in per capita metrics.

The per capita metrics of interest include:

- Federal R&D expenditures
- National academy members
- Honors & awards
- Citations
- Books published
- USDA, state, and industry grants

The schedule for the rest of this session is the following. (Joe Glover and/or Cathy Lebo) will provide a brief explanation of per capita productivity metrics and their influence on rankings. Then each dean will have 15 minutes to address the questions I mentioned earlier. If questions arise among Board members, please feel free to ask them, although we do need to keep the presentations moving. There will be opportunity for additional Board questions and discussion at the end of the six presentations.

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/26/2021 10:18:14 PM
To: Glover,Joseph
Ce: Kent Fuchs; Cowen, Christopher J.
Subject: Re: [External] fee increases due Friday

[External Email]

We need to talk about this.

Sent from my iPhone

On Oct 26, 2021, at 8:22 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

Dear Kent and Mori,

I have been told that you are both agreeable to recommending local fee increases this year, but I want to make sure before we submit the requests to BOG (due Friday). The formal letter will go to Kent tomorrow and recommends the following:

A summary of the recommended increases in student local fees for 2022 – 2023 is as follows:

	<u>2022 – 2023</u>	<u>2021 – 2022</u>
Activity & Service Fee	\$20.01	\$19.06
Health Fee	\$16.688	\$15.81
Athletic Fee	\$1.90	\$1.90

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 10/26/2021 11:42:18 PM
To: Cowen, Christopher J.
Cc: Glover, Joseph; Kent Fuchs
Subject: Re: [External] Re: fee increases due Friday

[External Email]

Chris, increasing any fees will have a far reaching implication that letters from students would solve so we have to discuss this seriously and certainly it requires board approval. Any mistake in this area could have a detrimental result for the university.

Sent from my iPhone

On Oct 26, 2021, at 8:40 PM, Cowen, Christopher J. <cowenc@ufl.edu> wrote:

Thank you.

Mori as we discussed at the retreat, this request was approved by the student committee unanimously, which is reflected in the letter Joe references. Additionally, a [REDACTED] the Board you requested stating the importance and providing a request for consideration. I will forward that by Thursday.

Chris

Get [Outlook for iOS](#)

From: Glover, Joseph <jglover@aa.ufl.edu>
Sent: Tuesday, October 26, 2021 5:20:08 PM
To: Kent Fuchs <kent.fuchs@ufl.edu>; Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>
Cc: Glover, Joseph <jglover@aa.ufl.edu>; Cowen, Christopher J. <cowenc@ufl.edu>
Subject: fee increases due Friday

Dear Kent and Mori,

I have been told that you are both agreeable to recommending local fee increases this year, but I want to make sure before we submit the requests to BOG (due Friday). The formal letter will go to Kent tomorrow and recommends the following:

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Activity & Service Fee	\$20.01	\$19.06
Health Fee	\$16.688	\$15.81
Athletic Fee	\$1.90	\$1.90

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/28/2021 01:24:43 PM
To: Glover,Joseph
Subject: RE: Metrics & Scholarly rankings at the Graduate and Professional Levels

[External Email]

Joe, I have discussed with Mori and what you have proposed below looks good. Mori would like to add Law School to the panel at this upcoming meeting and would like to have a similar session for the remaining colleges at the next meeting. Should we have a quick call to discuss next steps? We should probably have a call with all of the deans reporting at this meeting?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, October 25, 2021 2:54 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: Metrics & Scholarly rankings at the Graduate and Professional Levels

CAUTION: MAIL FROM OUTSIDE THE FIRM

Dear Rahul,

I have included below a revised version of the session. I don't think we should consider this a script, but just an outline of the structure of the session and what we would like to achieve. The new verbiage is in red. If you go to this website <https://ir.aa.ufl.edu/uf-rankings/> you will find all of the rankings that we track. It is a dizzying array. Taking Business as an example in the U.S. News Grad School – National section, you cannot find an overall US News ranking for Business colleges, but Saby will tell you the most important thing is the ranking of the full-time MBA program. So Business is quite different from Engineering, where you will see they do give Engineering an overall ranking. Go figure!

If you are comfortable with this outline, let me know if you want to send to Mori or if you want me to. Once that's done, I will brief the 6 deans and follow up with a document in writing (that we agree on) of questions they may be asked before we meet with them on Zoom.

Regards,
Joe

Proposal for Session on Metrics and **Scholarly** Rankings **at the Graduate and Professional Levels**
December 2021 BOT meeting

Built on the assumption of a 2-hour block of time

1. Statement of the Issues (Patel/Glover) **(10 minutes)**
 - a. Have focused in last several years on central university initiatives such as graduation rates
 - b. Time to turn our attention to college/department issues of productivity, quality, and focus
 - i. *Important for the overall university reputation and to secure our position in the Top 5*
 - ii. *These issues are important for our standing in AAU*
 - c. Two particular items of concern at the level of the Board:
 - i. Rankings, **and** understanding that rankings vary tremendously in the criteria they use. Important question: if your ranking is very good, is it simply because your college is “large” or is average per capita production very good? *(For example, UF brings in a considerable amount of grant dollars per year. This is due in part to the excellence of our programs, but also due in part to our sheer size. If per capita productivity here were similar to that in several other AAU institutions, the grant dollar yield would be higher.)* Which rankings are important and how can you improve them? *Discuss the importance of U.S. News graduate and professional rankings for your unit. Are there other rankings that you consider important and why?*
 - ii. Per capita productivity metrics: how productive, on average, are individual faculty in your unit, as compared with similar units around the country? *How can you incentivize improvements in scholarly per capita metrics?*
2. A little explanation of per capita productivity metrics (Glover/Lebo) **(15 minutes)**
 - a. Question: *To what extent can we make the data available by department and by college without generating a news story?*
 - b. *Per capita metrics of interest include:*
 1. *Federal R&D expenditures*
 2. *National academy members*
 3. *Honors & awards*
 4. *Citations*
 5. *Books published*
 6. *USDA, state and industry grants*
3. Panel discussion with 6 deans of CLAS, Engineering, Medicine, Agriculture, Education, and Business. (Glover moderates)
 - a. Ask each dean to state: **(15 minutes each)**
 - i. Which College ranking(s) they consider important and what criteria the ranking(s) use. *Each may use a one-slide prepared powerpoint*
 - ii. What are the strategic and tactical considerations in your college to incentivize improvements in per capita productivity metrics? *Each may use a second slide.*
4. BOT questions/discussion **(15 minutes)**
5. *Should we ask the deans to follow up with a “homework” assignment to flesh out their responses in writing?*

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 10/28/2021 08:18:35 PM
To: Glover,Joseph
Cc: Glover,Joseph
Subject: Re: small correction to your "Opening Statement"

[External Email]

Thanks

Rahul Patel | King & Spalding | Work: [404 572 4754](tel:4045724754) | Mobile: [404 229 3893](tel:4042293893)

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, October 28, 2021 8:10:49 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: small correction to your "Opening Statement"

CAUTION: MAIL FROM OUTSIDE THE FIRM

Changed "six deans" to "seven deans"

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From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 11/01/2021 10:12:09 AM
To: Orth,Melissa A; Glover,Joseph
Subject: FW: UF BOT: AFSSPRSC Pre-Meeting 11/02/21 Reminder
Attachments: AFSSPRSC -Committee PreMeeting Agenda_November 2 2021.pdf

[External Email]

Thanks for this. I know I have received a number of emails on the 3 action items we are going to preview tomorrow, can someone send me a brief summary of the three action items we are going to preview at the meeting tomorrow?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: . UF Board of Trustees <ufbot@mail.ufl.edu>

Sent: Monday, November 1, 2021 7:58 AM

To: Rahul Patel <RPatel@KSLAW.com>; Bloom,David C <dbloom@UFL.EDU>; Brown,Cooper <cooper.brown@ufl.edu>; Heavener, Bill <BHeavener@fullsail.com>; Mori Hosseini <mhosseini@icihomes.com>; Tom Kuntz <tkufgator@gmail.com>; Daniel T. O'Keefe <DOkeefe@shutts.com>; Glover,Joseph <jglover@aa.ufl.edu>; Paton,Nancy <nancypaton@ufl.edu>; Parker, Mary <maryparker@ufl.edu>; Mull, D'Andra <d.mull@ufl.edu>

Cc: Kent Fuchs <kent.fuchs@ufl.edu>; Kaplan,Mark E <mark.kaplan@ufl.edu>; Hass,Amy Meyers <amhass@UFL.EDU>; David Brandon <david@brandonconstruction.com>; Richard P. Cole <richard.cole@csklegal.com>; Chris Corr <chris.corr@rayonier.com>; marshapowers@mac.com; FRidley@foley.com; Anita Zucker <zuckera@intertechsc.com>; Janet Dias <JDias@KSLAW.com>; Bialosky,Laurie A <lbialosky@aa.ufl.edu>; Fess, Lisa (lfess@fullsail.com) <lfess@fullsail.com>; Carrie Janssen <CJanssen@icihomes.com>; Terry E. Bissen (TBissen@shutts.com) <TBissen@shutts.com>; Ashley Partridge <PO-Scheduler@mail.ufl.edu>; Boone,Beth <bboone@UFL.EDU>; Lenny Kennedy <PO-Logistics@ad.ufl.edu>; Thomas,Karen <k.thomas@ufl.edu>; Fisher,Stephanie M <s.fisher@ufl.edu>; joanne@brandonconstruction.com; Tammy Thornton <Tammy.Thornton@csklegal.com>; Baker, Kathleen <kathleen.baker@wildlight.com>; Waters, J <jwaters@foley.com>; Laura Shuler <shulerl@intertechsc.com>; Holt,Rebecca J <bholt@ufl.edu>; Harris,Ally G <allyg10116@ufl.edu>; Chambers, Kathy L. <kathy123@ufl.edu>; Brantley,Jennifer <jbrantley@em.ufl.edu>; Cowen, Christopher J. <cowenc@ufl.edu>; Giese,Sharon E <sharon23@ufl.edu>; Glover,Ja'Net L <janet.glover@ufl.edu>; Yucht, Nicole Cassisi <nyucht@ufl.edu>; . UF Board of Trustees <ufbot@mail.ufl.edu>

Subject: UF BOT: AFSSPRSC Pre-Meeting 11/02/21 Reminder

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good morning.

Reminder, the AFSSPRSC Committee pre-meeting will be on Tuesday, November 2 at 10:00am. Details are below and the agenda is attached. Materials are in Boardvantage.

Zoom Detail

Link: <https://ufl.zoom.us/j/97785285937?pwd=bHppazZlcnE4NkpJdk9aOFU1SEVaZz09>

Phone: +1 646 558 8656

ID#: 977 8528 5937

Passcode: 539088

Note: If you plan to dial-in, please let the Board Team know what number you will be calling from.

We will send out an updated calendar invite shortly. Please let us know if you have any questions.

Thank you,
The Board Team

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COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS PRE-MEETING AGENDA Tuesday, November 2, 2021 10:00 a.m. Virtual Meeting: (646) 558 8656, ID # 977 8528 5937 University of Florida, Gainesville, FL

Committee Members:

Rahul Patel (Chair), David C. Bloom, Cooper L. Brown, James W. Heavener, Morteza "Mori" Hosseini, Thomas G. Kuntz, Daniel T. O'Keefe

- 1.0 Call to Order and Welcome Rahul Patel, Chair
2.0 Roll Call Board Staff
3.0 Review Agenda for December Meeting Rahul Patel, Chair
3.1 Review Minutes
June 10, 2021
August 4, 2021
3.2 Action Items
AFSSPRSC1 Tenure Upon Hire Joe Glover, Provost
AFSSPRSC2 New Degrees Joe Glover
AFSSPRSC3 Career Planning Requirement D'Andra Mull, Vice President for Student Affairs
3.3 Informational Items
3.3.1 Admissions Update Mary Parker, Vice President for Enrollment Management
3.3.2 Faculty Update David Bloom, Trustee
3.3.3 Student Body Update Cooper Brown, Trustee
3.3.4 Student Affairs Update D'Andra Mull
3.3.5 Performance Funding Update Joe Glover
3.3.6 Centers/Institutes Joe Glover
3.3.7 Degree Changes Joe Glover
4.0 New Business Rahul Patel, Chair
5.0 Adjourn Rahul Patel, Chair

AFSSPRSC - Committee PreMeeting Agenda_November 2 2021.pdf

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 11/01/2021 05:34:47 PM
To: Glover,Joseph
Subject: FW: Annotated Agenda-November 2 Pre-meeting
Attachments: UF C3 HB1261 One-Page Write-Up for BOT Mtg 2021.pdf AFSSPRSC -Committee PreMeeting Agenda_November 2 2021.docx

[External Email]

Joe, for the pre meeting tomorrow, on the informational items relating to Centers / Institutes (3.3.6) and Degree Change (3.3.7), do we need to vote on those? Also, will you be prepared to discuss those items tomorrow so we do not have to discuss in detail at the meeting in December?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Monday, November 1, 2021 4:01 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: Annotated Agenda-November 2 Pre-meeting

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good Afternoon Rahul,

Attached is an annotated agenda for tomorrow's pre-meeting for AFSSPRSC.

Let me know if you have any questions.

Becky

Rebecca J. Holt
Executive Assistant to Joseph Glover
Provost and Senior Vice President for Academic Affairs
University of Florida
235 Tigert Hall | PO Box 113175
Gainesville, FL 32611-3175
Phone: 352-392-2404
Direct: 352-273-4475
Fax: 352-392-8735
bholt@ufl.edu
web: <http://www.aa.ufl.edu/home>



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UF Response: HB1261 Career Planning for First-Year Undergraduate Students

Background

Governor DeSantis signed [HB1261](#) into law establishing a mechanism to connect state university undergraduate students to career information expectations. The procedures set from the State University System will require students to do the following during their first year of enrollment. A registration hold will begin spring 2023. The hold requirements include:

- Register with the university's career center.
- Complete a career readiness training module provided by the career center.
- Be directed to the State University System dashboard that presents financial data by academic disciplines of graduates as well as the percentage of graduates who have continued their education beyond the baccalaureate level.
- Affirmatively indicate that students have been provided with the information required (see above) and wage prospects for their declared major.

UF's Proposal to Meet Requirements

A newly established career development module in Canvas will have three parts for students to complete to meet the requirements of HB1261. Students will have access to the resources in Canvas after the hold is released to reference throughout their time at UF.

Action 1- Activate Gator CareerLink Account

- [Gator CareerLink](#) is the university's portal for all things career. Gator CareerLink provides students with information and access to career center services, job opportunities, recruitment events, employers recruiting UF candidates and more. This account activation will satisfy the "Register with the university's career center" component of the bill.

Action 2- Complete CHOMP & Review Resources in Canvas

- [CHOMP](#) is a University of Florida branded career exploration tool for students. CHOMP allows student to learn about majors and potential career options, salaries, and the future job/employment outlook. A new career development content module will be developed via Canvas centered on the needs of first year students. In the 20-21 academic year, 6,245 UF students utilized CHOMP. This content module will satisfy the "career readiness training module" component of the bill.
- Students will receive additional resources, practice tools and information specific to UF to support students career decision making. Students will have access to the resources in Canvas to reference throughout their time at UF.

Action 3- Submit an Assessment to Fulfill Requirement

- Students will be directed to the State University System dashboard via Canvas that presents financial data by academic disciplines of graduates as well as the percentage of graduates who have continued their education beyond the baccalaureate level. This directive will satisfy the "State University System dashboard presentation" expectation.
- Students will be required to take a quiz in Canvas that will aid in their reflection of career choices, major selection, job outlook, salary, and interests and prompt them to create an action plan based on their strengths, personal and professional values. A score of 80% or greater is desirable and required to will allow students to move forward to complete the final requirement. Once a student receives above the desirable score, this component will satisfy the "affirmatively indicate that a student has been provided the information required and wage prospects for their declared major" component of the bill and will automatically remove the service indicator/hold from a student's One.UF account.

Student Benefits

Upon completion of CHOMP, the career development module, and exposure to information shared, students will be able to:

- Identify their interests, values, and strengths and how these relate to selecting an academic major and career path.
- Understand decision-making factors related to employment, academic requirements, and post-graduation outcomes.
- Apply knowledge gained to affirm or adjust academic and career goals.
- Connect to University of Florida and State resources, departments, and networks to support holistic student success.

Project Collaborators

The Career Connections Center continues to collaborate with various entities to complete the career planning requirement including:

Division of Student Life
Office of the Provost

Division of Enrollment Management
Undergraduate Advising Council

UF Information Technology
Academic Deans & Associate Deans

UF | Board of Trustees UNIVERSITY of FLORIDA

COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS PRE-MEETING AGENDA

Tuesday, November 2, 2021

10:00 a.m.

Virtual Meeting: (646) 558-8656, ID# 977 8528 5937

University of Florida, Gainesville, FL

Committee Members:

Rahul Patel (Chair), David C. Bloom, Cooper L. Brown, James W. Heavener, Morteza "Mori" Hosseini, Thomas G. Kuntz, Daniel T. O'Keefe

1.0 Call to Order and Welcome Rahul Patel, Chair

2.0 Roll Call Board Staff

3.0 Review Agenda for December Meeting Rahul Patel, Chair

3.1 Review Minutes
June 10, 2021
August 4, 2021

3.2 Action Items

AFSSPRSC1 Tenure Upon Hire Joe Glover, Provost

- 5 cases (newly appointed faculty to be granted tenure)

Dr. Jose Reyes De Corcuera (IFAS)

Dr. Henry Medeiros (IFAS)

Dr. Michael Scharf (IFAS)

Dr. Suzanne Thornsbury (IFAS)

Dr. Ramona Caponegro (Library)

AFSSPRSC2 New Degrees Joe Glover

- 3 new degrees

BA in Education-Early Childhood Education (College of Education)

MS w/major in Applied Data Science (College of Engineering)

Master of Integrated Sustainable Development (College of Design, Construction and Planning)

AFSSPRSC3 State University Career Planning Implementation and Guidance
..... Ja'Net Glover, Senior Director, Career Connections Centers

See attached White Paper

Additional Action Item added

AFSSPRSC4 Honorary Degrees.....Joe Glover

- 2 names (will know names after November 18)

3.3 Informational Items

3.3.1 Admissions UpdateMary Parker, Vice President

For Enrollment Management

Overview of Enrollment Numbers

Fall 21 numbers

Fall 22 Process Update

- November 1/Application Numbers
- Admit Process
- Yield

Division Updates

Enrollment Plan

Division Assessment

Recruitment/Yield Strategies

- Territory Visits
- Marketing/Communication
- Alumni Engagement

3.3.2 Faculty Update David Bloom, Trustee

3.3.3 Student Body Update..... Cooper Brown, Trustee

3.3.4 Student Affairs Update D’Andra Mull

- Division of Student Life Strategic Plan 2022-2026

Will have hard copies provided to the Trustees at the meeting

- Plan centers on high impact practices to support students
 - Areas of focus
 - Internships and Careers
 - Service-Learning
 - Campus Residential Experience
 - Housing and Living Learning Communities
 - Recreation Spaces

3.3.5 Performance Funding UpdateJoe Glover

3.3.6 Centers/Institutes Joe Glover

New Center: Intelligent Critical Care Center (College of Medicine)

New Institute: Institute for Coaching Excellence (College of Health and Human Performance)

Name Change: Fixel Center for Neurological Disease to the Normal Fixel Institute for Neurological Diseases at UF Health

3.3.7 Degree Change.....Joe Glover

Close major: BA in Middle Eastern Languages & Literatures & Cultures

4.0 New Business Rahul Patel, Chair

5.0 Adjourn Rahul Patel, Chair

DRAFT

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 11/01/2021 05:49:45 PM
To: Glover,Joseph
Subject: RE: Annotated Agenda-November 2 Pre-meeting

[External Email]

Thanks.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Monday, November 1, 2021 5:44 PM
To: Rahul Patel <RPatel@KSLAW.com>
Subject: Re: Annotated Agenda-November 2 Pre-meeting

CAUTION: MAIL FROM OUTSIDE THE FIRM

No votes needed on information items. I can discuss tomorrow

On Nov 1, 2021, at 5:36 PM, Rahul Patel <RPatel@kslaw.com> wrote:

-257 ?

[External Email]

Joe, for the pre meeting tomorrow, on the informational items relating to Centers / Institutes (3.3.6) and Degree Change (3.3.7), do we need to vote on those? Also, will you be prepared to discuss those items tomorrow so we do not have to discuss in detail at the meeting in December?

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Holt,Rebecca J <bholt@ufl.edu>
Sent: Monday, November 1, 2021 4:01 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: Annotated Agenda-November 2 Pre-meeting

CAUTION: MAIL FROM OUTSIDE THE FIRM

Good Afternoon Rahul,

Attached is an annotated agenda for tomorrow's pre-meeting for AFSSPRSC.

Let me know if you have any questions.

Becky

Rebecca J. Holt
Executive Assistant to Joseph Glover
Provost and Senior Vice President for Academic Affairs
University of Florida
235 Tigert Hall | PO Box 113175
Gainesville, FL 32611-3175
Phone: 352-392-2404
Direct: 352-273-4475
Fax: 352-392-8735
bholt@ufl.edu
web: <http://www.aa.ufl.edu/home>

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<UF C3 HB1261 One-Page Write-Up for BOT Mtg 2021.pdf>

<AFSSPRSC -Committee PreMeeting Agenda_November 2 2021.docx>

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/04/2021 11:39:13 AM
To: Kent Fuchs
Attachments: Mori Hosseini Message Points_Scripps_BOG_11.4.2021_rev SFO 412 pm.docx

[External Email]

Sent from my iPhone

Ladies and gentlemen, I have other exciting news to share that no doubt will have countless positive effects for the great state of Florida.

This week, the University of Florida and California-based Scripps Research have signed a definitive agreement to bring the Florida branch of the science powerhouse into the research arm of UF Health. The operational transition will begin next week.

Many thanks to Herbie Wertheim for bringing this tremendous opportunity to Scripps and the University of Florida and for his ongoing support.

This deal between the University of Florida and Scripps Florida creates an unprecedented opportunity for UF to bring in some of the world's most brilliant and talented minds to address the biggest biomedical and health challenges we face today.

Not only will this produce enormous health-related advancements for the entire world, it also will lead to tremendous economic development and further elevated national and global stature for the state of Florida.

As part of the agreement, Scripps is transferring all assets and operations associated with the 30-acre Scripps Florida campus in Jupiter, as well as an adjacent 70-acre parcel of land. The facilities include more than 40 faculty-led laboratories supported by a 500-member team dedicated to understanding an array of illnesses and seeking to generate effective treatments.

UF will immediately enhance the ongoing work of Scripps Florida by hiring additional faculty; these new recruits will come on board within the next five years and will complement the existing talented pool of scientists.

The possibilities for this collaboration are boundless, and the research that will emerge from it has the potential to change the world. I look forward to sharing with you more amazing news about this endeavor very soon.

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 11/04/2021 03:13:05 PM
To: Glover,Joseph
Cc: Holt,Rebecca J
Subject: RE: UF BOT: AFSSPRSC Committee Pre-Meeting 11-2-21 meeting minutes

[External Email]

Thanks. I will review once you have provided your feedback.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Thursday, November 4, 2021 2:37 PM
To: Rahul Patel <RPatel@KSLAW.com>
Cc: Holt,Rebecca J <bholt@ufl.edu>
Subject: Fwd: UF BOT: AFSSPRSC Committee Pre-Meeting 11-2-21 meeting minutes

CAUTION: MAIL FROM OUTSIDE THE FIRM

Rahul — a little clarification. Becky has reviewed these but I have not yet. Still at bog

Begin forwarded message:

From: ". UF Board of Trustees" <ufbot@mail.ufl.edu>
Date: November 4, 2021 at 1:57:08 PM EDT
To: "Patel, Rahul" <RPatel@kslaw.com>
Cc: "Glover,Joseph" <jglover@aa.ufl.edu>, "Holt,Rebecca J" <bholt@ufl.edu>, ". UF Board of Trustees" <ufbot@mail.ufl.edu>
Subject: UF BOT: AFSSPRSC Committee Pre-Meeting 11-2-21 meeting minutes

-257 ?

Good afternoon, Chair Patel.

Attached are the draft AFSSPRSC Committee pre-meeting minutes from November 2 for your approval.

The minutes have been reviewed and approved by the Provost.

Thank you,
The Board Team

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/04/2021 08:46:44 PM
To: Glover,Joseph
Cc: Kent Fuchs
Subject: Re: [External] Fwd: Tampa Bay Times article

[External Email]

Thank you

Sent from my iPhone

On Nov 4, 2021, at 8:03 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

Subject: Tampa Bay Times article

Good evening,

<https://www.tampabay.com/news/education/2021/11/04/proposal-would-weaken-protections-for-tenured-faculty-at-florida-universities/>

Thank you,

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/09/2021 07:00:09 AM
To: Lane, Charles Eugene
Cc: Nelson, David R; Kent Fuchs
Subject: Re: [External] FW: BOT Chair Approval Request - FCPA Long Term Lease
Attachments: image001.jpg image001.jpg BOT Chair Approval Request - FCPA Long Term Lease 11.8.21.pdf image001.jpg

[External Email]

Approved subject to Presidnet and Dr Nelson approval.

Sent from my iPhone

On Nov 8, 2021, at 7:55 PM, Lane, Charles Eugene <charlielane@ufl.edu> wrote:

Good evening, Mori. I'm seeking your approval of a request for a 10-year lease (with two 5-year options) of a 12,700 sq. ft. build-to-suit facility for our Florida Clinical Practice Association. The purpose of this facility is to provide needed space for medical offices, general administration, and clinical and lab services for an internal medicine practice. The total lease obligation over the initial 10 years will be \$3,366,589. Dave Nelson (copied) supports this request and Trevor Schneider, Director of Real Estate, provides further detail below and attached. Please confirm your support and I will ensure that Kent and Tom are aware and supportive of the request.

Thanks,

Charlie

From: "Schneider, Trevor" <ttschneider@ufl.edu>
Date: Monday, November 8, 2021 at 7:59 AM
To: Charlie Lane <charlielane@ufl.edu>
Subject: BOT Chair Approval Request - FCPA Long Term Lease

Good morning Charlie,

On behalf of FCPA, please find the attached approval request in regard to a long term lease associated with a build-to-suit here in Gainesville, FL. Based on the University of Florida Governance Standards for UF Practice Plan Affiliates, any lease of real estate with a term equal to or greater than 10 years will require approval of the UF President and BOT Chair with notice to the BOT Vice Chair. The Office of Real Estate on behalf of the Florida Clinical Practice Association, Inc. is requesting approval for the attached real estate transaction. Key points are below.

- The Office of Real Estate completed an ITN (Invitation to Negotiate) process to publicly solicit build-to-suit proposals.
- Build-to-suit, medical office building fully customized for UF Health Internal Medicine (FCPA). Will provide optimum operational efficiency and an advantageous location providing exceptional exposure and visibility.
- The lease terms have been fully negotiated by the Office of Real Estate and provide a structure that is, in our opinion, below market for a "turn-key", medical office build-to-suit in the Gainesville, FL market.
- The developer has agreed to use the UF standard lease document and the lease has been negotiated, reviewed, and approved by the UF General Counsel's office and outside counsel specializing in these types of real estate transactions.

Please see the attached Approval Request package with additional details, including lease structure, location map, floor plan, building elevation drawings and renderings.

Thank you and please let me know if there are any questions.

Warm regards,
Trevor

Trevor Schneider
Director
OFFICE OF REAL ESTATE
P: 352.294.2726 | C: 404.735.3570
tschneider@ufl.edu

REQUEST FOR APPROVAL

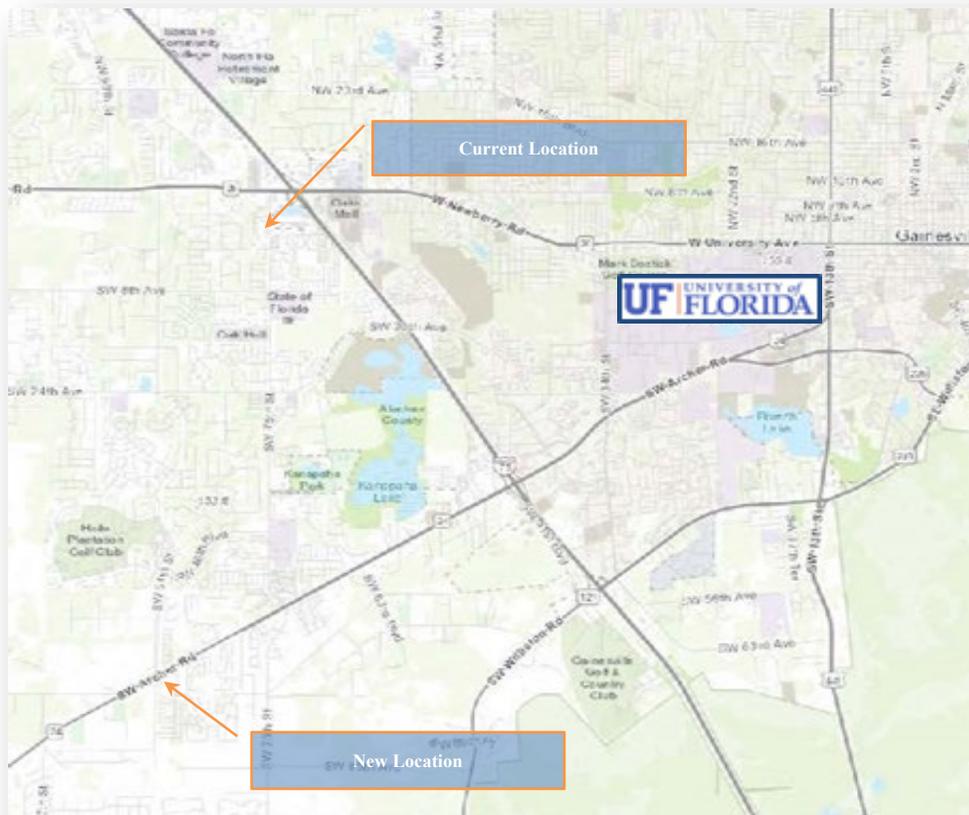
Based on the University of Florida Governance Standards for UF Practice Plan Affiliates, any lease of real estate with a term equal to or greater than 10 years will require approval of the UF President and BOT Chair with notice to the BOT Vice Chair. The Office of Real Estate on behalf of the Florida Clinical Practice Association, Inc. is requesting approval for the following real estate transaction.

Background Summary: UF Health Internal Medicine – Tower Hill (operating under FCPA) currently occupies 7,050 SF at 7540 W. University Avenue, Gainesville, FL 32607, just off Tower Road. The practice has outgrown this facility and availability of existing medical office space over 12,000 SF is limited. FCPA’s current lease expires April 18th, 2023.

Due to the limited options for medical office space in the area, the Office of Real Estate completed an ITN (Invitation to Negotiate) process to publicly solicit build-to-suit proposals. Ultimately, the practice decided to move forward with this new location based on price, property visibility, access and exposure on Archer Road, and developer qualifications. It is the opinion of the Office of Real Estate that the final lease terms provided herein are fair, reasonable and based on the current market conditions in Gainesville, Florida for brand new medical office space.

A 10-year lease will benefit UF / FCPA through the ability to achieve more favorable lease terms (reducing costs, increasing our return on investment and limiting risk), providing a facility that is “purpose built” for UF Health to provide maximum space efficiency, and securing an advantageous location for an extended period of time. The targeted completion date of the facility is February 2023.

Property Location: 8905 SW Archer Road
Gainesville, FL 32608



BOT Chair Approval Request - FCPA Long Term Lease 11.8.21.pdf

Type of Real Estate Transaction: Build-to-suit and lease of a medical office building.

UF Entity (Tenant): Florida Clinical Practice Association, Inc. (FCPA).

Landlord: Multerra, LLC
3914 SW 95th Drive
Gainesville, FL 32608
Mr. Neil R. Euliano

Size of Space: 12,735 rentable square feet.

Lease Term: 10 years - commencing upon substantial completion of the building / premises, receipt of the Certificate of Occupancy (CO) from the county or municipality having authority over this location, and delivery of premises and building to Tenant.

Renewal Options: Two, five (5) year options to renew the lease. The rate shall be the then current base rate escalated by 1.5% annually and specifically defined in the lease.

Use: Medical office, general administrative, clinical and lab services for an internal medicine practice.

Base Rent:

Time Period - Original Term	Per Month	Annual Base Rent	Rate/RSF
Free Rent (3 Months)	\$0.00	\$0.00	\$0.00
Year 1	\$26,212.88	\$314,554.56	\$24.70
Year 2	\$26,606.07	\$319,272.84	\$25.07
Year 3	\$27,005.16	\$324,061.92	\$25.45
Year 4	\$27,410.24	\$328,922.88	\$25.83
Year 5	\$27,821.39	\$333,856.68	\$26.22
Year 6	\$28,238.71	\$338,864.52	\$26.61
Year 7	\$28,662.29	\$343,947.48	\$27.01
Year 8	\$29,092.23	\$349,106.76	\$27.41
Year 9	\$29,528.61	\$354,343.32	\$27.82
Year 10	\$29,971.54	\$359,658.48	\$28.24

**The initial rate is below market for brand new medical office space in the market. In addition, it is important to note that the rate escalations over the term of the lease are below market, advantageous to UF / FCPA as a tenant, and create an estimated cost savings of over \$77,600 during the initial term.*

Total Lease Obligation: \$3,366,589.44 over the 10-year initial term (below the \$10,000,000 threshold for leases).

Lease Structure: The landlord has agreed to use our standard University of Florida commercial lease structured on a triple net basis. Tenant will be responsible for building maintenance (non-structural), common area maintenance, property insurance, real estate taxes, and utilities. Landlord will be responsible for the structural elements of the building / premises, including the roof and exterior of the building.

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/09/2021 07:33:28 AM
To: Nelson,David R
Cc: Lane,Charles Eugene; Kent Fuchs
Subject: Re: [External] FW: BOT Chair Approval Request - FCPA Long Term Lease

[External Email]

Sent from my iPhone

On Nov 9, 2021, at 7:08 AM, Nelson,David R <nelsodr@ufl.edu> wrote:

[REDACTED]

From: Mori Hosseini <mhosseini@icihomes.com>
Sent: Tuesday, November 9, 2021 7:00 AM
To: Lane,Charles Eugene <charlielane@ufl.edu>
Cc: Nelson,David R <nelsodr@ufl.edu>; Kent Fuchs <kent.fuchs@ufl.edu>
Subject: Re: [External] FW: BOT Chair Approval Request - FCPA Long Term Lease

[External Email]

Approved subject to Presidnet and Dr Nelson approval.

Sent from my iPhone

On Nov 8, 2021, at 7:55 PM, Lane,Charles Eugene <charlielane@ufl.edu> wrote:

-257 ?

Good evening, Mori. I'm seeking your approval of a request for a 10-year lease (with two 5-year options) of a 12,700 sq. ft. build-to-suit facility for our Florida Clinical Practice Association. The purpose of this facility is to provide needed space for medical offices, general administration, and clinical and lab services for an internal medicine practice. The total lease obligation over the initial 10 years will be \$3,366,589. Dave Nelson (copied) supports this request and Trevor Schneider, Director of Real Estate, provides further detail below and attached. Please confirm your support and I will ensure that Kent and Tom are aware and supportive of the request.

Thanks,

Charlie

From: "Schneider,Trevor" <tschneider@ufl.edu>
Date: Monday, November 8, 2021 at 7:59 AM
To: Charlie Lane <charlielane@ufl.edu>
Subject: BOT Chair Approval Request - FCPA Long Term Lease

Good morning Charlie,

On behalf of FCPA, please find the attached approval request in regard to a long term lease associated with a build-to-suit here in Gainesville, FL. Based on the University of Florida Governance Standards for UF Practice Plan Affiliates, any lease of real estate with a term equal to or greater than 10 years will require approval of the UF President and BOT Chair with notice to the BOT Vice Chair. The Office of Real Estate on behalf of the Florida Clinical Practice Association, Inc. is requesting approval for the attached real estate transaction. Key points are below.

- The Office of Real Estate completed an ITN (Invitation to Negotiate) process to publicly solicit build-to-suit proposals.

- Build-to-suit, medical office building fully customized for UF Health Internal Medicine (FCPA). Will provide optimum operational efficiency and an advantageous location providing exceptional exposure and visibility.
- The lease terms have been fully negotiated by the Office of Real Estate and provide a structure that is, in our opinion, below market for a “turn-key”, medical office build-to-suit in the Gainesville, FL market.
- The developer has agreed to use the UF standard lease document and the lease has been negotiated, reviewed, and approved by the UF General Counsel’s office and outside counsel specializing in these types of real estate transactions.

Please see the attached Approval Request package with additional details, including lease structure, location map, floor plan, building elevation drawings and renderings.

Thank you and please let me know if there are any questions.

Warm regards,
Trevor

Trevor Schneider
Director
OFFICE OF REAL ESTATE
P: 352.294.2726 | C: 404.735.3570
tschneider@ufl.edu

From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/09/2021 10:19:31 AM
To: Reynolds,Curtis A
Cc: Lane,Charles Eugene; Kent Fuchs
Subject: RE: [External] UF-653 Architectural Building

[External Email]

Thank you Curtis, I will not be able to meet on the 7th and also don't want to delay this so I appoint David Brandon for Architectural selection. Please forward this Email to him.

From: Reynolds,Curtis A <curtrey@ufl.edu>
Sent: Tuesday, November 9, 2021 10:11 AM
To: Mori Hosseini <mhosseini@icihomes.com>
Subject: [External] UF-653 Architectural Building

Mori,

Please find attached the shortlisted design firms for UF-653, Architectural Building Addition/Renovation.

President Fuchs has confirmed availability for Tuesday, December 7, 2021 for the presentations/selection.

If this date works for you, we will lock-in and notify the remainder of the Technical Committee and the top five shortlisted firms.

Please advise.

Curtis

From: marsha Powers <marshapowers@mac.com>
Sent time: 11/09/2021 03:50:35 PM
To: Glover,Joseph
Cc: Bloom,David C
Subject: Re: UFOLIO

[External Email]

Thanks for sharing.

Sent from my iPhone

On Nov 9, 2021, at 3:43 PM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

FYI – this memo went out this afternoon to a group of UFOLIO approvers (mostly deans and Cabinet members).

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Tuesday, November 09, 2021 3:24 PM
Cc: Glover,Joseph <jglover@aa.ufl.edu>
Subject: UFOLIO

As you are aware, a Presidential Task Force is convening to begin reviewing the university's conflict of interest policy – in particular, the Task Force will make a recommendation to President Fuchs on how UF should respond when employees request approval to serve as expert witnesses. The Task Force's work may inform process changes if warranted. Effective immediately however, and in addition to the customary review of sensitive, high profile matters by the General Counsel's Office and the Office of Research, I will be taking an active role to provide Provost-level support of final determinations in sensitive, high-profile cases before any final decision is issued. Gary Wimsett's office will screen potential disapprovals in UFOLIO for my consideration with a copy to Nancy Paton. If you currently have an ancillary reviewer role in UFOLIO, please articulate the reasons for your disapproval recommendation where appropriate.

Thank you.

Joe Glover

From: Rahul Patel <RPatel@KSLAW.com>
Sent time: 11/12/2021 10:59:38 AM
To: Glover,Joseph
Cc: Holt,Rebecca J
Subject: RE: meeting to be arranged

[External Email]

Thanks. Mori doesn't need to be in the meeting.

Rahul Patel | King & Spalding | Work: 404 572 4754 | Mobile: 404 229 3893

From: Glover,Joseph <jglover@aa.ufl.edu>
Sent: Friday, November 12, 2021 10:02 AM
To: Holt,Rebecca J <bholt@ufl.edu>
Cc: Glover,Joseph <jglover@aa.ufl.edu>; Kent Fuchs <kent.fuchs@ufl.edu>; Rahul Patel <RPatel@KSLAW.com>; Mori Hosseini (mhosseini@icihomes.com) <mhosseini@icihomes.com>; Hass,Amy Meyers <amhass@UFL.EDU>; Paton,Nancy <nancypaton@ufl.edu>; Steve Orlando <sfo@UFL.EDU>
Subject: meeting to be arranged

CAUTION: MAIL FROM OUTSIDE THE FIRM

Becky,

Rahul and Mori would like a one-hour meeting with the following group to discuss various external relations initiatives of the university. Would you please see if you can arrange a one-hour meeting on November 22? If that doesn't work, then November 23 and November 19 would be my second and third choices. Thanks.

Glover
Fuchs
Patel
Hosseini
Amy Hass
Nancy
Steve

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From: Mori Hosseini <mhosseini@icihomes.com>
Sent time: 11/12/2021 11:04:45 AM
To: Glover,Joseph
Cc: Holt,Rebecca J; Kent Fuchs; Rahul Patel <RPatel@kslaw.com>; Hass,Amy Meyers; Paton,Nancy; Steve Orlando
Subject: Re: [External] meeting to be arranged

[External Email]

Nov 23ed after 10.30 works with me

Sent from my iPhone

On Nov 12, 2021, at 10:02 AM, Glover,Joseph <jglover@aa.ufl.edu> wrote:

Becky,

Rahul and Mori would like a one-hour meeting with the following group to discuss various external relations initiatives of the university. Would you please see if you can arrange a one-hour meeting on November 22? If that doesn't work, then November 23 and November 19 would be my second and third choices. Thanks.

Glover
Fuchs
Patel
Hosseini
Amy Hass
Nancy
Steve