



**UF**

UNIVERSITY of  
FLORIDA

**ALWAYS**

*Forward*



UNPRECEDENTED MOMENTUM

# UNPARALLELED IMPACT

## THE LEADER, THE OPPORTUNITY, AND THE MOMENT

- The president of the University of Florida is one of the most influential and impactful positions in all of public higher education and in the state of Florida.
- In 2021, for the first time, the University of Florida was ranked a Top 5 public university in the country by U.S. News & World Report.
- The opportunity to serve as the next president of the University of Florida represents an opportunity to lead Florida's flagship university in its quest to be firmly and consistently recognized among the most prominent and influential public and private universities in the country.



## CLASS OF 2028 BY THE NUMBERS

**74,800+** Applicants

**7,700+** Confirmed

**4.59** Average GPA

**1391** Average SAT

**31** Average ACT



## UNRIVALED SCOPE & SCALE

The University of Florida is a truly dynamic institution — widely considered to be among the world’s most comprehensive universities. It is one of only six institutions in the country with colleges of law, medicine, agriculture, and veterinary medicine on one central campus and one of only 17 in the nation to boast land-, sea-, and space-grant status.

Thanks to its extraordinary depth and breadth, Florida’s flagship university is uniquely positioned to lead interdisciplinary collaborations and boundary-breaking research efforts that are shaping a better future for the state, the nation, and the world. Guided by a shared passion for the greater good, the Gator Nation is a diverse and expansive community with a proven trajectory of excellence across academics, research, outreach, health, athletics, and more.

## MISSION

The university is committed to equipping students with the skills, opportunities, and experiences to lead and influence the next generation and beyond. With a cutting-edge curriculum centered on broad-based, inclusive public education, leading research, and public service, UF stimulates a remarkable intellectual vitality and cultivates innovation that can be translated for economic, cultural, and societal benefit.



*UF has rapidly ascended the public university rankings, going from #14 in 2017 to #7 today and ranking #5 in 2021 and 2022.*



# POINTS OF PRIDE

- **LOCATED IN THE STATE OF FLORIDA:** Florida is now the third most populous and one of the fastest growing states in the country. With new interest in its urban centers from corporate leaders across a wide range of industries, Florida is a national leader well positioned to enter a new era of influence.
- **ARTIFICIAL INTELLIGENCE INITIATIVE:** Partnership with NVIDIA, one of the leading computing and artificial intelligence companies in the world, and UF's Artificial Intelligence initiative represents a signature moment in UF's history, uniquely positioning UF to become the higher education leader in artificial intelligence. UF's AI supercomputer, HiPerGator, is the fastest in higher education and ensures that Gators work on the cutting edge of innovation.
- **WORLD-CLASS HEALTH SYSTEM:** One of the top academic health care systems and hospitals in the Southeast, consistently ranked among the top two health systems in Florida. One of the most comprehensive academic health programs in the country, including six academic health colleges.
- **RESEARCH:** \$1.27 billion in research expenditures.
- **ONLINE INITIATIVE:** Ranked the #2 university in the country for online learning.
- **INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES (IFAS):** One of the nation's most comprehensive agriculture and natural resources programs with a presence in each of Florida's 67 counties. Significant thought leader and driver of Florida's \$130 billion agriculture community, which is one of the significant components of Florida's economy and a key component of the nation's food supply.
- **ATHLETICS:** Only program in NCAA Division I athletics to finish within the Top 10 in the standings in each of the last 40 all-sports standings. The Gators are one of only two programs to capture a national championship in each of the previous 15 complete seasons and have won 27 national titles during that time.
- **FUNDRAISING:** UF raised approximately \$500 million in fiscal year 2024. The university's fundraising momentum continues to grow following the conclusion of the \$4.65 billion Go Greater campaign in December 2022, which was one of the most successful in the history of public higher education. Over the last six years, annual giving to UF has met or exceeded \$500 million, optimally positioning the university and its 14th president for the next capital campaign.

➤ **GOVERNOR AND STATE LEGISLATIVE SUPPORT:**

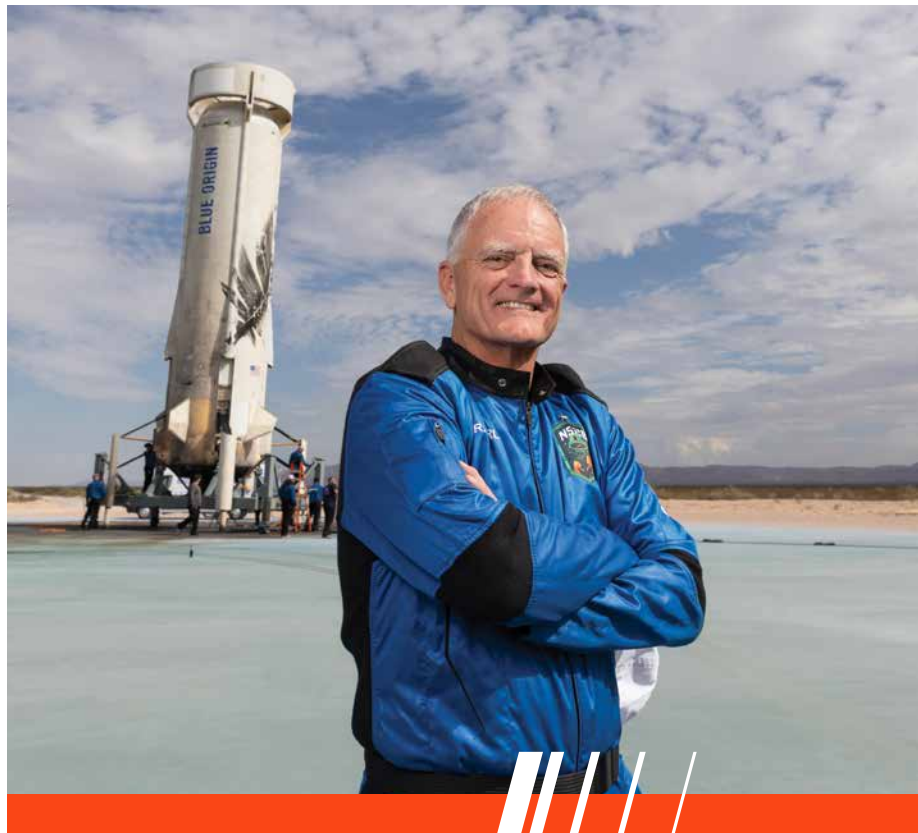
Unwavering support from the state of Florida, which has endorsed UF's drive to become one of the nation's very best public research universities, including supporting those efforts with hundreds of millions of dollars in additional funding.

➤ **SCRIPPS:** UF acquired Scripps Florida, one of the world's premier biomedical research enterprises and regarded as one of the most influential institutions in the world for its impact on innovation and addressing the world's most pressing health concerns.

➤ **HAMILTON CENTER:** Building on the strong backing from the state of Florida, the Hamilton Center has attracted the attention and support of donors around the country. In just two years, with a mission to promote scholarship and shape leaders for a free society, the Hamilton Center has hired more than 47 faculty and made UF one of the very top universities in the nation for fields including diplomatic and military history, the American founding, political theory, and early Modern Europe.

➤ **JACKSONVILLE GRADUATE CAMPUS:** UF is moving forward with plans to build a graduate campus in Jacksonville. Master's degree programs, slated to begin in fall 2026, include engineering management, computer science, biomedical and health sciences, the study of law, and architecture.

➤ **SPACE:** As part of its goal of advancing America's global leadership, UF recently established the Astraeus Space Institute, which gathers a constellation of academic stars at UF for collaborative research. The institute is enhancing existing relationships with NASA, the Kennedy Space Center, Space Florida, the Space Life Sciences Laboratory, and the International Space Station National Laboratory. In August, UF scientist Rob Ferl became the first NASA-funded university researcher to conduct his own experiments in space during a sub-orbital mission on Blue Origin's New Shepard rocket.





# **POSITION SUMMARY**

The university president is the chief executive officer of the University of Florida. Subject to appropriate accountability to and governance of the University of Florida Board of Trustees (the “Board”), the president is responsible for all operations of the university: overall leadership and management of the institution; its academic, research, healthcare, and land-grant enterprise; fundraising; intercollegiate athletics; the development of strategic plans; fiscal and budgetary plans; and the allocation of resources. The president also has oversight responsibilities for the university’s private affiliated organizations including a foundation, research foundation, agricultural research entities, investment management company, development corporation, hospitals and health care entities, alumni association, and athletic association, among others. In this role, the president will advance the university’s academic, research, and outreach efforts to maintain and enhance the strength of UF’s programs and offerings and ensure that student services and support are provided to create appropriate learning environments.



# KEY OPPORTUNITIES

## ➤ ENHANCE AND ADVANCE THE VISION FOR THE UNIVERSITY:

In partnership with UF's faculty, staff, students, and other key stakeholder groups, the next president will be presented with the tremendous opportunity to advance the university's vision for the future that builds upon UF's successes and continued upward trajectory. The president must bring high levels of enthusiasm and passion for the university's work in serving the state of Florida and an ability to inspire excitement in the development and subsequent realization of this bold vision for the future.

## ➤ STRENGTHENING THE UNIVERSITY'S LAND-GRANT MISSION:

As UF's most ardent champion, the president will bring to the position a resonance with and understanding of its land-grant mission and a deep commitment to advancing the University's endeavors in teaching, research, service, and economic development.

## ➤ BUILDING NEW AND STRENGTHENING EXISTING PARTNERSHIPS:

UF's president serves as an active and visible member within and outside the campus community and will build new and strengthen existing relationships that will create mutually beneficial alliances across the state of Florida.

## ➤ SUPPORTING UF'S FACULTY AND STAFF:

UF possesses a strong history and tradition of creating effective and welcoming teaching and learning environments for its students. To maintain the university's strength in this area, the next president must be dedicated to leading efforts to recruit, develop, and retain talented and high-quality faculty and staff in a highly competitive and rapidly evolving environment.

## ➤ INCREASING UF'S NATIONAL AND INTERNATIONAL PROMINENCE:

UF's president will be an integral figure in leading the university's ongoing efforts to promote its unique programs, strengths, and contributions to increase the university's reputation both nationally and internationally.

## ➤ ENHANCING THE STUDENT EXPERIENCE:

The University of Florida enrolls over 60,000 high-achieving student, almost 80 percent coming from within the state. UF's next president will lead the state's flagship university — a desirable student destination thanks to its abiding commitment to supporting the growth, development, and success of every Gator.

The National Academies of  
SCIENCES • ENGINEERING • MEDICINE



The university faculty, which numbers over 6,600, has 61 funded Eminent Scholar Chair positions, 91 elected members of the American Association for the Advancement of Sciences, and 39 elections to the National Academies of Science, Engineering, and Medicine.

UF, a modern land-grant university, serves the diverse needs of Florida's cities.



# QUALITIES & CHARACTERISTICS



The President of the University of Florida is one of the most influential and impactful positions in all of public higher education and in the State of Florida. In 2021, for the first time, the University of Florida was ranked a Top 5 public university in the country by US News & World Report. The opportunity to serve as the next President of the University of Florida represents an opportunity to lead Florida's flagship university in its quest to be firmly and consistently recognized among the most prominent and influential public and private universities in the country.

The following criteria are not prioritized in any order and have been established based upon broad consultation with advisory groups of faculty, students, staff, alumni, and friends of the University. While a candidate may not demonstrate excellence in every one of these areas, a successful applicant will meet many of these attributes.

## ACADEMIC ACCOMPLISHMENTS

- The President should be a distinguished scholar.
- An educator of national stature with demonstrated intellectual leadership, and with internationally recognized research or scholarly achievements who will continue to advance the academic distinction of the University of Florida.
- While academic experience (professional and administrative) at a research university or comparable setting is strongly desired, exceptional candidates who have earned a doctoral degree from an accredited university and who have also demonstrated a high degree of national or international scholarly and administrative success outside of academia will also be considered.
- A passion for and commitment to the academic values and culture of the University of Florida and the capacity to communicate the University's mission and needs clearly and persuasively to all external and internal constituencies.
- Highly respected by the academic community both within and outside of the University of Florida. Often, these

accomplishments are represented by the following: terminal degree in their academic field, member of national academy or institute, or fellow of a major academic society.

- Demonstrated commitment to and support for excellence in teaching, research, and service and a willingness to champion interdisciplinary collaboration and genuine innovation in these areas.
- Demonstrated commitment to fostering an environment that embraces academic freedom.
- An appreciation and respect for the University's academic disciplines and a demonstrated record of support for scholarly work and academic excellence.

## LEADERSHIP EXPERIENCE

### GENERAL

- As the leader of a large, complex public institution, the ability and commitment to work in collaboration with the Board of Trustees in developing an ambitious

and comprehensive vision for the University and creating the strategies necessary to guide its successful implementation.

- Ability and commitment to accelerate the University's upward trajectory and international prominence, including the ability, fortitude, and strategic vision to take the University to the highest level with demonstrated leadership and emphasis on increasing quality across the University.
- Commitment, vision, entrepreneurial skills, and the ability to foster growth of the University's research enterprise and the infrastructure to support it, ensuring its quality and competitiveness, as well as its contribution to economic development and scientific discovery. The University of Florida strives to be the internationally recognized leader among research universities in creating new knowledge and technologies.
- Knowledge of the national trends in higher education that impact top tier research universities coupled with the experience necessary to effectively address them and position the University for success.



- Commitment to the various initiatives set forth in the charge from the Chair of the Board of Trustees, including: growing stature of the State of Florida, UF Health, IFAS, Artificial Intelligence Initiative, the Hamilton Institute/School, Jacksonville Campus, expansion of South Florida master's program, On-Line Initiative, Athletics, the next Capital Campaign and other initiatives designed to push UF ahead of the curve with regard to advances in higher education.
- A transparent, inclusive, and approachable leadership style that embraces building connections with the campus community through visibility and accessibility coupled with the ability and courage to make difficult decisions in a timely manner.
- Demonstrated success at working effectively and in partnership with the Board of Trustees in establishing short- and long-term goals, implementing action items, and developing strategies for promoting UF's mission and vision.
- Ability and commitment to anticipate skills required by students for a changing work force and evolve the curriculum and student experience to meet those needs.
- Ability and commitment to identify new and emerging research and academic innovations and opportunities, support their growth, and establish partnerships with private sector and

governmental agencies to fully realize their potential.

- An appreciation for the various metrics that inform and impact the University's external rankings and performance measures established by the Florida Board of Governors and UF Board of Trustees. The ability and commitment to maintain and advance UF's current success in the US News and World Report rankings.
- Demonstrated success at developing a positive, productive, and highly engaged relationship with political, business, and community leaders from across the state and from all sectors and political affiliations and possess the sophistication necessary to leverage these relationships for the benefit of the University.
- As the highest-ranking official of a major public university, the President must be aware of the numerous external factors impacting the University and focus on promoting the University and its achievements and take great care not to use the University of Florida or the position as a platform to advocate for personal political viewpoints.
- An appreciation for UF's land-grant mission, as defined in the Morrill Land-Grant Acts of 1862, in advancing the excellence and stature of the University. A commitment to the mission's contributions to education,

research, and extension of public service for the benefit of the state, the nation, and the world.

### STUDENT / FACULTY / STAFF EXPERIENCE

- Passion for students and belief in the power of education to change lives.
- Experience working with academic and non-academic units to enhance all aspects of the student experience, and the desire and ability to interact with undergraduates, graduate and professional students, and postdoctoral scholars.
- Possess a genuine interest in and concern for all aspects of the faculty and staff experience and the ability to effectively interact with both.
- Driven to compete for faculty and staff talent and implement fiscal, administrative, academic and operational measures designed to recruit and retain top faculty and staff.



## COLLABORATION WITH STAKEHOLDERS

- Demonstrated success at inspiring trust and confidence among all internal and external constituents. Possess a high EQ and an effective communication style that would be embraced by a broad spectrum of university stakeholders.
- Ability and commitment to serve as a partner to the Board of Trustees to develop the University's priorities and strategic plan, leading the university to successfully carry out that plan in a manner consistent with a top ranked public university.
- Commitment to working collaboratively with the Florida Board of Governors and elected leaders to advance university priorities. A track record serving as a relationship builder who is authentic, ethical, and humble.
- Demonstrated strong commitment to faculty shared governance as it relates to academic standards, policies, and rewards. Appreciate the integral role faculty play in decision-making processes that affect the academic and working environment of the University.

- Experience serving as a passionate advocate for a university or organization and the capacity to establish fruitful relationships with members of the legislative and executive branches as well as donors, alumni, and other individuals who may be in a position to promote the University's agenda and interests.
- Commitment to the University's role as a contributor on the local, state, national and international levels and recognition of the University as a partner with the communities in which it serves.

## OPERATIONAL ACUMEN

### GENERAL

- Demonstrated success in leading a large, complex unit or university, preferably at the R-1 and AAU level, including administrative experience.
  - Experience serving in a senior-level leadership role in a complex organization in government, business, or the nonprofit sector.
- An established history of leading and managing institutional change while achieving long- and short-term strategic objectives that advance the mission and goals of a complex organization. Experience leading an institution during times of uncertainty, crisis, innovation, and shifting expectations.
  - Demonstrated success at developing high-performing leadership teams and to cultivate environments with a shared sense of mission and culture that encourages entrepreneurship, innovation, strategic risk-taking, and collaboration.
  - Commitment to and demonstrated success in the recruitment and retention of exceptional faculty and staff coupled with a track record for mentoring faculty and staff and investing in their professional development such that they are well positioned to excel in their respective fields and contribute to the University's academic community at the highest level.
  - The ability and commitment to set clear expectations, priorities, and performance metrics that align with the vision of the University of Florida





Board of Trustees and inspire faculty and staff to achieve success.

### **COMPLIANCE WITH STATE LAW AND BOARD OF GOVERNORS AND UNIVERSITY BOARD OF TRUSTEES REGULATIONS, POLICIES AND GOVERNANCE STANDARDS**

- A commitment to ensuring that the University fulfills its mission consistent with the requirements set forth by the state, the Board of Governors, and the University Board of Trustees including requirements related to foreign influence, prohibited expenditures and post-tenure review.
- Dedication to promoting open and free expression on campus while swiftly and effectively eliminating unlawful actions that are harmful or threatening to persons or property or cause disruption to the University's operations.

### **FISCAL**

- A high level of sophistication and understanding of the fiscal issues impacting institutions of higher education, particularly at public research universities, including an astute understanding of university finances.
- Experience with complex budgetary matters, managing and allocating resources effectively, and large-scale budgetary decision-making.
- Ability to serve as an effective steward of UF's financial resources and assets and adhere to the UF Board of Trustees' policies, regulations, and governance standards.
- Experience in identifying and developing new revenue streams from public, private, and governmental sources.

### **ADVANCEMENT / FUNDRAISING**

- An accomplished fundraiser with the capacity to cultivate a broad range of stakeholders including donors, alumni, and friends of the University.

- Demonstrated success in fundraising from public and private sources and working with key stakeholders to engage them with the institution and willingness to place that activity high on their agenda.

### **HEALTH SYSTEMS**

- Vision and awareness of emerging issues that could potentially impact the success of the University's academic health affairs endeavor within the nation and State's changing health care environment.
- The ability and desire to oversee a complex, inter-related system of the University health sciences center, affiliated teaching hospitals throughout Florida, and over 140 primary care and specialty practices.
- The drive, ambition, and knowledge necessary to develop and implement the strategies necessary to continue to advance UF Health's already stellar rankings for excellence in the State and country while fortifying its long-term financial stability and growth.
- Capacity and commitment to engage with health system leaders to mitigate risk, lead innovation, and continue to improve the delivery of health care services in the State of Florida.

### **ATHLETICS**

- An appreciation for the significant role of intercollegiate athletics in the life of the University community, and enthusiasm for fostering the program's integrity, competitiveness, compliance, and accountability.
- The ability and commitment to balance the complex needs of an intercollegiate athletics program and integrate that with the priorities linked to fulfilling the institution's teaching, research, and service missions.
- A passion for UF's athletic programs and a deep appreciation for their role in promoting and representing the UF brand nationally and internationally.
- Dedicated to embracing a complex and evolving collegiate athletics landscape and the initiatives necessary to successfully adjust to these changes.
- Commitment to enhance and update UF's athletics facilities in an effort to provide world-class venues and fields for students to compete and fans to experience.



# APPLICATION & NOMINATION PROCESS

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

In accordance with the state of Florida's open records laws, documents and information related to applicants will be held in confidence with only the finalists' identities and materials made public. Application materials should be submitted to:



**Alberto Pimentel**, Managing Partner  
**Will Gates**, Partner  
**Sal Venegas Jr.**, Partner

**SP&A Executive Search**  
6512 Painter Avenue  
Whittier, CA 90601

Email: [apsearch@spaexec.com](mailto:apsearch@spaexec.com)  
Refer to code "UF-President" in subject line



## **THE UNIVERSITY OF FLORIDA IS AN EQUAL OPPORTUNITY EMPLOYER**

*The university is committed to non-discrimination with respect to race, creed, color, religion, age, disability, sex, sexual orientation, gender identity and expression, marital status, national origin, political opinions or affiliations, genetic information and veteran status in all aspects of employment including recruitment, hiring, promotions, transfers, discipline, terminations, wage and salary administration, benefits, and training.*