



**Board of Trustees  
Teleconference Meeting  
Millican Hall, 3<sup>rd</sup> floor, President's Boardroom  
April 22, 2013  
2:45 – 3:00 p.m.  
800-442-5794, passcode, 463796**

**Agenda**

- |      |                      |  |   |
|------|----------------------|--|---|
| I.   | Call to Order        |  | Trustee Michael J. Grindstaff<br><i>Chair, Board of Trustees</i>    |
| II.  | Roll Call            |  | Rick Schell<br><i>Associate Corporate Secretary</i>                 |
| III. | Consent Agenda       |  | Chair Grindstaff  |
|      | <b>NG-1</b> Approval | Joe Lewis, Founder and Chairman<br>Tavistock Group<br>Doctor of Medical Service    | Ray Gilley<br><i>Chair, Nominating and Governance<br/>Committee</i> |
|      | <b>NG-2</b> Approval | Michael M. Crow, President<br>Arizona State University<br>Doctor of Humane Letters | Ray Gilley  |
|      | <b>NG-3</b> Approval | William Jefferson Clinton<br>President, United States<br>Doctor of Humane Letters  | Ray Gilley  |
| IV.  | Adjournment          |  | Chair Grindstaff  |

University of Central Florida  
BOARD OF TRUSTEES

**SUBJECT: Joe Lewis, Founder and Chairman, Tavistock Group  
Doctor of Medical Service**

**DATE: May 23, 2013**

---

**PROPOSED BOARD ACTION**

Approval of a doctorate in Medical Service for Joe Lewis.

**BACKGROUND INFORMATION**

Joe Lewis will be recognized with the degree of Doctor of Medical Service. Lewis has been a long-time friend of the university, and he has provided local, regional, national, and international leadership in the business community and in public service.

Recognized by *Forbes Magazine* in 2012 as one of the largest independent foreign exchange traders and private investors in the world, Lewis has built a large and dynamic empire that includes the Tavistock Group, which today has grown to include over 200 investments in companies in a wide range of sectors including real estate, sports, hotels, restaurants, life sciences, finance, energy, agriculture, retail, and logistics. Tavistock Group has had a significant presence in Orlando since 1987.

Lewis is also credited with being a visionary force behind the Lake Nona Medical City development in Orlando. The 7,000-acre master-planned development--which includes the UCF College of Medicine, two new hospitals, and three renowned science research centers--came to fruition over the last six years in part through Lewis's real estate development company and charitable foundation. Over that time period, 4,000 jobs and more than \$2 billion of active construction have resulted from this effort at Lake Nona, in spite of the economic downturn. Overall development has been projected to create more than \$6 billion in annual economic activity for the state of Florida and 30,000 jobs by 2017.

In addition, Central Florida has benefited greatly from Lewis's support of major institutions important to our city and medical community. The UCF College of Medicine, MD Anderson Cancer Center Orlando, and the Sanford-Burnham Medical Research Institute have all been recipients of leadership gifts from Lewis, which helped ignite capital campaigns to establish these assets.

Lewis's commitment to professional and community service in Central Florida is highly recognized as well. Over the last twenty years, Lewis, his family, and his senior executives have been strong supporters of many local entities including The First Tee, Orlando Minority Youth Golf, The Magic Foundation, Grace Medical Home, Partnership

for a Drug Free America, and others. He has demonstrated the importance of UCF and the community, both personally and professionally.

---

**Supporting documentation:** Letter of Nomination and Commencements, Convocations, and Recognitions Committee Approval

**Prepared by:** John Schell, Vice President and Chief of Staff

**Submitted by:** John C. Hitt, President



Office of the Dean

March 13, 2013

President John C. Hitt  
University of Central Florida

Dear President Hitt:

The Commencement, Convocation, and Recognitions Committee has reviewed the request to award an honorary degree to Mr. Joe Lewis.

Mr. Lewis is a renowned local and international business leader and also a strong supporter of UCF. He and the Tavistock Group initiated the development of the Lake Nona "Medical City," which includes the UCF College of Medicine. Mr. Lewis has also been a generous participant in the College of Medicine's capital campaigns. His contributions to the central Florida region also merit this honor. As noted in Dean Deborah German's nomination letter, "Efforts initiated by Mr. Lewis have brought significant accomplishments to the university and to the Orlando community that merit this distinction."

The Commencement, Convocation, and Recognitions Committee agrees and voted unanimously to approve the request. It is the committee's pleasure to recommend that Mr. Lewis be awarded an Honorary Doctorate of Medical Service.

Respectfully,

A handwritten signature in black ink, appearing to read 'Foard Jones', written over a circular stamp or seal.

Dr. Foard F. Jones

Chair, Commencements, Convocations, and Recognitions Committee

c: Dr. Tony G. Waldrop, Provost and Executive Vice President  
Dr. Rick Schell, Vice President and Chief of Staff



Vice President for Medical Affairs  
Dean, College of Medicine  
Health Sciences Campus at Lake Nona

February 26, 2013

Dr. John C. Hitt  
President  
University of Central Florida  
P.O. Box 160002  
Orlando, Florida 32816-0002

Dear Dr. Hitt:

I am pleased to nominate Mr. Joe Lewis for the honorary degree of Doctor of Medical Service. A self-made international businessman, investor, art collector, and philanthropist with long ties to the Orlando community, Mr. Lewis has been a long-time friend of the university and has provided many years of local, regional, national, and international leadership in the business community and in public service.

Recognized by Forbes Magazine in 2012 as one of the largest independent FX traders and private investors in the world, Mr. Lewis has built a large and dynamic empire that includes the Tavistock Group, which today has grown to include over 200 investments in companies in a wide range of sectors including real estate, sports, hotels, restaurants, life sciences, finance, energy, agriculture, retail, and logistics. Tavistock Group has had a significant presence in Orlando since 1987.

Mr. Lewis is also credited with being a visionary force behind the Lake Nona "Medical City" development in Orlando. The 7,000-acre master planned development, which includes the UCF College of Medicine, two new hospitals, and three renowned science research centers, came to fruition over the last six years in part through Mr. Lewis's real estate development company and charitable foundation. Over that time period, 4,000 jobs and more than \$2 billion of active construction have resulted from this effort at Lake Nona, in spite of the economic downturn. Overall development has been projected to create more than \$6 billion in annual economic activity for the state of Florida and 30,000 jobs over the next decade and beyond.

Cisco recently awarded Lake Nona with the company's highest honor, Iconic Cisco Smart+Connected Community, their first in the United States. Lake Nona joins the ranks of eight other cities, including London, Barcelona, and Toronto, and is positioned to receive significant technology investment and experimentation from Cisco with the aim to make Lake Nona a

premier destination to work, live, educate, and play. The community recently hosted its first Lake Nona Impact Forum gathering of 250 leaders from all business segments and sectors, committed to collaborating within Lake Nona to provide innovative education and healthcare solutions that can be used there and replicated around the globe. The long-term investment in Lake Nona and the time and effort given to the Lake Nona partners and to the greater Orlando metropolitan area are tangible evidence of Mr. Lewis's enduring commitment to the community.

In addition, Central Florida has benefited greatly from Mr. Lewis's support to major institutions important to our city and medical community. The UCF College of Medicine, M. D. Anderson Cancer Center Orlando, and the Sanford-Burnham Medical Research Institute have all been recipients of leadership gifts from Mr. Lewis which helped ignite capital campaigns to establish these assets.

Mr. Lewis's commitment to professional and community service in the Central Florida community is highly recognized as well. Over the last twenty years, Mr. Lewis, the Lewis family, and his senior executives have been strong supporters of many local entities including The First Tee, Orlando Minority Youth Golf, The Magic Foundation, Grace Medical Home, Partnership for a Drug Free America, and others. He has demonstrated the importance of UCF and the community, both personally and professionally.

In summary, Mr. Lewis's dynamic leadership and far-reaching contributions have been exemplary, and I am honored to nominate him for this honorary degree. Efforts initiated by Mr. Lewis have brought significant accomplishments to the university and to the Orlando community that merit this distinction. He has my highest recommendation for the honorary degree of Doctor of Medical Service.

Sincerely,



Deborah C. German, M.D.  
Vice President for Medical Affairs  
Dean, College of Medicine

Cc: Dr. Tony Waldrop  
Provost and Executive Vice President

Dr. Foard Jones  
Chair, Commencement, Convocation, and Recognition Committee

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: Michael M. Crow, President, Arizona State University  
Doctor of Humane Letters**

**DATE: May 23, 2013**

---

**PROPOSED BOARD ACTION**

Approval of a doctorate in Humane Letters for President Michael M. Crow.

**BACKGROUND INFORMATION**

President Michael M. Crow will be recognized with the degree of Doctor of Humane Letters. President Crow is a national leader of higher education, and he has provided an innovative and successful vision for metropolitan research universities across the country.

President Crow became the sixteenth president of Arizona State University on July 1, 2002. Since then, he is guiding the transformation of ASU into one of the nation's leading public metropolitan research universities. What President Crow calls the New American University combines the highest levels of academic excellence, a spirit of inclusiveness for all people, and a mission to affect the social and economic well-being of his region and nation. Under his leadership, ASU has witnessed an unprecedented academic infrastructure expansion, tripling of research expenditures, and attainment of record levels of diversity in the student body.

Crow was previously a professor of science and technology policy. He was vice provost at Columbia University where he served as chief strategist for that university's research enterprise and technology transfer operations. He has been an advisor to the U.S. Departments of State, Commerce, and Energy, and he has also served as a consultant to defense and intelligence agencies in areas related to intelligence and national security. He is a fellow of the American Association for the Advancement of Science and the National Academy of Public Administration. He is a member of the Council on Foreign Relations and the U.S. Department of Commerce National Advisory Council on Innovation and Entrepreneurship.

---

**Supporting documentation:** Letter of Nomination and Commencements, Convocations, and Recognitions Committee Approval

**Prepared by: John Schell, Vice President and Chief of Staff**

**Submitted by: John C. Hitt, President**

April 3, 2013

The Honorable Ray Gilley, Chair  
Nominating and Governance Committee  
UCF Board of Trustees  
P.O. Box 160002  
Orlando, FL 32816

Dear Trustee Gilley:

I am pleased to nominate President Michael M. Crow for the honorary Doctor of Humane Letters degree. President Crow is a leader of higher education in the nation, and he has provided an innovative and successful vision for metropolitan research universities across the country.

President Crow became the sixteenth president of Arizona State University on July 1, 2002. Since then, he is guiding the transformation of ASU into one of the nation's leading public metropolitan research universities. What President Crow calls the New American University combines the highest levels of academic excellence, a spirit of inclusiveness for all people, and a mission to affect the social and economic well-being of his region and nation. Under his leadership, ASU has witnessed an unprecedented academic infrastructure expansion, tripling of research expenditures, and attainment of record levels of diversity in the student body.

Crow was previously a professor of science and technology policy. He was vice provost at Columbia University where he served as chief strategist for that university's research enterprise and technology transfer operations. He has been an advisor to the U.S. Departments of State, Commerce, and Energy, and he has also served as a consultant to defense and intelligence agencies in areas related to intelligence and national security. He is a fellow of the American Association for the Advancement of Science and the National Academy of Public Administration. He is a member of the Council on Foreign Relations and the U.S. Department of Commerce National Advisory Council on Innovation and Entrepreneurship.

Crow is the author of books and articles analyzing science and technology policy issues along with the design of knowledge enterprises. He received his Ph.D. degree in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University. He earned his bachelor of arts degree in political science and environmental studies from Iowa State University.



It is indeed my privilege to nominate President Michael M. Crow for this honorary degree. Please join me in recognizing him for his service to higher education and the nation by approving this Doctor of Humane Letters degree. His numerous achievements merit this honor and recognition.

Cordially yours,

John C. Hitt  
President

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: William Jefferson Clinton, President, United States  
Doctor of Humane Letters**

**DATE: May 23, 2013**

---

**PROPOSED BOARD ACTION**

Approval of a doctorate in Humane Letters for former president William Jefferson Clinton.

**BACKGROUND INFORMATION**

President William Jefferson Clinton will be recognized with the degree of Doctor of Humane Letters. President Clinton has provided national and international leadership in higher education and engaged public service.

President Clinton served as the 42<sup>nd</sup> President of the United States from 1993-2001. After stepping down as president, Clinton created the William J. Clinton Foundation to address issues of global importance.

Clinton's long years of public service began in 1976 with his election as Arkansas Attorney General. He was elected Governor of Arkansas in 1978 and became the youngest governor in the nation at the age of 32. He was elected governor again in 1982 and served for ten years. In the early 1980s, Clinton first made education the priority that it would assume during his entire career. He established the Arkansas Education Standards Committee, which succeeded in transforming the Arkansas public schools from among the worst system in the nation into one of the best. Many consider this his greatest achievement as governor.

Elected president of the United States, Clinton signed the Omnibus Budget Reconciliation Act of 1993 in his first year in office. Aided by the Balanced Budget Act of 1997, he presided over the longest period of peacetime economic expansion in American history. The Congressional Budget Office reported surpluses of \$69 billion in 1998 and \$236 billion in 2000. Among his other achievements were the North American Free Trade Agreement, the Omnibus Crime Bill, and the State Children's Health Insurance Program. Clinton finished his term in office with a public approval rating of 68 percent, which matched those of Ronald Reagan and Franklin Roosevelt as the highest ratings for departing presidents in the modern era.

Clinton continues to be active in public life, giving speeches, fundraising, and supporting charitable organizations. His charitable work has included the Clinton Foundation HIV and AIDS Initiative, which strives to combat that disease around the world. The Clinton

Global Initiative, begun by the Clinton Foundation in 2005, addresses world problems such as global public health, poverty alleviation, and religious and ethnic conflict.

Clinton's foundation joined with the Large Cities Climate Leadership Group in 2006 to improve cooperation among those cities, and he met with foreign leaders to promote this initiative. In 2008, foundation director Inder Singh announced agreements that reduced the price of anti-malaria drugs by 30 percent in developing nations.

Clinton has become an international ambassador for the United States and humanitarian causes. In the aftermath of the 2005 Asian tsunami, U.N. Secretary-General Kofi Annan appointed him to head a relief effort. After Hurricane Katrina, Clinton joined with fellow former President George H. W. Bush to establish the Bush-Clinton Tsunami Fund in January 2005, and the Bush-Clinton Katrina Fund in October of that year. As part of these efforts, the two ex-presidents appeared in a Super Bowl XXXIX pre-game show, and traveled to the affected areas.

Clinton is an alumnus of Georgetown University, where he was a member of Phi Beta Kappa and Kappa Kappa Psi and earned a Rhodes Scholarship to attend the University of Oxford. He received a law degree from Yale Law School.

It is indeed a privilege for me to nominate former President William Clinton for this degree. Please recognize him for his service to our country and to the world by approving him for the honorary Doctor of Humane Letters degree. His many achievements merit this honor and recognition.

---

**Supporting documentation:** Letter of Nomination and Commencements, Convocations, and Recognitions Committee Approval

**Prepared by:** John Schell, Vice President and Chief of Staff

**Submitted by:** John C. Hitt, President

April 10, 2013

President John C. Hitt  
University of Central Florida

Dear President Hitt:

The Commencements, Convocations, and Recognitions Committee reviewed the nomination of former President William Jefferson Clinton for an honorary Doctor of Humane Letters degree. President Clinton's academic achievements, historic public service, and global initiatives merit this distinction. Moreover, Clinton has been an enthusiastic supporter around the globe of UCF programs.

The Commencements, Convocations, and Recognitions Committee appreciatively approves the request. It is the committee's pleasure to recommend that President William Jefferson Clinton be awarded an honorary Doctor of Humane Letters degree.

Respectfully,

Dr. Foard F. Jones  
Chair, Commencements, Convocations, and Recognitions Committee

c: Dr. Tony G. Waldrop, Provost and Executive Vice President  
Dr. Rick Schell, Vice President and Chief of Staff

April 10, 2013

Dr. Foard Jones, Chair  
Commencement, Convocation, and Recognition Committee  
College of Business Administration  
P.O. Box 161991  
Orlando, FL 32816

Dear Dr. Jones:

I am pleased to nominate former President William Jefferson Clinton for the honorary Doctor of Humane Letters degree. President Clinton served as the 42<sup>nd</sup> President of the United States from 1993-2001. After stepping down as president, Clinton created the William J. Clinton Foundation to address issues of global importance.

Clinton's long years of public service began in 1976 with his election as Arkansas Attorney General. He was elected Governor of Arkansas in 1978 and became the youngest governor in the nation at the age of 32. He was elected governor again in 1982 and served for ten years. In the early 1980s, Clinton first made education the priority that it would assume during his entire career. He established the Arkansas Education Standards Committee, which succeeded in transforming the Arkansas public schools from among the worst system in the nation into one of the best. Many consider this his greatest achievement as governor.

Elected president of the United States, Clinton signed the Omnibus Budget Reconciliation Act of 1993 in his first year in office. Aided by the Balanced Budget Act of 1997, he presided over the longest period of peacetime economic expansion in American history. The Congressional Budget Office reported surpluses of \$69 billion in 1998 and \$236 billion in 2000. Among his other achievements were the North American Free Trade Agreement, the Omnibus Crime Bill, and the State Children's Health Insurance Program. Clinton finished his term in office with a public approval rating of 68 percent, which matched those of Ronald Reagan and Franklin Roosevelt as the highest ratings for departing presidents in the modern era.

Clinton continues to be active in public life, giving speeches, fundraising, and supporting charitable organizations. His charitable work has included the Clinton Foundation HIV and AIDS Initiative, which strives to combat that disease around the world. The Clinton Global Initiative, begun by the Clinton Foundation in 2005, attempts to address world problems such as global public health, poverty alleviation, and religious and ethnic conflict.

Clinton's foundation joined with the Large Cities Climate Leadership Group in 2006 to improve cooperation among those cities, and he met with foreign leaders to promote this initiative. The foundation has received donations from a number of governments all over the world, including Asia and the Middle East. In 2008, Foundation director Inder Singh announced agreements that reduced the price of anti-malaria drugs by 30 percent in developing nations.

Clinton has become an international ambassador for the United States and humanitarian causes. In the aftermath of the 2005 Asian tsunami, U.N. Secretary-General Kofi Annan appointed him to head a relief effort. After Hurricane Katrina, Clinton joined with fellow former President George H. W. Bush to establish the Bush-Clinton Tsunami Fund in January 2005, and the Bush-Clinton Katrina Fund in October of that year. As part of these efforts, the two ex-presidents appeared in a Super Bowl XXXIX pre-game show, and traveled to the affected areas.

Clinton is an alumnus of Georgetown University, where he was a member of Phi Beta Kappa and Kappa Kappa Psi and earned a Rhodes Scholarship to attend the University of Oxford. He received a law degree from Yale Law School, where he met his wife, Hillary Rodham Clinton. They have one child, Chelsea.

It is indeed a privilege for me to nominate former President William Clinton for this degree. Please recognize him for his service to our country and to the world by approving him for the honorary Doctor of Humane Letters degree. His many achievements merit this honor and recognition.

Cordially yours,

John C. Hitt  
President