



**USF Board of Trustees  
Governance Committee**

Tuesday, August 15, 2023

Time: 9-9:45am

Microsoft Teams Meeting

*Trustees:* Will Weatherford, Chair; Sandra Callahan, Michael Carrere, Mike Griffin, Melissa Seixas

**A G E N D A**

- I. Call to Order and Welcome Chair Will Weatherford
- II. Public Comments Subject to USF Procedure
- III. New Business – Action Items
  - a. [Approval of Minutes](#) Chair Weatherford
  - b. [USF Foundation, Inc. Board of Directors](#) Chair Weatherford
  - c. [USF Intercollegiate Athletic Association Board of Directors](#) Sr. Assoc. General Counsel, Joel Londrigan
  - d. [Amendments to BOT Governance Policy 07-001 and BOT Operating Procedures](#) General Counsel, Gerard Solis
  - e. [USF Office of Public Policy Events](#) Executive Director, IPPL, Casey Welch
- IV. New Business – Information Items
  - a. [BOG Statement of Free Expression](#) Chair Weatherford
  - b. [President's Goals](#) Chair Weatherford
- V. Adjournment Chair Weatherford



**USF Board of Trustees  
Governance Committee**

Tuesday, May 23, 2023  
Microsoft Teams Meeting

**MINUTES**

Governance Committee Chair Will Weatherford welcomed everyone and called the meeting to order, providing opening comments regarding Spring Commencement, the state budget, the Honors College Building grand opening, and a welcome to our new Student Body President and Trustee, Cesar Esmeraldi.

Chair Weatherford asked Kiara Gayle to call the roll.

**Kiara Gayle called the roll**

Trustee Sandra Callahan  
Trustee Mike Carrere - No  
Trustee Mike Griffin  
Trustee Melissa Seixas  
Trustee Will Weatherford

Chair Weatherford announced that there were no public comments.

**New Business Action Items**

**a. Approval of Minutes**

February 14, 2023

Chair Weatherford requested a motion to approve the minutes. The motion was given by Trustee Griffin and seconded by Trustee Callahan. The February 14, 2023, minutes were approved.

**b. DSO Board of Directors**

**i. USF Research Foundation Inc. Board of Directors**

This request is to approve the ex-officio appointment of Dr. Prasant Mohapatra as a member of the USF Research Foundation Board of Directors as the incumbent holder of the office of University Provost and Executive Vice President.

**ii. USF Alumni Association Board of Directors**

The following new and renewed USF Alumni Association Board of Directors Have Been selected in accordance with the Associations bylaws, and now are being presented for consideration and approval of the USF Board of Trustees.

**New Board of Directors for FY 2024:**

Emily Colón – Director  
Sara DuCuennois – Director  
Mark Giddarie – Director  
Ram Kancharla – Director  
Diana Michel - Director  
USF Student Government Vice President– TBD  
Sean Schrader – Director

**Returning Board of Directors for FY 2024**

Kerine Black – Director  
Maya Brown – Director  
Todd St. John Fulton - Director

**Ex Officio Positions for FY 2024**

Jay Stroman – Director  
Bill McCausland – Director (non-voting)

**iii. USF Health Services Support Organization, Inc. Board of Directors**

Approval of the new or renewed USF Health Services Support Organization.

**Ex Officio Members of HSSO Board of Directors for FY 2023:**

Charles Lockwood, M.D. – Board Chair  
Harry van Loveren. M.D. – Vice Chair and Director  
Steve Omli – Secretary / Treasure

**Appointed Members of HSSO Board of Directors:**

Uday Murthy, PhD – Director  
Kathryn Gillette – Director  
Daniel Vukmer, JD - Chief Executive Officer

Vice Chair Griffin commented on the great list of appointees.

Having no questions concerning the list of DSO Board of Directors, Chair Weatherford requested a motion to approve. The motion was given by Trustee Callahan and second by Vice Chair Griffin. The DSO Board of Directors for the USF Research Foundation Inc., the USF Alumni Association, and the USF Health Services Support Organization, Inc. were approved.

**c. Revisions to USF BOT 06-003 Debt Management Policy**

University Treasurer Fell Stubbs presented.

The USF Board of Trustees Debt Management Policy 06-003 was initially approved by the Board of Trustees on December 7, 2006, and last amended on March 5, 2019.

These Policy revisions are primarily for clarification purposes. The key financial ratios provided in Section VI.B, Debt Capacity Assessment, have been updated for consistency with current, relevant key financial ratios assessed by major credit rating agencies (Moody's and Standard & Poor's).

Once approved by the Board of Trustees, the final USF Board of Trustees Debt Management Policy 06-003 will be recommended to the DSOs for approval.

Having no questions on the revisions, Chair Weatherford requested a motion to approve, which was given by Trustee Callahan and seconded by Trustee Seixas. The revisions to USF BOT 06-003 Debt Management Policy were approved.

**New Business – Informational Items**

**a. NCAA Compliance Education**

Sr. Associate Athletic Director Brendan Armitage presented.

The purpose of this presentation was to provide an overview of NCAA regulations regarding permissible and impermissible activities and interactions between representatives of athletics interest (commonly referred to as boosters) and prospective and current student-athletes at USF.

A power point presentation was presented on the Board of Trustees Governance Committee.

Trustee Seixas had a question on the communication process of this information to our student athletes.

Brendan Armitage responded stating that USF Student athletes receive 9 rules education sessions a year on Booster interaction and NIL (Name Image and Likeness).

The Chair thanked Associate Director Armitage and the team for keeping USF educated on NCAA compliance.

**b. BOT Election Procedure**

Chair Weatherford presented.

Pursuant to Article I, section C of the USF Board of Trustees Operating Procedures, the officers of the Board of Trustees are the Chair and Vice-Chair. The Chair and Vice-Chair shall each serve two-year terms to begin on July 1 following the election and concluding two years later on June 30. The Chair and Vice-Chair shall be elected by majority vote by the Board of Trustees within 30 days of the expiration of the Term.

At the June 13, 2023 BOT meeting, the Board of Trustees will hold officer elections.

Should anyone have questions concerning the election process, please contact the USF General Counsel Gerard Solis or the Director of Board Operations Kiara Gayle.

**c. Conflict of Interest Disclosure**

General Counsel Gerard Solis presented.

Article VII (Code of Ethics) of the BOT Operating Procedures states that it is the policy of the Board that all Trustees will act in a manner consistent with their fiduciary responsibilities to the University and avoid circumstances in which their external financial or other ties could present an actual, perceived, or potential conflict of interest.

If a Trustee believes that he or she may have a conflict of interest, the Trustee shall fully and promptly disclose the conflict to the President, Director of Board Operations, or the General Counsel.

Trustees will be asked to complete the Conflict of Interest Disclosure form, which is distributed annually to provide an opportunity to disclose and review any potential conflicts of interest.

Mr. Solis commented, if any Trustee members had questions or concerns about the Conflict of Interest Disclosure form contact him or Kiara Gayle.

The Chair thanked everyone for their participation. Having no further business, Chair Weatherford adjourned the Governance Committee meeting.

**Agenda Item: III.b.**

**USF Board of Trustees**  
Governance  
August 15, 2023

**Issue:** Direct Support Organization (DSO) submission of new, renewed and ex-officio USF Foundation Board of Directors for terms starting July 1, 2023 or upon approval by the USF Board of Trustees.

**Proposed action:** Review and approval of the new, renewal and ex-officio USF Foundation Board of Directors for terms starting July 1, 2023 or upon approval by the USF Board of Trustees.

---

**Executive Summary:**

**The following have been selected in accordance with the Foundation's bylaws and are now being presented to the USF Board of Trustees' Governance Committee for consideration and approval:**

**NEW MEMBERS**

- **Dee Garcia**, '82 and '90, Director of Development & Strategic Partnerships, Tampa Bay Wave
- **Elizabeth Krystyn**, '88, Founding Partner, BKS Partners
- **Michelle Lynch**, '98, Senior Vice President, Tampa Bay Complex Manager, Raymond James
- **Michelle Turman**, '00, CEO, Catalyst Consulting Services

**TERM RENEWALS**

- **Ashley Butler**, '12, President and Owner, Ice Cold Air
- **Julius Davis**, '93, President and CEO, Volt Air
- **Bob Donaldson**, CEO, Maxi-Blast of Florida

- Gil Gonzalez, '86, CEO, Mission Critical Solutions
- April Grajales, '01, Financial Services Executive
- Anila Jain, '81, Physician and Medical Consultant
- Merritt Martin, '04, Chief of Staff, Moffitt Cancer Center
- Debbie Sembler, Community Leader and Philanthropist

**EX-OFFICIO APPOINTMENTS**

- Christine Turner, USF Alumni Association Board of Directors

**Financial Impact: None.**

---

**Strategic Goal(s) Item Supports:**

**BOT Committee Review Date:**

**Supporting Documentation Online (*please circle*):**    **Yes**

**No**

**Prepared by:** Pam Prado, Chief of Staff and Director of Board Relations

# University Board of Trustee Approval

## 2023 – 2024 USF Foundation Board of Directors



### NEW MEMBER SLATE

- **Dee Garcia**, '82 and '90, Director of Development & Strategic Partnerships, Tampa Bay Wave
- **Elizabeth Krystyn**, '88, Founding Partner, BKS Partners
- **Michelle Lynch**, '98, Senior Vice President, Tampa Bay Complex Manager, Raymond James
- **Michelle Turman**, '00, CEO, Catalyst Consulting Services

### TERM RENEWAL CANDIDATES

- **Ashley Butler**, '12, President and Owner, Ice Cold Air
- **Julius Davis**, '93, President and CEO, Volt Air
- **Bob Donaldson**, CEO, Maxi-Blast of Florida
- **Gil Gonzalez**, '86, CEO, Mission Critical Solutions
- **April Grajales**, '01, Financial Services Executive
- **Anila Jain**, '81, Physician and Medical Consultant
- **Merritt Martin**, '04, Chief of Staff, Moffitt Cancer Center
- **Debbie Sembler**, Community Leader and Philanthropist

### EX-OFFICIO APPOINTMENTS (BY VIRTUE OF POSITION HELD)

- **Christine Turner**, Chair, USF Alumni Association Board of Directors

*Revised 7/1/23*



**Agenda Item: III.c.**

**USF Board of Trustees**  
Governance Committee  
August 15, 2023

**Issue:** Board of Directors for the USF Intercollegiate Athletic Association

---

**Proposed action:** Approval of the Board of Directors for the USFIAA

---

**Executive Summary:**

On June 13, 2023, the USFBOT certified and approved the formation of a new university direct-support organization, the USF Intercollegiate Athletic Association for the operation and management of the university's athletic facilities and its Department of Intercollegiate Athletics.

To proceed in forming the corporation and filing the appropriate paperwork with the state and federal government, the university must establish a board of directors.

By statute, Chair Weatherford must appoint at least one director and President Law must either serve as a director or designate someone to serve in her capacity. Chair Weatherford has appointed Rich Sobieray and President Law has chosen to personally serve as a director.

President Law has recommended for the USFBOT's approval, Dr. Prasant Mohapatra and Jay Stroman to serve as directors.

**Financial Impact:**

None

---

**Strategic Goal(s) Item Supports:** Student success at USF and beyond/A strong sustainable and adaptable financial base

**BOT Committee Review Date:**

**Supporting Documentation Online (*please circle*):** Yes

**Prepared by:** Office of General Counsel

**No**

**Agenda Item: III.d.**

**USF Board of Trustees**  
Governance Committee  
August 15, 2023

**Issue:** SACSCOC Requirement of BOT Self-Evaluation Institutional Policy

---

**Proposed action:** Approve amendments to BOT Governance Policy 07-001 and the BOT Operating Procedures

---

**Executive Summary:**

Principle 4.2.g (Board self-evaluation) of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requires that the governing board define and regularly evaluates its responsibilities and expectations.

The USF BOT regularly uses reflection and systematic self-evaluation to guide improvements in its functioning. At the Governance Committee meetings in 2020, board members discussed board committee structure and development of a standardized self-evaluation in line with what the BOG administers to its board members for its biennial survey. The board chair and the Governance Committee Chair approved the biennial self-assessment survey and had staff administer it in August 2020. The most recent biennial survey was conducted in August of 2022.

The amendments in BOT Governance Policy 07-001 reflect a technical change referencing the current Board Self-Evaluation process that is outlined in the operating procedures.

There are no material changes to the procedure that the Board currently follows.

Approval of these changes will allow USF to be in compliance with the SACSCOC requirement.

**Financial Impact:** n/a

---

**Strategic Goal(s) Item Supports:**

**BOT Committee Review Date:**

**Supporting Documentation Online (please circle):**

Yes

No

**Prepared by:** Office of General Counsel



**UNIVERSITY OF  
SOUTH FLORIDA**

**BOT POLICY**

**Number:** USF BOT 07-001  
**Title:** Governance Policy  
**Responsible Office:** USF Services

**Date of Origin:** 5-31-07

**Date Last Amended:** 3-20-18

**Date Last Reviewed:** 1-30-2023

## **I. STATEMENT OF POLICY**

Article IX, Section 7 of the Florida Constitution provides that the Board of Governors shall establish the powers and duties of the university boards of trustees. Board of Governors Regulation 1.001, copy attached as Exhibit A, delegates those powers and duties to the boards of trustees.

In addition to the powers and duties outlined in Board of Governors Regulation 1.001, the Board is responsible for defining and regularly evaluating its responsibilities and expectations as outlined in the Board of Trustees Operating Procedures.

The Board of Trustees desires to further delegate certain of its powers and duties to the President. Any power or duty delegated by the Board to the President may be rescinded at any time by majority vote of the Board. Except as otherwise provided herein, the President may further delegate his or her powers and duties to employees of the University in accordance with USF Policy 0-100, Delegations of General Authority and Signatory Authority.

The President's authority and responsibilities, as delegated by the Board and stated herein, shall extend to the University, including the three (3) campuses of the University located in Tampa, St. Petersburg, and Sarasota-Manatee, Florida, and at USF Health and at such other place or places as the either the Board or the President deem appropriate for the interests, needs, business, or opportunity of the University.

The President shall perform all duties required by law and customarily performed by presidents of public colleges and universities comparable in size to the University consistent with the applicable rules, regulations and policies of the University and the Florida Board of Governors. Those duties include, but are not limited, to:

1. Operating and managing the University;
2. Providing institutional, faculty, and educational leadership;
3. Strategic planning and visioning;
4. Fundraising;
5. Acting as corporate secretary to the Board;
6. Preparing budget requests, including operating and capital budgets, and submitting same to the Board as required by University governance requirements;
7. Establishing and implementing policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel;
8. Governing admissions;
9. Approving, executing, and administering contracts for the acquisition of commodities, goods, equipment, services, lease of real and personal property, and planning and construction;
10. Acting as custodian of all University property, including the authority to prioritize the use of University space, property, equipment, and resources;
11. Implementing approved programs for the University;
12. Establishing the internal academic calendar of the University;
13. Administering the University's program of intercollegiate athletics;
14. Recommending the establishment and termination of undergraduate, masters and doctoral level degree programs within the approved role and scope of the University;
15. Awarding degrees;
16. Administering the schedule of tuition and fees to be charged by the University;
17. Entering into agreements for student exchange programs;
18. Approving the internal procedures of student government organizations and providing purchasing, contracting, and budgetary review processes for those organizations;
19. Adjusting property records and disposing of state-owned tangible property;
20. Maintaining all data and information pertaining to the operation of the University and reporting on the attainment by the University of institutional and statewide performance accountability goals;
21. Ensuring compliance with federal and state laws, regulations, and other requirements applicable to the University;
22. Reviewing periodically the operations of the University to determine how effectively and efficiently the University is being administered and whether it is meeting the goals of its strategic plan;
23. Organizing the University to achieve the goals of the University efficiently and effectively; and
24. Recommending the adoption of rules, regulations and policies to successfully implement provisions of law governing the operation and administration of the University and the items listed above.

**Date Approved:** May 31, 2007

**Substantively Amended:** (none)

**Technically Amended:** Mar. 20, 2018, July 6, 2017, June 8, 2011, Feb. 17, 2011, July 1, 2008,

**Biennial Review:** Jan. 30, 2023

**Other:** Jul. 1, 2020 (Consolidation)

**OPERATING PROCEDURES OF  
THE UNIVERSITY OF SOUTH FLORIDA  
BOARD OF TRUSTEES**

**ARTICLE I  
ORGANIZATION**

**A. Legal Status of Board of Trustees**

The University of South Florida Board of Trustees (“Board of Trustees” or “Board”) is established as a public body corporate, with all powers as provided by Florida law. The Board of Trustees acts as an instrumentality or agency of the state for purposes of sovereign immunity pursuant to Section 768.28(2), Florida Statutes.

**B. Members**

The Board of Trustees shall be composed of thirteen persons, six members appointed by the Governor of the State of Florida and five members appointed by the Board of Governors. The other two members shall be (1) the elected representative of the University of South Florida Student Advisory Council and (2) the President of the University of South Florida Faculty Council.

Board of Trustees’ members who are appointed by the Governor and Board of Governors shall be appointed for 5-year terms.

Members of the Board of Trustees and the Campus Boards shall not serve on any other non-advisory (i.e. the advisory board does not vote or take actions on university matters) Board of the University or its Direct Support Organizations during their appointed term(s). However, this limitation does not apply to the Board representatives for: the student body serving on the USF Student Advisory Council; the faculty representative serving on the USF Faculty Advisory Council; Board members serving on the USF St. Petersburg and USF Sarasota-Manatee Campus Boards pursuant to Section 1004.341 Florida Statutes; and service on Boards with which the University has an affiliation agreement.

Members of the Board of Trustees shall serve without compensation but may be reimbursed for travel and per diem expenses in accordance with state law.

**C. Officers**

The officers of the Board of Trustees are the Chair and the Vice-Chair. The Chair and Vice-Chair shall each serve two-year terms to begin on July 1 following the election and concluding two years later on June 30 (“Term”). The Chair and Vice-Chair shall be elected by majority vote by the Board of Trustees within 30 (thirty) days of the expiration of the Term. Elected officers may serve for one additional consecutive 2-year term or until a successor is elected by majority

vote, and for each additional consecutive term beyond two terms officers may be reelected by a two-thirds vote.

In the event of a vacancy in the Chair and/or Vice Chair positions, an election will be held as soon as practical after the vacancy occurs to select a member of the Board, by a majority vote, to the applicable vacant position (s). A vacancy occurs upon the death, incapacity, resignation or removal of an Officer. The newly selected officer (s) will serve the remainder(s) of the Term of the vacating officer(s). The completion of a vacating officer's Term shall not limit a Trustee's eligibility to serve two consecutive 2-year terms by majority vote, and to serve each additional consecutive term beyond two terms by a two-thirds vote.

The Officers shall have the following responsibilities:

1. **Chair**

a. The Chair of the Board may serve as Chair of the Finance Committee, serves as an ex officio voting member of all Committees of University Strategic Priorities and all Standing Committees of the Board, and appoints members thereof.

b. The Chair of the Board presides at all meetings of the Board of Trustees, calls special meetings of the Board when necessary, serves as spokesperson for the Board, attest to actions of the Board and notify the Governor or Board of Governors in writing whenever a Board member fails to attend three consecutive regular meetings in any fiscal year, which may be grounds for removal.

c. The Chair of the Board shall appoint at least one representative to the board of directors and the executive committee of any direct-support organization certified by the Board.

2. **Vice-Chair**

The Vice-Chair acts as Chair during the absence or disability of the Chair of the Board and during any temporary period of vacancy before election of a new Chair of the Board pursuant to Section C, 1 above and, in that event, shall perform those duties of the Chair described in these Operating Procedures.

3. **University President**

**a.** The University President shall serve as the chief executive officer of the University and is responsible to the Board for all operations and administration of the University and sets the agenda for meetings of the Board in consultation with the Chair. During the absence or disability of the University President, the Provost and Executive Vice President will function as the President. The President may designate an individual to serve as corporate secretary to the Board. This individual may perform all duties delegated by the President. The President, or designee, shall attend all Board meetings as defined in Article II of these Operating Procedures. The President, or designee, will not be counted as part of a quorum for the purpose of transacting business and shall not vote.

**b.** Subject to the Board's fiduciary and oversight responsibilities, the President serves as the Board's point of official contact with the Campus Boards, faculty, staff, students and support organizations of the University. The President is at all times accountable to the Board. The President exercises such powers as are appropriate to his/her position in promoting, supporting and protecting the interests of the University and in managing and directing its affairs, including but not limited to approving all decisions impacting the organization, curriculum, budget, personnel and performance of the university, subject to the Board's established governance processes. The President shall have the authority to execute all documents on behalf of the university and the Board consistent with law, applicable Board of Governors' and Board of Trustees' rules and policies, and the best interests of the university. The President may issue directives and executive orders that are not in contravention of existing Board policies. The President is responsible for all educational, financial, business and administrative functions of the University to advance its educational missions and goals, consistent with University policy, and exercises such other powers, duties and responsibilities as are delegated or established by the Board.

**c.** The President shall receive all Campus Board recommendations, plans, requests and budgets (collectively "Campus Board Materials") on behalf of the Board. Campus Board Materials are non-binding and advisory on the President and Board. The President shall promptly forward to the Governance Committee any Campus Advisory Materials relating to a matter that will come before the Board for action in its original form along with the President's recommendation to the Board to approve, revise or reject any portion or all of the Campus



Advisory Board Materials. Consistent with the powers and duties delegated to the President by the Board, the President will review and consider Campus Board Materials that do not relate to a matter that will come before the Board for action.

**D. Board of Trustees**

The Board of Trustees is responsible for cost-effective policy decisions, implementing and maintaining high-quality education, research and creative programs consistent with the university's mission, measuring the University performance and providing input regarding compliance with state policy, budgeting and education standards. The Board of Trustees sets policy for the University and serves as its legal owner and final authority. As the "public body corporate" for the university, the Board holds the university's financial, physical and human assets and operations in trust and is responsible for efficient and effective use of resources. It must ensure the performance of all duties assigned by law, rules and regulations of the Florida Board of Governors. The Board, pursuant to Section 1004.28 Florida Statutes, provides budget and audit review and oversight of university Direct Support Organizations and establishes the conditions with which they must comply in order to use property, facilities or personal services at the university. The Board may adopt rules, regulations and policies consistent with established laws and the university's mission and strategic plan. Board members establish policy and assess the implementation of Board policies. When the Board, through majority vote at a public meeting, establishes a new rule, regulation or policy it will be promulgated as follows:

1. Rules- in accord with the requirements set forth in Ch. 120, F.S.;
2. Regulations- in accord with the provisions of the Board of Governor's Regulation Development Procedure for State University Boards of Trustees; and
3. BOT Policies- the President shall assign each BOT policy to the General Counsel office for promulgation with a distinct number that includes the year in which the policy was established (e.g. 2007-01) and posting the policy to the Office of the General Counsel web page.

The specific membership, powers and duties of the Board are authorized by Article 9, Section 7 of the Florida Constitution, and Sections 1001.71, 1001.72 and 1001.73, Florida Statutes.

As the governing board of the University of South Florida (USF), the Board of Trustees (BOT) is responsible for ensuring the institution's well-being. As such, it is important for the board to assess its own performance in meeting its policymaking and governance responsibilities.

———In addition to the powers and duties outlined in Board of Governors Regulation 1.001, the Board is responsible for defining and regularly evaluating its responsibilities and expectations.

Every two years, the Board of Trustees will conduct a comprehensive self-evaluation. The Board's Governance Committee and appropriate university staff will coordinate the evaluation in consultation with the President and Board Chair. The board will use the results to identify its priorities and the work of its committees for the subsequent two years. The committees and university staff will continue to revise and improve the process based on the needs of the Board and University.

**ARTICLE II  
MEETINGS OF THE BOARD OF TRUSTEES**

**A. Regular Meetings**

The Board meets no fewer than four times per fiscal year, at a time and place designated by the Chair of the Board. Meetings of the Board are open to the public and all official acts are taken at public meetings. The schedule of meetings is available on the University of South Florida website at <http://www.usf.edu>.

**B. Special Meetings**

The Board may meet in special meetings, including hearings and workshops, at such times and places designated by the Chair of the Board.

**C. Emergency Meetings**

Emergency meetings of the Board may be called by the Chair of the Board upon such notice as is reasonable under the circumstances whenever, in the opinion of the Chair of the Board, an issue requires immediate Board action. Whenever such emergency meeting is called, the Chair of the Board will notify the President. The President or designee will immediately serve either verbal or written notice upon each member of the Board, stating the date, hour and place of the meeting and the purpose for which the meeting has been called. No other business will be transacted at the meeting unless additional emergency matters are agreed to by a majority of those Board members in attendance. The minutes of each emergency meeting will reflect the manner and method by which notice of such emergency meeting was given to each member of the Board.

**D. Notice of Meetings**

Notice, stating the time, date, place and agenda or purpose of the meeting, of regular meetings, special meetings and committee meetings shall be posted on the USF Website, and shall be distributed through an appropriate USF list serve. Notice will be given not less than seven (7) days, if practicable, before the event and will include a statement of the general subject matter to be considered. Whenever an emergency meeting is scheduled, the President or designee will post a notice on the USF Website and distribute same through an appropriate USF list serve as soon as practicable stating the time, date, place and agenda or purpose of the meeting.

**E. Meetings by Means of Telephone Conference Calls and other Communications Media Technology**

The Board may use telephone conference calls and other communications media technology to conduct Board business in the same manner as if the proceeding were

held in person. The notice of any meeting conducted by means of communication media technology will state where and how members of the public may gain access to the meeting. Such notice will be in accordance with the notice procedures set forth above.

**F. Quorum**

A majority of the members of the Board must be present to constitute a quorum for the transaction of business, unless otherwise provided in these Operating Procedures.

**G. Voting**

The decision of the majority of the Trustees in attendance and voting on an issue shall prevail, except that a majority vote of all members of the Board is required for appointing and removing the president and for approving or discontinuing academic programs. A Trustee may abstain from voting only under those circumstances prescribed by law. Voting by proxy or by mail shall not be permitted.

**H. Parliamentary Rules**

The most recent version of Roberts Rules of Order Newly Revised will be followed in conducting meetings of the Board, unless otherwise provided by the Board.

**I. Agenda**

The agenda for each meeting of the Board shall be prepared by the President or his/her designee. Every request for inclusion of an item on the agenda of a meeting shall be put in writing and filed, together with any supporting documents, with the President sufficiently far in advance of the meeting to permit a determination to be made by the President with respect to the propriety and practicability of including that item on the agenda for the meeting. The President will assemble the agenda and provide a copy of the agenda to each member of the Board at least seven (7) days prior to the meeting and will post the agenda to the USF list serve, the USF Board of Trustees website and with the University Communications Office prior to the meeting. If additional items or supporting documentation become available, a supplemental agenda may be provided at least five (5) days prior to the meeting.

Any proposal to the Board to increase tuition or fees shall be publicly noticed at least 28 days before its consideration at a board of trustees meeting. Such notice will be in accordance with the notice procedures set forth in s. 1009.24, F.S.

**J. Minutes**

Minutes of the meetings of the Board of Trustees shall be kept by the President or designee, who shall cause them to be posted on the Board website and to other places where deemed appropriate within two weeks after each Board meeting. Minutes must include the vote history and attendance of each trustee. All lengthy reports shall be referred to in the minutes and shall be kept on file as part of the University records, but such reports need not be incorporated in the minutes except when so ordered by the Board of Trustees.

**ARTICLE III  
COMMITTEES**

**A. The Governance Committee**

The Governance Committee shall have no fewer than three (3) voting members, all of whom shall be trustees. The Chair and Vice-Chair of the Board of Trustees shall be members. Additional trustees shall be appointed by the Chair to serve on the Governance committee. A majority of Governance Committee members shall constitute a quorum.

The purpose of the Governance Committee is twofold: to conserve time, it shall serve at the pleasure of the Board as the Board's agent in assisting the President to address routine business between regular Board meetings; and it shall assist the Chair and the President in their joint responsibility to help the Board to function effectively and efficiently by suggesting board meeting agenda items and ~~periodically assessing committee work~~ evaluating the Board's performance. The Governance Committee shall have authority to act for the Board of Trustees on all matters except for the following, which shall be reserved for the full Board: appointing and removing the President; approving or discontinuing programs; board officer selection; Campus Board membership; changes in institutional mission and purposes; changes to the operating procedures; incurring of corporate indebtedness; and adoption of the annual budget. These operating procedures or other board policy may reserve other powers for the Governance Committee.

The Governance Committee shall meet as often as necessary to conduct business as the Chair and President shall determine, and it shall ensure that minutes are taken of such meetings which will be distributed to all Trustees for information at the next regular meeting of the Trustees.

**B. Committees on University Strategic Priorities**

The Chair of the Board may establish temporary committees on University strategic priorities as deemed necessary for the orderly conduct of the business of the Board and that relate directly to the strategic priorities of the University. Each committee shall have a written statement of purpose and primary responsibilities as approved

by the Board. The Chair of the Board shall determine the period of service of any such committee(s).

The Chair of the Board appoints the members of the committee and any non-voting faculty and community liaisons, selects a chair of the committee, and serves as an ex officio voting member (when present) of any such committees.

Committees on University Strategic Priorities shall make recommendations for consideration and action by the full Board or other Board committee, as authorized by these Operating Procedures.

The chair of the committee shall perform the chair's duties in consultation with the President and/or designee. The committees shall meet as often as the chair of the committee shall determine necessary. Minutes shall be taken and distributed to all Trustees for information at the next regular meeting of the Trustees. A majority of committee members present shall constitute a quorum for the transaction of business.

**C. Standing Committees**

Standing Committees are appointed by the Chair of the Board. The Chair of the Board appoints the members any non-voting faculty and community liaisons, selects a Chair of the Committee, and serves as an ex officio voting member (when present) of all Committees. Each standing committee shall consist of no fewer than three (3) members. Members of standing committees shall hold office until the appointment of their successors. Any vacancies on standing committees shall be filled by appointment of the Chair of the Board. Unless specifically delegated or as otherwise provided in these Operating Procedures, authority to act on all matters is reserved to the Board. The duty of each standing committee is to consider and to make recommendations to the Board upon matters referred to it. Each standing committee shall have a written statement of purpose and primary responsibilities as approved by the Board. The Chairs of all standing committees shall perform their duties in consultation with the University President and/or designee. Minutes shall be taken and distributed to all Trustees.

**ARTICLE V  
AMENDMENT OF OPERATING PROCEDURES**

These Operating Procedures may be altered, amended or repealed by a majority vote of Board members at a regular meeting, when notice of the proposed amendment or repeal is provided in the meeting notice.

#### **ARTICLE VI APPEARANCES BEFORE THE BOARD**

Individuals or group representatives, who desire to appear before the Board to address a subject within the Board's jurisdiction may submit their requests in writing at least three (3) days in advance to the Office of Board of Trustees Operations, 4202 E. Fowler Avenue, CGS401, Tampa, FL 33620, specifying the agenda item on which the requestor(s) wishes to comment.

Comments shall be generally heard at Board Committees. However, the President in consultation with the Chair of the Board will determine whether the item will be heard and when the item will be heard. There will be a three minute time limit on any presentation. The total time allotted for all comments shall not exceed fifteen minutes, unless approved by the Chair.

As permitted by section 286.0114 F.S., the Chair of the Board may decline to hear any matter that: does not relate to a particular agenda item; is not practicable for a particular meeting; is outside the Board's jurisdiction; or was made available for public comment at a prior workgroup or committee meeting before the Board takes action.

The Chair of the Board may recognize any individual or representative of groups to address the Board.

In order to proceed with the essential business of the Board in an orderly manner, any individual or group representative who attempts to disrupt a Board meeting will be subject to appropriate action pursuant to law.

#### **ARTICLE IV REGIONAL CAMPUS BOARDS**

The Chair of the Board shall appoint members to the Regional Campus Boards for USF St. Petersburg and USF Sarasota-Manatee based on the recommendations of the USF President. Members shall be appointed for 4-year terms. Campus Board members serve at the will of the Board and may be removed by the Board for nonfulfillment of Campus Board duties, other than the Chair of the Campus Board. Members may be reappointed as described herein, at the discretion of the Board, for additional terms not to exceed eight (8) years of service.

In addition, a member of the USF Board of Trustees shall serve as provided below.

- A. USF St. Petersburg** – If a resident of Pinellas County is appointed to the Board of Trustees of the University, the Chair of the Board shall appoint that member to serve jointly as a member of the Campus Board. If more than one Pinellas County resident is appointed to the Board of Trustees, the Chair of the Board shall select one joint member.

- B. USF Sarasota-Manatee** – If a resident of Sarasota-Manatee Counties is appointed to the Board of Trustees of the University, the Chair of the Board shall appoint that member to serve jointly as a member of the Campus Board. If more than one Sarasota-Manatee County resident is appointed to the Board of Trustees, the Chair of the Board shall select one joint member.
- C. Campus Board Chair** – The Board of Trustees member appointed to the Campus Board shall chair their respective Campus Board Chair, unless otherwise approved by the Board of Trustees Chair.
- D. Authority** – As provided by applicable state law or regulation and subject to these Operating Procedures, the Regional Campus Boards shall have the authority to:
1. Review and approve an annual campus legislative budget request, operating plan and budget, which will be submitted to the Board of Trustees.
  2. The Campus Board will exercise other such powers as are lawfully delegated by the University Board of Trustees to provide for the efficient operation and improvement of the campus.

## **ARTICLE VII CODE OF ETHICS**

Trustees are Public Officers of the State of Florida who are invested with the public trust and appointed as fiduciaries of the University. Trustees will exercise their powers and duties in the best interests of the University and avoid actions or situations that result in or create the appearance of using their positions with the University for private gain, unwarranted preferential treatment to themselves or any outside individual or organization, or that calls into question a Trustee's independence and impartiality, or adversely affects the University's reputation.

At the same time, Trustees have a range of professional and personal associations and interests with individuals and other entities. These associations and interests routinely benefit the University and enhance the effectiveness of the Board. However, Trustees should also avoid situations where external associations or interests could compromise, or reasonably appear to compromise, the University's academic values or business decisions, including but not limited to admissions and employment matters.

Accordingly, it is the policy of the Board that all Trustees will act in a manner consistent with their fiduciary responsibilities to the University and avoid circumstances in which their external financial or other ties could present an actual, perceived or potential conflict of interest.

### **1. Presumed Conflict of Interest**



No policy statement can address every conceivable situation that might entail a conflict of interest. However, the following are presumed to create a conflict of interest:

- a. the Trustee's financial interests or other opportunities for personal benefit may compromise, or reasonably appear to compromise, the Trustee's independence of judgment in fulfilling his/her Board duties; or
- b. the Trustee or a member of his or her family, has an existing or potential financial interest or other opportunities for personal benefit relative to a university matter or initiative.

## **2. Conflict of Interest Disclosure**

If a Trustee believes that he/she may have a conflict of interest, the Trustee shall fully and promptly disclose the conflict to the President, Director of Board Operations, or the General Counsel.

The President, Director of Board Operations or the General Counsel shall inform the Chair of the Board of all conflict of interest matters disclosed by a Trustee. If it is determined that a conflict of interest exists, the Chair of the Board, the President, the Director of Board Operations and the General Counsel shall work with the affected Trustee to address the conflict.

In addition, all Trustees shall annually list on the Conflict of Interest Disclosure Form the following relationships.

- a. Relationships that they or members of their family maintain with organizations that do business with the University; or
- b. Relationships and external interests that could be construed to affect their independent, unbiased judgment in light of their decision-making authority and responsibility. If a Trustee is uncertain as to whether to list a particular relationship, the General Counsel must be consulted.

Information shared or gathered as a result of such consultations (including information provided on the disclosure form) shall not be released except: in accordance with applicable public records laws; or when the institution's best interests would be served by disclosure, or as required by court order. Any such required disclosure will be made only after informing the affected Trustee.

## **3. Voting**

Trustees are required to disclose all potential conflicts of interests as described above, but Trustees are still required to vote on all matters before the Board unless an actual conflict of interest as prescribed by law exists. In actual conflict of interest situations, Trustees are not permitted to vote. In situations that involve the appearance or potential of a conflict of interest and a Trustee is present and required to vote, the appearance

or potential of the conflict of interest will be disclosed publicly at the Board meeting in which the affected matter is being considered.

**4. Public Officers**

In addition to the foregoing, members of the Board of Trustees shall be guided by the provisions set forth in Florida law for the conduct of public officers.

**5. Regional Campus Board Members**

This Code of Ethics applies equally to Trustees and Regional Campus Board Members. Disclosures from Regional Campus Board Members should be made to the Regional Chancellor and the General Counsel, who will notify the Chair of the Board and the President in the event of an actual conflict.

**6. Definitions**

The terms used in this Article should be interpreted and defined as provided in Chapter 112, Part III, Florida Statutes: Code of Ethics for Public Officers and Employees.

**ARTICLE VIII  
MISCELLANEOUS PROVISIONS**

**A. Indemnification**

The University of South Florida (University) shall indemnify, defend, and hold harmless each Trustee of and from any and all claims, demands, civil or criminal actions, rights, defenses, counterclaims, proceedings, administrative actions, agreements, contracts, covenants, accounts, offsets, attorneys' fees, costs, damages, liabilities, losses, expenses, suits, debts, judgments, awards, duties or obligations, of any nature whatsoever, at law or in equity (collectively referred to as "Claims"), that arise from or relate in any way to his or her position on the Board of Trustees, or any act undertaken or omitted in connection with his or her service as a Trustee.

**B. Fiscal Year**

The fiscal year of the Board shall commence on July 1 of each year and end on June 30.

**C. Sunshine Laws**

Public access to Board records will be governed by the provisions of the Public Records Law, Chapter 119, F.S. Board meetings shall be governed by the provisions of the Open Meetings Law, Chapter 286, F.S.

**D. Corporate Seal**

The corporation shall have a seal on which shall be inscribed “The University of South Florida Board of Trustees”.

Approved 9/21/01; Amended 03/21/02; Amended 01/21/03; Amended 06/12/08; Amended 06/14/12; Amended, 12/5/13; Amended 06/03/16; Amended 09/01/16; Amended 12/03/19; Amended 3/10/20; Amended 4/1/21; Amended 12/7/21; Amended 5/18/23.

**Agenda Item: III.e.**

**USF Board of Trustees**  
**Governance Committee**  
**August 15, 2023**

**Issue:** Office of Public Policy Events

---

**Proposed action:** Assign the duties of the Office of Public Policy Events to the Institute for Public Policy and Leadership and appoint a Director of Public Policy Events

---

**Executive Summary:**

On July 1, 2023, a new state law Florida Statute 1001.93 went into effect requiring the establishment of an Office of Public Policy Events at each member institution of the State University System in Florida. The purpose of the OPPE is to facilitate the advancement of knowledge through the sponsorship of events featuring open discussion and debate of contested public policy issues from diverse perspectives.

The law authorizes the responsibilities of an OPPE office to be assigned to an existing administrative office within a state university, with the approval of the university board of trustees and the BOG. However, the state university must still appoint a director of public policy events responsible for fulfilling the statutory duties of the OPPE.

An OPPE office must report directly to the university's office that is responsible for compiling and reporting the Integrated Postsecondary Education Data System's graduation rate survey or Office of General Counsel.

**Financial Impact:**

The overall impact of these new requirements is yet to be determined and the budget for the Institute for Public Policy and Leadership will be utilized to cover expenses.

---

**Strategic Goal(s) Item Supports:**

**BOT Committee Review Date:**

**Supporting Documentation Online (please circle):**    Yes

**Prepared by:** Office of the President

**No**

**Agenda Item: IV.a.**

**USF Board of Trustees**  
Governance Committee  
August 15, 2023

**Issue:** BOG Statement of Free Expression

---

**Proposed action:** None, informational.

---

**Executive Summary:**

At the January 2022 Board of Governors meeting, the Board approved the Civil Discourse Final Report. To promote civil discourse in the State University System, the Board of Governors, the presidents of Florida's twelve public universities, adopted a "Statement of Free Expression" in 2019. The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses. Board of Governors Chair Syd Kitson established the Board's Civil Discourse Initiative during his January 2021 "State of the System" address.

The BOG has set forth several expectations, recommendations, and best practices to the University Leadership, the University President, Academic, Student, and Administrative Affairs to ensure compliance with section 1004.097, Florida Statutes, the Campus Free Expression Act, including reaffirmation of the State University System Free Expression Statement.

As part of the Board of Governor's Civil Discourse Recommendations, the Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government *annually review and endorse* the Board's Statement of Free Expression and commit to the principles of civil discourse.

The USF Board of Trustees reviewed and endorsed the BOG Statement of Free Expression at the March 8, 2022, full board meeting.

To comply with the recommendation to review and endorse the statement annually, it will be brought to our next full BOT meeting on August 22<sup>nd</sup> for the Board's consideration.

**Financial Impact:** n/a

---

**Strategic Goal(s) Item Supports:**

**BOT Committee Review Date:**

**Supporting Documentation Online (*please circle*):**

**Yes**

**No**

**Prepared by:** Office of General Counsel

APRIL 15TH, 2019

# **State University System Free Expression Statement**

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this Statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own world view. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of the academic and research missions of each of our institutions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so, without fear of being bullied, threatened or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process.



And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict expression that is unlawful, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's Campus Free Expression Act, section 1004.097, Florida Statutes, and with the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions, while preserving campus order and security.

## **Presidential Goals 2023-2024**

**1) Academic and Research Excellence:**

- a. Maintain Performance Based Funding and Preeminence metrics
- b. Implement strategies towards achieving USNWR public Top 25 ranking
- c. Maximize impact of AAU membership
- d. Strengthen the student experience and engagement opportunities
- e. Recruit and retain faculty in alignment with strategic plan
- f. Develop strategic enrollment plan
- g. Increase research expenditures
- h. Expand capacity to meet the critical workforce needs in the region

**2) Institutional Growth:**

- a. Continue high levels of fundraising success
- b. Complete the due diligence and begin the design phase for an on-campus stadium
- c. Complete the due diligence and begin the design phase for the Environmental and Oceanographic Sciences Building on the St. Petersburg campus
- d. Monitor progress of the student center and residence hall at the Sarasota-Manatee campus
- e. Continue to enhance university-community partnerships, legislative relations, and brand awareness

**3) Organizational Culture:**

- a. Strengthen foundation for talent recruitment and retention
- b. Launch organizational improvements through embedded services and portfolio management
- c. Continue to maximize opportunities and mitigate barriers associated with consolidation

**4) Financial Stability and Transparency:**

- a. Finalize new funds flow model to begin in FY25, including RCM, enhancements to research and TGH-USF Health MCOM models, and development of financial leveraging tool for admissions
- b. Finalize recommendations on monetization or securitization of USF assets

## Presidential Goals 2023–2024

### 1) Academic Excellence & Student Success

#### a. Maintain Performance-Based Funding and Preeminence metrics

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Continue to improve in existing Performance-Based Funding metrics and any forthcoming metric adjustments set by the Board of Governors (BOG)	
Responsible Person(s)/Unit(s)	
ii. Maintain Preeminence status	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### b. Implement strategies towards achieving USNWR public Top 25 ranking

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Focus on increasing the six-year graduation rate, the peer assessment score, and the average spend per student particularly while remaining	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### c. Maximize impact of AAU membership

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Establish strong connections and partnerships with AAU institutions to foster greater influence over higher education policy and facilitate expanded research collaborations	
Responsible Person(s)/Unit(s)	
ii. Ensure active engagement and participation of senior leadership in AAU-specific peer groups, driving meaningful contributions to key discussions	
Responsible Person(s)/Unit(s)	
iii. Demonstrate thought leadership by actively participating in various AAU events, programs, and conferences, solidifying our institution's reputation	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### d. Strengthen the student experience and engagement opportunities

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Ensure student representation on presidential committees	

## Presidential Goals 2023–2024

ii. Commitment to institutional awareness of the importance of maintaining and supporting the mental health and behavioral health of our students

Responsible Person(s)/Unit(s)

Internal Deadline for Completion

Additional Notes/Documentation

### e. Recruit and retain faculty in alignment with strategic plan

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)

Progress

i. 50 additional faculty members in programmatic offerings aligned with areas identified in the strategic plan

Responsible Person(s)/Unit(s)

Internal Deadline for Completion

Additional Notes/Documentation

### f. Develop strategic enrollment plan

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)

Progress

i. Continue work with RNL to develop long-term strategic enrollment plan

Responsible Person(s)/Unit(s)

Internal Deadline for Completion

Additional Notes/Documentation

### g. Increase research expenditures

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)

Progress

i. Focus efforts on increased multi-disciplinary collaborations and additional engagement with federal agencies

Responsible Person(s)/Unit(s)

Internal Deadline for Completion

Additional Notes/Documentation

### h. Expand capacity to meet the critical workforce needs in the region

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)

Progress

i. Develop strategy for Nursing-STEM building on the Sarasota-Manatee campus

Responsible Person(s)/Unit(s)

ii. Work with key stakeholders and university leadership across One USF to examine findings and explore potential curricular innovations and synergies that would address the workforce needs of the Tampa Bay community including nursing, healthcare, and cyber security

Responsible Person(s)/Unit(s)

Internal Deadline for Completion

## Presidential Goals 2023–2024

Additional Notes/Documentation

### 2) Institutional Growth

#### a. Continue high levels of fundraising success

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Raise \$125 million or more in total gifts and commitments including Stadium Capital Campaign	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### b. Complete the due diligence and begin the design phase for an on-campus stadium

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Receive approval by the Board of Governors for debt issuance as required by BOG Regulation 9.013	
Responsible Person(s)/Unit(s)	
ii. Complete design phase	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### c. Complete the due diligence and begin the design phase for the Environmental and Oceanographic Sciences Building on the St. Petersburg campus

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Due diligence	
Responsible Person(s)/Unit(s)	
ii. Begin design phase	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

#### d. Monitor progress of the student center and residence hall on the Sarasota-Manatee campus

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Remain on track for student center and residence hall to open in fall 2024	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

## Presidential Goals 2023–2024

### e. Continue to enhance university-community partnerships, legislative relations, and brand awareness

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Initiate and/or facilitate large, interdisciplinary university-community partnerships that bring additional resources and reputation to USF	
Responsible Person(s)/Unit(s)	
ii. Align and integrate existing CRM systems across the university into a single CRM system to better monitor and track partner network as well as the	
Responsible Person(s)/Unit(s)	
iii. Develop, launch, and widely communicate a physical and digital welcoming front door for new and prospective partners	
1. Explore buildout of research building space for the Office of University-Community Partnerships	
2. Develop a new website and collateral materials for menu of partnership options	
Responsible Person(s)/Unit(s)	
iv. Explore and execute highly visible brand partnerships such as the Tampa International Airport	
Responsible Person(s)/Unit(s)	
v. Increase brand through global workplace environment recognitions	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

## 3) Organizational Culture

### a. Strengthen foundation for talent recruitment and retention

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Begin year two Oracle HCM implementation	
Responsible Person(s)/Unit(s)	
ii. Launch a comprehensive engagement survey across USF to gather feedback and insights, while also establishing an employee lifecycle program	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	

### b. Launch organizational improvements through embedded services and portfolio management

Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Complete phase one of human resources and finance embedded services model including the Provost's Office, USF Colleges, Integrated Research,	
Responsible Person(s)/Unit(s)	
ii. Standardize and optimize HR and finance processes, tools, and metrics for improved standardization	
Responsible Person(s)/Unit(s)	

## Presidential Goals 2023–2024

iii. Review the university's strategic insourcing and outsourcing model	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	
<b>c. Continue to maximize opportunities and mitigate barriers associated with consolidation</b>	
Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Maximize opportunities	
Responsible Person(s)/Unit(s)	
ii. Mitigate barriers	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	
<b>4) Financial Stability and Transparency</b>	
<b>a. Finalize new funds flow model to begin in FY25, including RCM, enhancements to research and TGH-USF Health Morsani College of Medicine models, and development of financial leveraging tool for admissions</b>	
Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. RCM model	
Responsible Person(s)/Unit(s)	
ii. Research model	
Responsible Person(s)/Unit(s)	
iii. TGH-USF Health MCOM model	
Responsible Person(s)/Unit(s)	
iv. Financial tool for admissions	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	
<b>b. Finalize recommendations on monetization or securitization of USF assets</b>	
Major Milestones/Deliverables/Metrics/KPIs (for internal tracking purposes)	Progress
i. Develop strategies for sustainable labor model, predictive workforce planning, and financial alignment	
Responsible Person(s)/Unit(s)	
ii. Streamline purchasing through interdisciplinary solutions and technology	

Presidential Goals 2023–2024	
Responsible Person(s)/Unit(s)	
iii. Review parking and housing revenue streams	
Responsible Person(s)/Unit(s)	
Internal Deadline for Completion	
Additional Notes/Documentation	