



**USF Board of Trustees
Governance Committee**

Thursday, November 16, 2023

Time: 9-9:20am

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 Direct-Support Organizations Board of Directors Chair Weatherford
 - i. [USF Research Foundation, Inc.](#)
 - ii. [USF Foundation, Inc.](#)
 - iii. [USF Financing Corporation and USF Property Corporation](#)
 - iv. [USF Institute of Applied Engineering](#)
 - c. [USF President’s 2022-2023 Evaluation](#) Chair Weatherford
- IV. Adjournment Chair Weatherford



**USF Board of Trustees
Governance Committee**

**Tuesday, August 15, 2023
Microsoft Teams Meeting**

MINUTES

Chair Will Weatherford welcomed everyone and convened the Governance Committee meeting.

Opening Remarks by Chair Will Weatherford.

Chair Weatherford's remarks highlighted the following:

- 2400 Degrees were awarded during the Summer Commencement at USF
- Record setting year with over \$150 Million in total donors and funds
- USF was ranked 15 - as one of the top places to work in Newsweek
- The BOT Meeting will be held at USFSP on August 22, 2023

Chair Weatherford asked Kiara Gayle to call the roll

Kiara Gayle called the roll

Trustee Sandra Callahan

Trustee Mike Carrere

Trustee Mike Griffin

Trustee Melissa Seixas – was not in attendance

Trustee Will Weatherford

A quorum was established.

There were no requests for public comment.

New Business - Action Items

Approval of Minutes

May 23, 2023

Chair Weatherford requested a motion to approve the minutes. It was given by Trustee Callahan, seconded by Trustee Carrere and the May 23, 2023 Governance Committee minutes were approved.

b. USF Foundation Inc. Board of Directors

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.

Chair Weatherford thanked everyone who volunteers their time to serve on our DSOs. The Chair commented that this is critical to the oversight of the university.

A Foundation Representative was included on the call in case the Trustees had questions or comments concerning the new nominees.

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

Chair Weatherford requested a motion to approve the USF Foundation Inc. Board of Directors. The motion was given by Trustee Carrere, seconded by Trustee Griffin and approved.

c. USF Intercollegiate Athletic Association

Sr. Associate General Counsel Joel Londrigan presented.

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.

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

Chair Weatherford requested a motion to approve the USF Intercollegiate Athletic Association. The motion was given by Trustee Griffin, seconded by Trustee Callahan and approved.

d. Amendments to BOT Governance Policy 07-001 and BOT Operating Procedures.

USF General Counsel Gerard Solis presented.

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.

General Counsel Solis commented that the Board has been engaging in self-assessments on a regular basis. Mr. Solis shared his screen which highlighted the technical changes that were being proposed to the Board:

- Changes in the Governance Policy
- Changes in the Operating Procedures

Mr. Solis thanked Ms. Kiara Gayle for her support and asked if there were any questions from the Board members.

Having no questions, Chair Weatherford requested a motion to approve. It was given by Trustee Griffin and seconded by Trustee Carrere. The Amendments to BOT Governance Policy 07-001 and BOT Operating Procedures were approved.

e. USF Office of Public Policy Events

Executive Director, IPPL, Casey Welch presented.

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.

Mr. Welch commented that over the past month he's had discussions with USF stakeholders such as Eric Eisenberg, the leaders of the Center for Civic Engagement at USFSP, the Center for Leadership and Civic Engagement at USF Tampa, as well as counterparts across the SUS System of Florida who are working to implement the same new requirement.

Event ideas discussed with stakeholders were:

- US Constitution Day
- Florida Constitutional Amendment Process
- Election Reform Process

Mr. Welch respectfully asked if the Board would consider a motion to assign the duties of the office of Public Policy Events to the Institute for Public Policy and Leadership and appoint a Director for Public Policy and Events here at USF.

Chair Weatherford thanked Mr. Welch for his presentation and asked if there were any questions from the Board members.

Trustee Callahan had a question concerning the appointing of a director for the Office of Public Policy Events. Mr. Welch acknowledged that it is a requirement for the Board to vote and designate a perspective area to appoint a director. If approved by the Board today, the Institute for Public Policy and Leadership will appoint a director for the Office of Public Policy Events.

Trustee Jasinski Schneider asked Mr. Welch if he has had any interaction with the School of Public Affairs.

Mr. Welch commented that he has had discussions on a regular basis concerning the Public Policy Internship Program.

Chair Weatherford requested a motion to approve USF Office of Public Policy Events. The motion was given by Trustee Griffin, seconded by Trustee Callahan and approved.

New Business – Information Items

a. BOG Statement of Free Expression

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.

Chair Weatherford announced that this is an informational item that will be presented at the next full Board meeting on August 22nd. The Chair will then ask the Board to review and endorse the "Statement of Free Expression".

Chair Weatherford commented that as BOT members and administrators of the University of South Florida, it's important that we set the tone for civil discourse and free expression with how we conduct ourselves. It all starts at the top and works its way through to the faculty and students.

b. The President's Goals

One of the Board's responsibilities is to evaluate the performance of the University President, which is required both by the Board of Governors in regulation 1.001 and the President's contract. The President's performance against her established goals determines the eligibility for President Rhea Law's bonus compensation under that contract. The evaluation process is initiated by President Law when she submits her proposed goals to Chair Will Weatherford. Adjustments are discussed by both President Law and Chair Weatherford before sharing with the Governance Committee for discussion.

At the full Board meeting on August 22nd, the goals will be presented to the Board members for consideration and discussion. The Board will then vote to approve and implement the goals.

The focus of the Goals is to make sure that they are reflective of the priorities of the university. The Goals are in 4 sections:

- 1) Academic and Research Excellence
- 2) Institutional Growth

- 3) Organizational Culture
- 4) Financial Stability and Transparency

Trustee Callahan commented that the goals were well developed and articulated. Her questions were answered in the back up material.

Having no further discussion Chair Weatherford thanked everyone for their participation and adjourned the Governance Committee meeting.

Agenda Item: III.b.i.

**USF Board of Trustees
Governance Committee
November 16, 2023**

Issue: Direct Support Organization Board Membership

Proposed action: Approve an appointment and re-appointment of Direct Support Organization Board Members for the USF Research Foundation, Inc.

Executive Summary:

Per Florida Statute Section 1004.28 and USF System Regulation 13.002, the USF Board of Trustees must approve members of Direct Support Organizations' Boards of Directors. The Research Foundation Bylaws provide for ex-officio membership on the Board of Directors by virtue of University leadership positions.

1. This is a request to approve the ex-officio appointment of Jennifer Condon as a member of the USF Research Foundation Board of Directors as the incumbent holder of the office of University Senior Vice President, Financial Strategy (CFO) and Administrative Services or equivalent position.
2. This is a request to approve the reappointment of Bea Bare as a non-USF member of the Research Foundation Board of Directors.

Bea Bare was most recently Sr. Economic Development Executive at the Tampa Bay Economic Development Council where she served since 1993. She was responsible for dealing with CEOs and other decision-makers in marketing Tampa and Hillsborough County as a good business destination.

The examples of team efforts that closed successfully for which Bea was project leader are numerous, but a sample includes Amgen, Axogen, Baker McKenzie, Bristol Myers Squibb, Citi, Coca-Cola Refreshments, and Quest Diagnostics.

Prior to the EDC, Bea was vice president of the Business Development Corporation of Southwest Florida, then a private, non-profit economic development corporation in Fort Myers. She was charged with marketing Lee County to corporate America and managed all aspects of business recruitment and retention programs for the area.

Economic development projects in which she was involved throughout her career have yielded over \$2.75 billion in direct capital investment and the creation of 27,000+ direct jobs.

Bea is trilingual and was born and raised in Barranquilla, Colombia. She is privileged to be an American citizen since June 12, 1987.

Bea is actively engaged on the Research Foundation Board of Directors and serves on the Foundation BRAG Committee.

Financial Impact: No financial impact

Strategic Goal(s) Item Supports:

BOT Committee Review Date:

Supporting Documentation Online: No

Prepared by: Allison Madden, Corporate Secretary, USF Research Foundation

Agenda Item: III.b.ii

USF Board of Trustees
Governance Committee
November 16, 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: Approval of the appointment of an ex-officio member of USF Foundation Board of Directors to commence upon approval by the USF Board of Trustees.

Executive Summary:

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

- **Jennifer Condon**, Interim Chief Financial Officer, University of South Florida

Financial Impact: None

Strategic Goal(s) Item Supports:

BOT Committee Review Date:

Supporting Documentation Online (*please circle*):

No

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

Agenda Item: III.b.iii

**USF Board of Trustees
Governance Committee
November 16, 2023**

Issue: USF Financing Corporation and USF Property Corporation Boards of Directors

Proposed action: Approve appointment of new director to serve on USF Financing Corporation and USF Property Corporation Boards of Directors

Executive Summary:

Pursuant to Florida Statute Section 1004.28 and USF System Regulation 13.002, the USF Board of Trustees must approve members of Direct Support Organizations' Boards of Directors.

This is a request to approve the appointment of Jennifer Condon, Vice President, Business and Finance and Acting Chief Financial Officer, to the USF Financing Corporation and the USF Property Corporation Boards of Directors as specified by the Bylaws.

Ms. Condon replaces Mr. Sobieray on the two DSO Boards.

This appointment will be effective upon BOT approval.

BOT Committee Review Date: November 16, 2023

Supporting Documentation Online: No

Prepared by: Fell L. Stubbs, University Treasurer

Agenda Item: III.b.iv.

USF Board of Trustees
November 16, 2023

Issue: Direct-Support Organization Board Membership

Proposed action: Approve appointments of Direct-Support Organization Board Members for the USF Institute of Applied Engineering

Executive Summary:

Per Florida Statute Section 1004.28 and USF System Regulation 13.002, the USF Board of Trustees must approve members of Direct Support Organizations' Boards of Directors.

This is a request to approve the appointment of the following two members of the Institute of Applied Engineering:

1. Lt. General Dennis Crall
2. James H. Smith

Biographies/resumes attached.

Financial Impact: n/a

BOT Committee Review Date: Governance Committee 11/16/2023

Supporting Documentation Online (*please circle*):

Yes

No

Prepared by: Office of General Counsel



Lieutenant General Dennis A. Crall

- **Director - Command, Control, Communications, and Computers / Cyber**
- **Chief Information Officer**

Lieutenant General Crall currently serves as the Director for Command, Control, Communications, and Computers / Cyber and Chief Information Officer, Joint Staff J6.

Recent assignments include Deputy Principal Cyber Advisor / Senior Military Advisor for Cyber Policy; and Director – Command, Control, Communications, Computers (C4), Headquarters Marine Corps / Chief Information Officer (CIO) of the Marine Corps.



Lieutenant General Crall is a native of South Carolina where he graduated from the University of South Carolina. He is a career Aviation Command and Control Officer who has commanded at the Squadron and Group levels. He deployed as the Direct Air Support Center – Airborne, Officer-In-Charge in support of Operation Iraqi Freedom, conducting thirty-four combat missions spanning over three hundred fifty flight hours.

Joint assignments include: Deputy Principal Cyber Advisor / Senior Military Advisor for Cyber Policy; Chief, Joint Cyberspace Center, US Central Command (CENTCOM); Executive Officer to the Deputy Commander, CENTCOM; Division Chief, Information Operations, CENTCOM; Division Chief, Developments and Concepts, CENTCOM; Branch Chief, Strategic Plans, Information Operations, US Special Operations Command (SOCOM); Joint Liaison Officer to the 7th Air Force, 607th Air Support Operations Group in Osan, Korea.

Supporting assignments include: Director – Command, Control, Communications, Computers (C4), Headquarters Marine Corps / Chief Information Officer (CIO) of the Marine Corps; Marine Corps Recruiting Command, Operations Officer, Recruiting Station Albuquerque, NM; and Contact Team Officer, 6th Marine Corps District, Parris Island, SC.

Lieutenant General Crall is a graduate of the Marine Corps Command and Control Systems Course; a distinguished graduate of the US Air Force Air Command and Staff College where he earned a M.S. in Military Operational Art and Science; a distinguished graduate of the National War College where he earned a M.S. in National Security Strategy. He has also completed the Harvard Kennedy School Cybersecurity Executive Program.

Updated: 7 Jul 22

JAMES H. SMITH

SUMMARY

Collaborative, engaged, strategic thinker, networked across the Department of Defense with over 35 years of defense acquisition leadership – 10 years as a Senior Executive and 27 years as an Army officer – culminating as the Acquisition Executive for United States Special Operations Command.

CONTACT

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Tampa, FL 33611

703-581-4032
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EDUCATION

U.S. Army War College
Carlisle Barracks, PA
Masters of Strategic Studies

Stanford University
Stanford, CA
M.S. Mechanical Engineering

U.S. Military Academy
West Point, NY
B.S. Civil Engineering

AWARDS AND RECOGNITION

Joint Distinguished Civilian
Service Medal, 2023

Meritorious Executive
Presidential Rank Award,
2021

Senior Executive Service
Performance Awards,
2014-2022

Defense Superior Service
Medal, 2013

EXPERIENCE

Acquisition Executive, United States Special Operations Command

Senior Executive Service Level 2 | December 2017 to July 2023

- Direct report to the Commander, GEN Bryan Fenton
- Led over 1,000 personnel and \$6B per year in the development of equipment and services peculiar to Special Operations
- Responsible for the full life-cycle – from science and technology through sustainment – of all-domain capabilities for SOF
- Reported directly to Congressional Defense Committees and the Office of the Secretary of Defense on all USSOCOM programs

Deputy Director for Acquisition, USSOCOM

Senior Executive Service Level 1 | September 2013 to December 2017

- Oversaw over 200 projects for next generation intelligence, mobility, fires and effects, and data and networks
- Responsible for the professional development of over 400 government acquisition professionals

Military Deputy to the Acquisition Executive, USSOCOM

U.S. Army Colonel | August 2012 to September 2013

- Led highly responsive, time-sensitive capability development in support of global SOF operations

Program Executive Officer SOF Warrior Systems, USSOCOM

U.S. Army Colonel | August 2009 to August 2012

- Led the development and fielding of equipment in support of National Force/Special Mission Unit assets to accomplish highly sensitive counter-terrorism and crisis response missions

Prior experience

- Multiple leadership assignments of increasing responsibility in the U.S. Army as an infantry and acquisition officer
- Served on the Army staff in the Pentagon, overseas, and across multiple stateside locations

Agenda Item: III.c.

USF Board of Trustees
December 5, 2023

Issue: President's 2022–2023 Evaluation

Proposed action: Approval of President Rhea F. Law's 2022–2023 Evaluation and Discretionary Performance Based Compensation

Executive Summary:

Section 4.1 of the Contract outlines the evaluation process and provides that the President shall initiate the evaluation process by providing the Board Chair and Governance Committee a self-appraisal of the President's performance from July 1 of the previous contract year and ended on June 30 of the same.

To aid the Board in its performance review, the President may furnish oral and written reports. These materials are attached.

Under section 6.1 of the Contract, the Governance Committee may recommend to the full Board up to seventy (70)% of the total possible performance based compensation.

BOT Committee Review Date: November 16, 2023

Supporting Documentation Online (*please circle*):

Yes

No

Prepared by: Office of the President

Presidential Goals 2022-2023

1) Academic Excellence & Student Success

Bolster academic excellence and student success outcomes by focusing on establishing initiatives that prepare graduates to compete in a 21st-century workforce and driving meaningful engagement and alignment with business and industry; maintaining momentum on Performance-Based Funding and Preeminence metrics and USF's trajectory to Top 25 USNWR; and ensuring a campus environment that is diverse and inclusive, while fostering a sense of belonging and supporting freedom of expression.

a. Meet or exceed the non-normalized score USF earned in the 2022 PBF assessment.

Major Milestones/Deliverables

i. Top 3 of PBF scores

ii. Non-normalized score of 85

iii. Normalized score of 90

Additional Notes/Documentation

The state budget approved by the governor included \$85 million increase to the state's investment in university performance-based funding and result in approx. \$14million increased PBF award for USF for FY 2023-24.

b. Meet or exceed all Preeminence metrics.

Major Milestones/Deliverables

i. Maintained Preeminent status

ii.

iii.

Additional Notes/Documentation

c. Implement strategies towards achieving USNWR Top 25 including a focus on class size reductions and increasing the six-year graduation rate, the peer assessment score, and the average spend per student.

Major Milestones/Deliverables

USF continues to remain a Top 50 public institution - the university now ranks ahead of 8 public AAU institutions, up from 5 in the 2023 rankings (2023 does not include ASU that was just invited to the AAU)

ii. Peer assessment score has improved from 2.9 to 3.0 - the second year of a 0.1 increase, well ahead of the national average of a 0.2 increase every eight years

iii. Six-year graduation rate improved for 2016 cohort from 74.2% to 74.6% for 2017 cohort

iv. Total expenses per FTE enrollment has increased from \$31,839 in FY21 to \$32,688 in FY22

Additional Notes/Documentation

Class size reduction is no longer part of USNWR criteria

d. Implement best practices and strategies related to freedom of expression including a new civil discourse orientation module.

Major Milestones/Deliverables

i. Implemented in summer 2022 for incoming freshmen - orientation featured a new civil discourse module

ii. The module is to be reviewed annually, along with other orientation materials, to strengthen USF's efforts related to civil discourse

iii. Module is presented entirely online as part of mandatory modules and is overseen by the Dean of Students and Office of Orientation

Additional Notes/Documentation

2) Great Place to Work

Further USF's commitment as a great place to work through attracting, retaining, and developing high-quality, diverse faculty and staff, and improved administrative infrastructure and systems that drive operational efficiency, transparency, and inclusivity.	
a. Begin year one of Oracle implementation to stabilize the infrastructure around talent planning; streamline processes and build efficiencies for predictive workforce planning; and proactive and predictive to promote diversity, equity, and inclusion best practices.	
Major Milestones/Deliverables	
i.	Oracle prep and planning completed with design phase underway with robust stakeholder involvement and input
	Embedded services achieved key accomplishments in test within Executive Services units: 30% faster recruiting actions, 60% faster classification actions and 25%
ii.	faster employment actions
iii.	Newly created team within CHR is purposely driven to partner with leaders to evaluate and assist in identifying opportunities for process improvement
Additional Notes/Documentation	
b. Launch and promote an Employee Success Center to ensure employee growth and retention.	
Major Milestones/Deliverables	
i.	ESC offers customized services: workshops, executive coaching and certificate and badge programs
ii.	Emphasis on employee wellness and Employee Assistance Program
iii.	Resource for performance management that focuses on values-based process that aligns with university strategy
Additional Notes/Documentation	
c. Increase employer brand through global recognition of workplace environment.	
Major Milestones/Deliverables	
i.	Forbes: No. 15, America's Best Employers for Women
ii.	Newsweek: 4-star score for America's Greatest Workplaces, America's Greatest Workplaces for Diversity, 4.5-star score for America's Greatest Workplaces for Women
iii.	Recruitment Marketing Consultants were added to CHR team and have shown marked improvement in online branding: Glassdoor "open employer" status earned
Additional Notes/Documentation	
d. Complete leadership searches	
Major Milestones/Deliverables	
i.	March 1, 2023: New Provost, Prasant Mohapatra, start date
ii.	
iii.	
Additional Notes/Documentation	VPDEI search paused pending changes in state legislation
3) In Pursuit of Excellence	
Elevate and promote USF's pursuit of excellence by advancing the university's regional, statewide, and national reputation through efforts in planning for an on-campus stadium; brand positioning and marketing; engagement with community, alumni, legislative stakeholders, and business and industry; planning and development of new facilities and strategic initiatives on branch campuses and USF Health; and continued implementation of USF's 2022-2027 Strategic Plan.	
a. Continue to monitor the effective implementation of the University's Strategic Plan.	
Major Milestones/Deliverables	

i.	Institutional strategies were developed and organized into 13 identified themes for the 5 goals
ii.	Detailed data on the implementation status of unit-level strategies been collected and is actively monitored by planning officers
iii.	
Additional Notes/Documentation	
b. Empower university leaders to meet their strategic goals.	
Major Milestones/Deliverables	
i.	Enhanced workflow synergies between units
ii.	Increased coordination of university-wide efforts through increased group discussions and executive coaching
iii.	Develop cascading goals (BOT - President - Cabinet) to ensure collaboration, communication and effectiveness
Additional Notes/Documentation	
c. Continue to assess feasibility of on-campus stadium.	
Major Milestones/Deliverables	
i.	March 7, 2023: BOT approves advancing to design phase
ii.	June 13, 2023: BOT approves \$340 million budget for construction
iii.	
Additional Notes/Documentation	
d. Enhance USF's national reputation by completing a brand research project to develop positioning and messaging to support future marketing and communications.	
Major Milestones/Deliverables	
Four brand pillars were created with supporting content from brand research: Our Grit and Determination, Our Tampa Bay Community, Our Legacy of Pushing	
i.	Boundaries and Our Access to Opportunity
ii.	Pillars are supported by sample headlines - tangible examples already being used in the marketplace and proof points that link back to source data
iii.	Revitalized Digital Asset Management system for Pro-Com partners throughout the institution
Additional Notes/Documentation	
e. Increase engagement with the Tampa Bay community through targeted outreach	
Major Milestones/Deliverables	
i.	Launch of Office of University Community Partnerships as Cabinet-level position led by Senior Vice President
ii.	
iii.	
Additional Notes/Documentation	
f. Complete the due diligence and begin the design phase on the College of Nursing expansion and the Sarasota-Manatee campus Nursing/STEM building.	
Major Milestones/Deliverables	
i.	Due diligence for CON expansion has presented option for hybrid approach of demolition, renovation and new build
ii.	Design phase on track with demolition scheduled to begin mid-spring 2024
iii.	Sarasota-Manatee campus received \$2 million in federal earmarks for design
Additional Notes/Documentation	
g. Obtain approval from the Board of Governors to construct the USF Sarasota-Manatee campus Housing and Student Center Project.	

Major Milestones/Deliverables	
i. September 14, 2022: Approval by Board of Governors	
ii. March 1, 2023: Groundbreaking	
iii. On track for Fall 2024 opening	
Additional Notes/Documentation	
h. Launch President's Global Leadership Council to activate high achieving global USF alumni to engage with USF around issues and activities of international significance.	
Major Milestones/Deliverables	
i. Initial meetings and ideation in tandem with Office of University Community Partnerships, University Advancement and USF World	
ii. Council Chair, Steve Presley, Nestle CEO, vetted and secured with council charge and kickoff meeting set for Fall 2023	
iii.	
Additional Notes/Documentation	
4) Research	
Evaluate the needs/gaps of the Office of Research to better meet the changing university landscape.	
a. Meet or exceed USF's rankings in the top 10% for total research expenditures.	
Major Milestones/Deliverables	
i. Top 10% of 648 ranked institutions, USF is 68th/top 10.49%	
ii.	
iii.	
Additional Notes/Documentation	
b. Drive new proposals by faculty and optimize funding levels to increase active research awards.	
Major Milestones/Deliverables	
i. Proposal count up 23% from last year	
ii. Award dollars up 50% from last year	
iii.	
Additional Notes/Documentation	
c. Assess decentralized vs. centralized research models.	
Major Milestones/Deliverables	
i. Work completed by the Office of Research and General Counsel with plan presented to President and leadership	
ii.	
iii.	
Additional Notes/Documentation	
5) Budget Model	
Implementation of the university's new budget model to ensure a strong, sustainable, and adaptable financial base by identifying, carrying out, and maintaining best practices of judicious resource management.	
a. Finalize the new funds flow model, including developing the 5-year financial plan that aligns with the university's strategic plan.	
Major Milestones/Deliverables	
i. April 27, 2023: Special budget workshop held with BOT, Campus Board members and university leadership	

ii. May 23, 2023: Update provided to BOT Finance Committee taking feedback from budget workshop into account	
iii.	
Additional Notes/Documentation	
b. Identify internal efficiencies to address cost containment to invest in strategic growth areas.	
Major Milestones/Deliverables	
i. Continued piloting of shared embedded services model with key Business and Finance operations expanded to Executive Services offices	
ii. Streamlined budget process to advance calendar to provide figures for leadership allocation	
iii. Improvements in student financial services have led to decreased in manual overrides by staff	
Additional Notes/Documentation	
6) Legislative Support, Fundraising & Commercialization	
Maximize external revenue streams through fundraising/philanthropic targets, research, and other auxiliaries.	
a. Continue strong community and legislative relations to bolster awareness of the unique and personalized strengths across each campus to increase advocacy and secure additional recurring state investments.	
Major Milestones/Deliverables	
i. \$63.3 million recurring increase to E&G operational budget	
ii. \$24.3 million to fund first phase of EOS building	
iii. \$6.5 million to invest in campus life facility projects funded through CITF, \$14 million for USF Health research, and \$3 million for new fMRI machine	
Additional Notes/Documentation	
b. Raise \$125 million or more in total gifts and commitments.	
Major Milestones/Deliverables	
i. \$157.4 million in gifts and commitments from over 37,500 donors - a record for financial generosity and number of supporters	
ii. Fifth straight year that annual giving has surpassed \$100 million and second straight record-setting year over \$150 million	
iii. Record 11,800 new donors	
Additional Notes/Documentation	
c. Diversify, commercialize, and monetize USF intellectual property by expanding beyond patents to data licensing, trademarks, copyrights, and actively engaging consultants to identify suitability for licensing and any infringements.	
Major Milestones/Deliverables	
i. Patent licenses up 14% from last year	
ii.	
iii.	
Additional Notes/Documentation	



2022-2023 EVALUATION

PRESIDENT RHEA F. LAW
NOV. 16, 2023



Invitation to join
**ASSOCIATION OF
AMERICAN
UNIVERSITIES**



GOAL ONE

Academic Excellence
and Student Success





ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Maintained status as

Preeminent State Research University

TOP 3

Performance-Based Funding scores

*Normalized score of 90,
non-normalized score of 85*

30+

USF Graduate Programs
ranked among nation's best by
U.S. News & World Report

TOP 50

Public Institution

*ranked ahead of 8 public Association
of American Universities institutions*

Peer assessment score has
improved from 2.9 to 3.0
*in latest U.S. News &
World Report rankings*



GOAL TWO

Great Place to Work



GREAT PLACE TO WORK



National Recognitions

- ✓ *Forbes* **No. 15**, America's Best Employers for Women
- ✓ *Newsweek* **4-star** score for America's Greatest Workplaces
- ✓ *Newsweek* **4.5-star** score for America's Greatest Workplaces for Women



Embedded Services Accomplishments

- ✓ **30% faster** recruiting actions
- ✓ **60% faster** classification actions
- ✓ **25% faster** employment actions



Enhanced Emphasis

- ✓ Employee Success Center
- ✓ Employee Wellness
- ✓ Employee Assistance Program

GREAT PLACE TO WORK



PRASANT MOHAPATRA

begins tenure as new provost and executive vice president for academic affairs

New **CENTRAL HUMAN RESOURCES** team to evaluate opportunities for process improvement

USF Health received **PATENTS FOR HUMANITY** award



GOAL THREE

In Pursuit of Excellence



IN PURSUIT OF EXCELLENCE



INSTITUTIONAL STRATEGIES

were developed and organized into 13 identified themes for the 5 goals of the Strategic Plan



FACILITIES INITIATIVES

- ✓ On-Campus Stadium
- ✓ Sarasota-Manatee Campus Housing
- ✓ Mo-Bull Nurse Medical Clinic
- ✓ Nelson Poynter Memorial Library
- ✓ Porter Family Indoor Performance Facility
- ✓ Judy Genshaft Honors College
- ✓ Student Health & Wellness Center



FOUR BRAND PILLARS were created

- ✓ Our Grit and Determination
- ✓ Our Tampa Bay Community
- ✓ Our Legacy of Pushing Boundaries
- ✓ Our Access to Opportunity

IN PURSUIT OF EXCELLENCE



Creation of new
**OFFICE OF UNIVERSITY
COMMUNITY PARTNERSHIPS**
*under the direction of
Dr. Eric Eisenberg*

>> **BALDWIN RISK PARTNERS**

donate \$5 million to grow the risk management and insurance program at USF's Muma College of Business

>> **RAPID7**

and USF partner to establish the Rapid7 Cyber Threat Intelligence Lab

>> **TAMPA ELECTRIC**

invests in visionary partnership with Clean Energy Research Center

>> **MACDILL AIR FORCE BASE**

and USF announce strategic partnership

>> **RELIAQUEST LABS**

at USF train new crop of cybersecurity threat hunters



GOAL FOUR

Research



RESEARCH



A NEW WORLD RECORD

Joseph Dituri, Ph.D.,
completes 100-day research
mission living underwater

RECORD NUMBER (10)
of Fulbright Scholars

SIX NEW FELLOWS
named to the American
Association for the
Advancement of Science

TOP 10%
of 648 ranked institutions
for total research
expenditures

Proposal count
UP 23%
from last year

Award dollars
UP 50%
from last year



GOAL FIVE

Budget Model



BUDGET MODEL

SPECIAL BUDGET WORKSHOP

- ✓ Board of Trustees
- ✓ Campus Board Members
- ✓ University Leadership

Updates provided to Finance Committee for new funds flow model

Continued piloting of **SHARED EMBEDDED SERVICES MODEL** with key Business and Finance operations expanded to Executive Services offices

COLLABORATION CONTINUES on model with key stakeholders across One USF





GOAL SIX

Legislative Support,
Fundraising &
Commercialization



LEGISLATIVE SUPPORT, FUNDRAISING AND COMMERCIALIZATION

Donor support and enthusiasm remains at record levels



*Record **11,800** new donors*

\$157.4 MILLION in gifts and commitments from **OVER 37,500 DONORS** *(a record for financial generosity and number of supporters)*

- ✓ *Sarasota-Manatee campus earned **LARGEST GIFT IN HISTORY** from BRP Group*
- ✓ ***USF FEDERAL CREDIT UNION** announces new support of endowments and title sponsorships*

*Fifth straight year that annual giving has surpassed **\$100 MILLION** and second straight record-setting year **OVER \$150 MILLION***

LEGISLATIVE SUPPORT, FUNDRAISING AND COMMERCIALIZATION

**Continued strong
legislative support**



\$63.3 MILLION

recurring increase to operational budget

\$24.3 MILLION

*to fund first phase of Environmental and
Oceanographic Sciences building on the
St. Petersburg campus*

\$6.5 MILLION

*funded through Capital Improvement
Trust Fund*

\$14 MILLION

for USF Health research



2022-2023 EVALUATION