



USF Board of Trustees

Thursday, March 9, 2017

Marshall Student Center Ballroom

9:30 am – 12:30 p.m.

A G E N D A

I. Call to Order and Comments Chair Brian Lamb

Fulbright Scholars Program Dr. Kiki Caruson

II. New Business – Action Items (*Minutes & Consent*)

a. FL 101 – Approval of Minutes Chair Brian Lamb

[December 1, 2016](#)

b. Consent Agenda (FL 102 – FL 112) Chair Brian Lamb

(BOT committee representatives may address approved items listed below. UFF representative may address any item that relates to terms and conditions of in-unit faculty employment.)

Board members should notify the Assistant Corporate Secretary of any items they wish to be pulled from the Consent Agenda 48 hours prior to the meeting. Items pulled will be discussed and voted on separately after the remainder of the consent agenda is approved.

Academic and Campus Environment Committee Approved Items

FL 102 – Approval of Tenure as a Condition of Employment, USF Tampa

FL 103 – Approval of Tenure as a Condition of Employment, USF St. Petersburg

FL 104 – Approval to Amend USF Regulation 3.029: Textbook & Instructional Materials Affordability

FL 105 – Approval of Proposed Degree Program Terminations USF, USFSP & USFS-M

FL 106 – Approval of New USF Regulation 6.0025: Veterans Students' Services And Awarding of Academic Credit

Audit and Compliance Committee Approved Items

FL 107 – Approval of Compliance & Ethics Program Charter

FL 108 – Approval of the Revised Audit Program Charter

FL 109 – Approval of the Adoption of USF System Regulation: Waste, Fraud,
or Financial Mismanagement Prevention and Detection

Finance Committee Approved Items

FL 110 – Approval of Amended Debt Management Policy

FL 111 – Approval of Revised USF System Purchasing Regulations

Strategic Initiatives Committee Approved Items

FL 112 – Approval of Amended UMSA/MSSC Articles of Incorporation &
Bylaws Changes

c. New Business – Action Items

FL 113 – Approval of President’s Contract 2017-2018 Vice Chair Jordan Zimmerman

FL 114 – Acceptance of Performance Based Funding Data Integrity Audit
& Approval of Data Integrity Certification VP Trivunovich/Kate Head

FL 115 – Approval of 2015-2016 SUS Accountability Reports

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|-------------------------|--|
| 1. USF System | Provost Ralph Wilcox |
| 2. USF Tampa | Provost Ralph Wilcox |
| 3. USF St. Petersburg | Regional Chancellor Sophia Wisniewska |
| 4. USF Sarasota-Manatee | Interim Regional Chancellor Terry Osborn |

III. New Business – Informational Items

a. USF System Updates

- | | |
|-------------------------|--|
| 1. USF System and USF | President Judy Genshaft |
| 2. USF St. Petersburg | Regional Chancellor Sophia Wisniewska |
| 3. USF Sarasota-Manatee | Interim Regional Chancellor Terry Osborn |

b. BOT Roundtable Discussion Chair Brian Lamb

VI. Adjournment Chair Brian Lamb

Unofficial Minutes
USF Board of Trustees Regular Meeting
Marshall Student Center
Thursday, December 2, 2016

Chair Brian Lamb convened the regular meeting of the USF Board of Trustees at 9:30 a.m. The Chair welcomed everyone to the meeting.

Chair Lamb was happy to report that at an Annual Trustee Summit held in Boca Raton, the USF Board of Trustees was recognized and received the “Mori Award” for being the most engaged Board. Chair Lamb shared the award with everyone.

Chair Lamb made an announcement that this will be the last meeting in which the binders will be used. The USF Board of Trustee members will began using the new Diligent Board Management Program; which is a paperless system activated on line.

President Judy Genshaft called roll with the follow Trustees present:

Trustee Mike Carrere
Trustee James Garey
Trustee Stephanie Goforth
Trustee Chris Griffin
Trustee Scott Hopes
Trustee Brian Lamb
Trustee Stan Levy
Trustee Hal Mullis
Trustee John Ramil
Trustee Byron Shinn
Trustee James Stikeleather
Trustee Nancy Watkins
Trustee Jordan Zimmerman

Chair Brian Lamb welcomed and congratulated the USF Athletic Director Mark Harlan and head football Coach Willie Taggart. The USF Bulls had a record season by completing the season with a 10 and 2 record.

Athletic Director Mark Harlan reported that USF Athletics is posting a record 86% graduation rate for all student athletes.

Coach Willie Taggart made comments on the successful football season on the field as well as in classrooms and is looking forward to the upcoming bowl game this month. He thanked President Judy Genshaft and Athletic Director Mark Harlan for their leadership and support.

Chair Brian Lamb announcements:

- Fall Classes are winding down and final exams are next week.
- 6 Commencement ceremonies are scheduled across the USF System with more than 4000 students graduating December 9-11. We are expecting approximately 2500 to walk across the stage throughout the USF System.

Provost Ralph Wilcox reported on two innovative programs that are essential to achieving the University of South Florida's goals. The Provost made comments about the great partnership that USF Athletics has with Academic Affairs. Each year the President and Provost award 2 trophies to Athletic teams. One team receives a trophy for the highest GPA, the other team for the greatest GPA increase from year to year. This year the USF Football team received the trophy for the greatest increase of GPA from year to year due the leadership of Athletic Director Mark Harlan and Head football coach Willie Taggart.

Associate Vice Provost Cindy DeLuca leads Innovative Education for the University of South Florida. Innovative Education focuses on Innovation through collaboration; by highlighting access affordability, high quality and student success. Associate Vice Provost DeLuca also Chairs the Board of Governors Committee on Implementation

Vice Provost DeLuca presented a power point presentation on E-textbooks. The first power point was on an e-textbook launched during the spring of 2016 authored by Associate Professor in the College of Education Dr. Jennifer Schneider. The second e-textbook is being authored by Associate Professor in the College of Engineering Dr. Kinsley Reaves. Dr. Reeves was in attendance.

There are IPAD's available at the Board meeting today with the E textbooks downloaded on them for observation.

Dean Moez Limayem presented a power point presentation on Muma College of Business Corporate Mentorship Program. Dean Limayem announced that the Entrepreneurship Program at the University of South Florida was recently ranked top 10 in the nation among public and private institutions. Approximately 70% of students who graduate from this program successfully start their own business and are first generation college students. There were students and mentors featured in the presentation who gave brief personal testimonies of their experience in the Corporate Mentoring Program.

The power point provided an overview on:

- Success at USF and Beyond
- Pairing with a mentor - Chair Brian Lamb serves as a corporate mentor in the program.
 - Professional Development
- The Impact
- The metaphor of planting a beautiful green and gold tree.

- Ways to donate and support the Corporate Mentoring Program.

Because of its 100% successful graduation rate, Chair Brian Lamb would like to share the USF Corporate Mentoring program and the success stories behind it, with members of the Florida Board of Governors, Marshall Criser and Thomas Kuntz. This program could possibly become a model for the State University System of Florida.

New Business Action Items

FL 101 – Approval of Minutes

October 14, 2016 Minutes - Chair Lamb asked for a motion, it was seconded and approved.

September 1, 2016 Minutes – Chair Lamb asked for a motion, it was seconded and approved.

May 3, 2016 Minutes – Chair Lamb asked for a motion, it was seconded and approved.

Consent Agenda – FL 102 – FL 105

FL 102 – Approval of Tenure as a condition of Employment USF Tampa (CA)

FL 103 – Approval of Proposed New Degree Program USFSP; Master of Science in Conservation Biology, CIP 261307 (CA)

FL 104 - Approval of Tenure as a Condition of Employment, USF Tampa (CA)

FL 105 – Approval of USFSP 2015-2025 Campus Master Plan Update (CA)

FL 106 – Approval of Change to USF Regulations 10.203 Benefits and Hours of Work (Administration & Staff) and 10.104 Benefits and Hours of Work (Faculty) (CA)

Chair Lamb reported that the USFSP Student Housing Rental Rates were taken off of the Consent Agenda.

Trustee Stan Levy reported on behalf of the ACE Workgroup. The items were discussed and supported by the workgroup then unanimously recommended a motion for approval by the Board.

UFF President Dr. Author Shapiro congratulated the Board and leadership at the University of South Florida on completing negotiations before the holidays and wished everyone a healthy and Happy New Year.

After a thorough review Chair Brian Lamb asked for a motion to approve the Consent Agenda. Trustee Stan Levy seconded the motion and the consent agenda was approved.

New Business – Action Items

FL 108 - Approval of USFSM Campus Board Appointees

President Judy Genshaft announced that the Board has appointed Ms. Kelley Lavin to the

USFSM Campus Board. Ms. Lavin was named Group Publisher of Sarasota Magazine, 914 CEO and Venice Magazine. She has more than 25 years of experience with regional and national publications, including management positions at Texas Monthly, Chicago Magazine Metropolitan and Vogue. She is a resident of Sarasota Manatee and comes highly recommended by Regional Chancellor Sophia Wisniewska and Trustee Byron Shinn. Chair Bryan Lamb asked for a motion to approve Trustee Byron Shinn seconded. FL 118 was passed.

FL 109 - Approval of Kotok and Cumberland Advisors Resolution

President Judy Genshaft presented the Resolution. David Kotok and the Cumberland Advisors have pledged to provide \$60,000 to install and support a Bloomberg Terminal at USF Sarasota-Manatee. In recognition of this donation, the President of the University recommends naming a classroom at USF- The David Kotok and The Cumberland Advisors Bloomberg Lab.

Chair Brian Lamb asked for a motion, which was seconded and approved.

FL 110 - Approval of Goldman Resolution

President Judy Genshaft presented the resolution. Dr. Allan Goldman has been a distinguished faculty member, former Chairman of the Department of Internal Medicine, Professor Emeritus and retired as Associate Dean of Graduate Medical Education and Alumni. In recognition of Dr. Goldman's pledge of \$100,000 to support the USF Health Downtown Expansion and his service to USF, President Judy Genshaft recommends naming a conference room within the Morsani College of Medicine downtown medical facility the Allan L. Goldman Conference Room.

Chair Brian Lamb asked for a motion which was seconded and approved.

FL 107 – Approval of USFSP Student Housing Rental Rates

USF St. Petersburg Regional Chancellor Sophia Wisniewska asked (**Joe Trubacz**) to present a power point presentation on USFSP Student Housing Rental Rates. **The presentation included information on:**

- Inventory - Residence Halls 1 and the University Student Center and the Hilton Hotel
- Overview - Housing Rates Increase
- Local Market Comparisons
- Cost Pressures
- Housing Maintenance Projects
- Debt Service Coverage
- USFSP Housing Rental Rate Proposal
- Recommendation

Trustee Scott Hopes commented that he will abstain from the vote today to approve the USFSP Housing Rental Rates and will submit the appropriate 8A form to the state within 10 days stating why.

The Board approve the housing rate increase as presented by USFSP Staff. Staff will annually return to the Board Finance Committee to report on the performance of the housing system at USFSP to ensure the assumptions underlying the increase remain valid. If the Finance Com. disagrees with the report, then the Board Finance Committee retains the authority to refer the increase to the full Board for reconsideration. The full Board's reconsideration of the increase will be presented as an action item at the next regularly scheduled or special Board meeting.

Trusted Stan Levy made a motion to approve it was seconded and was approved by all but Trustee Christopher Griffin who opposed the vote.

FL 111 – Approval of President’s Evaluation 2015-16

Vice Chair Jordan Zimmerman and Chair of the Governance Committee provided a summary of the Governance meeting held on November 17, 2016 and presented examples of President Judy Genshaft’s Goals and accomplishments.

The Trustees were provided with copies of the President Genshaft’s self-evaluation.

The 2015-16 academic year marked the culmination of President Genshaft’s 16th year serving as the University of South Florida System President and CEO with the declaration of the institution as an **Emerging Preeminent State Research University**. USF has emerged as a leading higher education system devoting unprecedented resources to supporting its students so that they can graduate on time with high quality degrees and minimal debt. Under President Genshaft's leadership, the USF System continues its upward momentum as a top research university in the State of Florida and the Nation including a consistent top tier ranking for the **SUS Performance Based Funding (PBF)**.

USF continues to be ranked as a top university for research expenditures for total research expenditures among all universities, public and private as designated by the National Science Foundation (top 7%); a top producer of Fulbright Scholars; and a global leader in producing new U.S. patents. USF System achieved record-breaking numbers, **\$458,506,047 million total research contracts and grants**, a \$17.9 million increase over the prior year and second within the SUS.

Trustee Zimmerman provided examples of the President’s Goals:

1. Research
2. Fundraising

3. Students Success
4. USF Health

Vice Chair Zimmerman provided examples of 7 Top achievements:

1. Emerging Preeminence Status
2. Performance Based Funding
3. Downtown redevelopment
4. Unstoppable Campaign
5. P3 Project
6. Academic Success
7. Elimination of the achievement gap

President's Goals: See attachment

The Governance Committee unanimously recommends President Judy Genshaft be awarded 95% of her potential stipend (or \$116.375).

Vice Chair Jordan Zimmerman moved that the Board of Trustees approve the Governance Committee's recommendation of 95% performance stipend (or \$116.375) for President Judy Genshaft. It was seconded by Stephanie Goforth and approved.

Chair Brian Lamb commented on the President's self-evaluation and pointed out a few outstanding achievements:

- Leadership
- Strategic direction of USF
- Talent – as it relates to faculty, staff and administration.
- USF's brand and reputation.
- Peer performance

After careful observation of an outstanding year and receiving positive feedback from members of the FBOG, former USF BOT members as well as the Governor, Chair Brian Lamb proudly awarded President Judy Genshaft 100% of the 30% performance stipend which will be \$168.000.

New Business – Informational Items USF System Updates

USF System and USF

President Judy Genshaft provided an update on the USF System and USF Tampa campus.

- On a path to Preeminence
- Campus trends- issues with mental health and issues with counseling

- Campus protests – currently working closely with students and faculty to assure a safe and welcoming environment.
- Observing the development of the P3 Project on the Tampa and St. Petersburg campuses as well as working with legislatures and moving forward with a future STEM building at the USF Sarasota-Manatee campus.
- Impactful trips. 14 USF administrators recently visited North Carolina State and there was also a trip to Washington University at St. Louis.
- Raised \$947 million dollars for the Capital Campaign
- Working with USF Health in collaboration with other health care partners. A recent change of leadership at TGH. Sr. Vice President Lockwood is on the search committee for a new CEO.
- USF has received \$5 million for recurring funding, specifically for adding to excellence.
- New leadership for the USF Heart Health Institute downtown, Dr. Sam Wickline.
- There will also be new leadership in USF Medical Engineering
- The USF Research profile is doing very well. There are plans to generate more revenue with private corporations and national funding.
- Feasibility Study contract for an on campus stadium

Chair Brian Lamb encouraged the Board members to participate in helping USF reach the \$1 billion campaign goal.

Vice President Joel Momberg made comments on the impressive commitment of contributions from the USF leadership, administrators, Alumni Association Board members and staff to the campaign. Vice President Momberg is requesting the support from the members of the Board of Trustees.

Vice Chair Jordan Zimmerman commented on his goal of paying it forward to help others achieve their dream, how he loves to live by example, and his gift of \$10 million to the USF Campaign.

USF St. Petersburg

On behalf of the Board Trustee Stephanie Goforth recognized St. Petersburg Campus Board member Roy Binger for his years of service and presented him with a gift.

Regional Chancellor Sophia Wisniewska provided an update for the USF St. Petersburg campus. A power point presentation was presented on:

- Introduced the New Chief Diversity Officer Cecile Howard
- Rise in the Rankings
- Building Retention and Graduate Rate Initiatives
- Announced that Dr. Shari Swartz will be the new USFSP Registrar □ Will be implanting a data driven program.

- Designing a series of 1 credit on line courses.
- Enrollment Management Plans
- Identifying funds that allow seniors additional resources to complete their education.
- Foundational STEM courses
- Will be offering a new series of program proposals
- Winning the Kennedy Cup
- Partnering with the Weekly Challenger
- Nearing Completion of the Lynn Pippenger Hall. A ribbon cutting is scheduled for January 17, 2017. A fun video of Pippenger Hall being built was shared with everyone.

USF Sarasota Manatee

Chancellor Sandra Stone provided an update on the USF Sarasota-Manatee campus. A power point presentation was presented on.

- Student Success
- Campus Life
- Strong Freshman Class – Average GPA 3.9
- Fundraisers
- Working with USF Athletics to bring a Women’s Rowing team to campus.
- Student Hospitality Club – Received Club of the Year Award.
- Unsuccessful in getting the recognition by the Chronical for Higher Education as a great college to work for.
- A recent training session facilitated by Diversity, Inclusion and Equal Opportunity Chief Diversity Officer, Jose Hernandez
- Strategic Enrollment
- Teaching and Learning – A new Study Abroad Program starting in December in Peru.
- On line Degrees – by Fall 2017
- Enhancing and expanding service learning opportunities
- Faculty Awards
- Community Engagement/ Resources

BOT Roundtable Discussion

Chair Brian Lamb asked the BOT members who are chairs to committees for their feedback on priorities and concerns over the next 90 days.

Vice Chair Jordan Zimmerman reported that the Governance Committee will focus on:

The

- Direct Support Organizations. □ Delegation of Authority
- The President’s Contract

Trustee Hal Mullis reported that the Strategic Initiatives Committee will focus on:

- Examining strategies in 3 major areas: Health, Monetization and Research.

- Busy with primary projects in health: The development of the Strategic Business Plan for USF Health (UMSA)
- Putting together a joint operating agreement with Tampa General Hospital
- Development of a USF System Consortium for health related programs
- The development of the P3 Project
- Research Expenditures, Grant Submissions, Strategic Initiatives and Partnerships.

Trustee Stan Levy reported that the Academic and Campus Environment Committee will focus on:

- Degree Productivity Reports
- Pre Eminence Metrics – Updates from the regional campuses
- Team Grant Performance
- 2017 Work Plans
- Career Planning and Placement – Mentoring Program

Chair Brian Lamb commented on the Chairs meeting with the Governor. USF showed really well as it relates to degree productivity reports. Other items that were discussed:

- Student Success
- Access
- Pell Grant Students and Diversity
- Graduation Rates
- Student Athletes- Performance and Graduating at fast rates.
- Research
- Pre Eminence and Performance Based Funding
- Who will be the next AAU Institution in the State of Florida

Trustee Nancy Watkins reported that the Audit and Compliance Committee will focus on:

- Replacement of retiring Executive Director of Audit and Compliance Debra Gula. The search committee has narrowed the search down to two candidates for the position.
- A workshop on Compliance
- The structure of USF

Trustee Brian Lamb commented that the Finance Committee will focus on:

- Capital Projects
- Monetization
- Budgets and Ratings

On behalf of the Board, Trustee John Ramil congratulated Chair Brian Lamb on his new assignment with Fifth Third Bank.

Trustee John Ramil reported that on September 27th there was a Joint Affiliation Committee meeting with Moffitt Cancer Center.

- Moffitt Cancer Plans
- Developing Legislative Agendas
- USF Sub Specialty Services at Moffitt Cancer Center
- Sr. Vice President Charles Lockwood provided a briefing on the Tampa Bay Health Alliance and the impressive enrollment and MCAT scores at USF Health. □ President Judy Genshaft provided an update
- USF emerging preeminence status.

Trustee Ramil reported on the Florida Council of 100 meeting, the Economic Development Committee / Business Policy in Higher Education Committee.

Trustee Jim Garey commented on the fact that the student to faculty ratio will need to be addressed.

Trustee Michael Carrere made comments concerning funding requirements for the move of the USF Health Center downtown as it relates to the legislature and funds that USF is required to raise internally also money from the State of Florida.

Trustee Scott Hopes commended Chair Brian Lamb and Vice Chair Jordan Zimmerman on their leadership and ending the year in an incredible way by restructuring Governance, aligning priorities, setting goals and strategies.

Having no further business Chair Brian Lamb adjourned the regular meeting of the USF Board of Trustees.

Agenda Item: FL 102

USF Board of Trustees
March 9, 2017

Issue: Tenure Nomination as a Condition of Employment

Proposed action: Approve Tenure as a Condition of Employment, USF Tampa

Executive Summary:

Administrators such as the President, Provost, Deans, Chairs, and senior faculty who are recruited to USF Tampa are normally awarded tenure as a condition of employment. These highly qualified individuals usually have earned tenure at their previous institutions, which makes them attractive candidates to USF. In order to attract them, USF must provide a package that is competitive with other nationally and internationally ranked institutions. Tenure upon appointment for qualified candidates, among other things, is a term and condition of the employment package that makes USF an institution of choice.

Financial Impact:

Strategic Goal(s) Item Supports:

USF Strategic Plan 2013-2018, Goal II

Workgroup Review Date:

Academic and Campus Environment Work Group – January 19, 2017

Supporting Documentation Online (please circle): Yes **No**

Tenure Nominations as a Condition of Employment

USF System or Institution specific: USF Tampa

Prepared by: Dwayne Smith, Senior Vice Provost & Dean, Graduate Studies, 813-974-2267



MEMORANDUM

DATE: March 9, 2017

TO: Brian Lamb, Chair

FROM: Judy Genshaft
President

SUBJECT: Tenure as a Condition of Employment Nominations, USF Tampa

I am requesting approval by the USF Board of Trustees of the enclosed Tenure as a Condition of Employment Nominations at USF Tampa. In nominating these faculty members for tenure, I certify that the requirements and conditions contained in USF Regulations, Policies, and Procedures for the granting of tenure have been met. I am satisfied that the nominees will make a significant professional contribution to USF Tampa and the academic community.

Enclosures

Faculty Nominations for Tenure as a Condition of Employment, USF-Tampa
USF Board of Trustees Meeting – March 9, 2017

<u>College</u>	<u>Name</u>	<u>Rank</u>	<u>Department/ School</u>	<u>Degree of Effort*</u>	<u>Previous Institution</u>	<u>Tenure at Previous Institution</u>
Arts & Sciences	Charles Stanish	Professor	Anthropology	1.0	UCLA	Yes
Engineering	Huabei Jiang	Professor	Medical Engineering	1.0	University of Florida	Yes

*If less than 1.0 FTE

University of South Florida
Tenure Nominations as a Condition of Employment

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Arts & Sciences

Charles Stanish, Ph.D.

Dr. Charles Stanish will join the USF faculty as a Professor in the Department of Anthropology in April 2017. Dr. Stanish received his PhD in Anthropology from the University of Chicago in 1985. Since 2001, he has served at the University of California – Los Angeles as Director of The Cotsen Institute of Archeology and as a tenured Professor of Anthropology. He was elected a member of the prestigious National Academy of Sciences in 2010, and is also a Fellow of the American Academy of Arts and Sciences. Dr. Stanish is the author and co-author of 14 books published by university presses at Cambridge, University of Michigan, UC-Berkley, Field Museum-Chicago, University of Texas, and Oxford. As well, he is the author/co-author of 70 refereed journal publications. His work has garnered federal funding through 16 grants awarded by the National Science Foundation. At USF, he will establish a transdisciplinary institute/center on the Holocene where faculty and students from Anthropology, Geosciences, and the Biomedical Sciences come together to address pressing global problems related to health and the environment. This research is critical for understanding climate change as well as globalization's impact on health, mobility and technology, and cultural diversity. The faculty and Chair of the Department of Anthropology recommends tenure upon hire at the rank of Professor. The Dean of the College of Arts & Sciences also recommends tenure upon hire at the rank of Professor. This recommendation is strongly supported by Provost Ralph Wilcox and President Judy Genshaft.

Engineering and Morsani College of Medicine

Huabei Jiang, Ph.D.

Dr. Huabei Jiang joined the USF Faculty in Spring 2017 as the first faculty member hired externally in the newly-formed Department of Medical Engineering, a joint department between the College of Engineering and the Morsani College of Medicine. His position is that of Professor and his tenure home is in the College of Engineering. Dr. Jiang comes to us from the University Florida, where he was a tenured Professor and held the Pruitt Endowed Professor of Biomedical Engineering. He has an outstanding research record, and is acknowledged as an international leader in the field of photoacoustic imaging and other related imaging modalities with strong clinical translational applications. His outstanding reputation is substantiated by a sustained output of close to 100 peer-reviewed articles in noteworthy research and clinical journals, and a powerful record of obtaining a number of multi-year research grants from NIH and other federal agencies. Dr. Jiang brings to USF a new 5-year NIH R01 grant and another 5-year NIH R01 grant that has been revised and resubmitted for likely funding. He has already established plans to submit other major grants from USF on cardiac imaging that will involve collaborations with Morsani College of Medicine neurological/neuroscience faculty as well as Moffitt Cancer Center researchers and clinicians. Serving as a proxy faculty review group, the Biomedical Engineering faculty of the College of Engineering recommend tenure upon hire at the rank of Professor, a recommendation strongly supported by the Deans of the College of Engineering and Morsani College of Medicine. This recommendation is enthusiastically endorsed by Provost Ralph Wilcox and President Judy Genshaft.

Agenda Item: FL 103

USF Board of Trustees
March 9, 2017

Issue: Faculty Nomination for Tenure Upon Condition of Employment

Proposed action: Approve Tenure as a Condition of Employment for USF St. Petersburg

Executive Summary:

USF St. Petersburg (USFSP) administrators such as the Regional Chancellor, Regional Vice Chancellors, Deans, and senior faculty are commonly awarded tenure as a condition of employment. Typically, these highly accomplished and qualified individuals have earned tenure at their previous institution (s), which makes them desirable candidates to USFSP. In order to attract them, USFSP must provide a package that is competitive with other nationally and internationally ranked institutions. Tenure upon appointment, among other things, is a term and condition of the employment package that makes USFSP an institution of choice.

Financial Impact:

USF St. Petersburg faculty granted tenure and promotion will receive a 9% salary increase and \$5000 to Associate Professor and \$7000 to Professor in special achievement. Faculty granted tenure only will not receive a monetary award.

Strategic Goal(s) Item Supports:

USF St. Petersburg Strategic Plan 2014-2019, Goal 3
USF Strategic Plan 2013-2018, Goal 1

BOT Committee Review Date:

Academic and Campus Environment Committee – Feb 16, 2017

Supporting Documentation Online (*please circle*): Yes No

USF System or Institution specific: USF St. Petersburg

Prepared by: Sophia Wisniewska, Regional Chancellor, 727-873-4151



MEMORANDUM

DATE: March 9, 2017

TO: Brian D. Lamb, Chair

FROM: Judy Genshaft, President

SUBJECT: Tenure as a Condition of Employment Nomination,
USF St. Petersburg

I am requesting approval by the USF Board of Trustees of the enclosed Tenure as a Condition of Employment Nomination at USF St. Petersburg. In nominating this faculty member for tenure, I certify that the requirements and conditions contained in USF Regulations, Policies, and Procedures for the granting of tenure have been met. I am satisfied that the nominee will make a significant professional contribution to USF St. Petersburg and the academic community.

Enclosures

**Faculty Nominations for Tenure as a Condition of Employment, USF-St. Petersburg
USF Board of Trustees Meeting – March 9, 2017**

<u>College</u>	<u>Name</u>	<u>Rank</u>	<u>Department/ School</u>	<u>Degree of Effort*</u>	<u>Previous Institution</u>	<u>Tenure at Previous Institution</u>
Kate Tiedemann College of Business	Teresa Conover	Professor	Program of Accountancy		University of North Texas	YES

*If less than 1.0 FTE



To: Dr. Sophia Wisniewska, Chancellor
From: Dr. Martin Tadlock, Regional Vice Chancellor for Academic Affairs
Subject: Tenure as a Condition of Employment for Teresa Conover, Director,
Program of Accountancy
Date: February 2, 2017

Dr. Teresa Conover has accepted the offer to serve as Director of the Program of Accountancy in the Kate Tiedemann College of Business at USF St. Petersburg. Her appointment will begin July 1, 2017. This position includes tenure as a condition of employment for highly qualified candidates. Her credentials clearly meet the expectations for anyone deemed highly qualified as she excels in all three areas of review: teaching, research, and service. Dr. Conover currently holds a tenured appointment at the University of North Texas. Every indication is that Dr. Conover will continue to excel in this position.

Attached is Dr. Sundaram's letter of support along with materials that speak to Dr. Conover's accomplishments and credentials. I have reviewed all of the attached materials, spoke extensively with Dean Sundaram about the review process within the KTCOB, and reviewed the faculty support for awarding of tenure. I recommend that Dr. Conover be awarded tenure upon initial appointment for this critical position.

A handwritten signature in blue ink that reads "Martin Tadlock". The signature is fluid and cursive, with a long horizontal stroke at the end.

Office of Academic Affairs

University of South Florida St. Petersburg • 140 Seventh Avenue South, BAY 204 • St. Petersburg, FL 33701
(727) 873-4885 • Fax (727) 873-4889 • <http://www.usfsp.edu/academics>




KATE TIEDEMANN
COLLEGE OF BUSINESS

Office of the Dean

Memorandum

To: Dr. Martin Tadlock
Regional Vice-Chancellor of Academic Affairs

From: Dr. Sridhar Sundaram 
Dean, Kate Tiedemann College of Business

Subject: Tenure upon Initial Appointment for Dr. Teresa L. Conover
Director, Program of Accountancy

Date: February 1, 2017

After a national search Dr. Teresa L Conover was offered the position of Director of the Program of Accountancy at the Kate Tiedemann College of Business, USFSP. Dr. Conover accepted the position and will begin her appointment on July 1, 2017. This position includes tenure upon initial appointment for qualified candidates. The University of South Florida guidelines state that evaluation for tenure and promotion involves three components: teaching; research; and service to the University, profession and the community. Dr. Teresa Conover excels in each of these areas and has exhibited strong leadership skills in various professional and academic positions. Below is more detailed information about Dr. Conover's record in teaching, research and service.

Dr. Conover received her doctorate in Accounting in 1988 from Texas A&M University. She is a Certified Public Accountant (CPA - Texas), Certified Internal Auditor (CIA) and a Chartered Global Management Accountant (CGMA). She began her academic career at University of North Texas (UNT) in 1989 and received promotion as Professor in 2001. She was appointed as the Paden Neeley Professor for Excellence in Teaching in 2006.

Teaching

During her tenure at UNT, Dr. Conover taught many different courses at all levels (undergraduate, graduate and doctoral). This includes six undergraduate courses and six graduate courses. This reflects on her ability to adapt to the needs of the College while maintaining her areas of expertise in Financial Accounting, International Accounting, and Internal Auditing. She was recognized as "Most Inspirational Professor" every year starting in 2007 until 2016. In 2010, she received the Outstanding International Accounting Educator Award from the American Accounting Association International Accounting section. All indications are she is an excellent teacher in the classroom.



KATE TIEDEMANN
COLLEGE OF BUSINESS

Office of the Dean

Research

Dr. Conover has published over twenty articles in peer-reviewed journals. These journals are ranked highly by the Australian Business Dean's Council, a commonly accepted business journal ranking. She has also published two books and several articles in practitioner journals that have significant impact in the accounting field. She has also presented several papers in national and international conferences. Dr. Conover also served in several dissertation committees and chaired two dissertations. Her scholarly work has received numerous citations, which reflects the relevancy and currency of Dr. Conover's research efforts. Dr. Conover's research record is outstanding.

Service

Dr. Conover has actively participated in many College and University committees. Her vita fully captures the level of participation she had at UNT. She is also actively engaged with the profession through her participation in the American Accounting Association and Beta Alpha Psi (the international honor organization for accounting students). Dr. Conover is the past president of Beta Alpha Psi (2010-11) and serves on the BAP Board of Directors. Her involvement with these professional organizations will bring great visibility to the Kate Tiedemann College of Business and USFSP. This will also encourage more participation from KTCOB faculty in such organizations. She has held various leadership positions both, in the profession and in academia. This will serve her well as the Director of the Program of Accountancy.

Recommendation

Dr. Conover has excelled in all three areas: teaching, research and service and has exhibited great leadership. Her professional record is deserving of her appointment at the rank of Professor and tenure at the University of South Florida at St. Petersburg. Dr. Conover has already been a highly participative member at the College and University level, and I expect that she will continue to be a productive and collaborative colleague here at USFSP. I recommend without any reservation that Dr. Conover be granted tenure at the rank of Professor.



January 31, 2017

I am writing in support of Dr. Teresa Conover's appointment to Director of the Program of Accountancy at the University of South Florida St. Petersburg.

Although I have only met Teresa on one occasion, I was impressed by her passion and energy that will be brought to her position. Her education and experience make her highly qualified as director. She has various certifications including Certified Public Accountant, Certified Internal Auditor, Chartered Global Management Accountant and Certified Fraud Examiner. Her CFE and membership in the AAA Forensic Accounting section will fit in nicely with our emphasis in Forensic Accounting.

Teresa is currently Director of Executive Programs at the University of North Texas. She has chaired various AAA committees which provides her with a wealth of contacts that will be important for accreditation and the future progress of the POA programs. Her awards and honors include Outstanding International Accounting Educator, multiple Excellence in Teaching awards including the Paden Neeley Professorship, and recognition as Most Inspirational Professor. Additionally, she has received a number of research grants. From her curriculum vita it is evident that she has worked exhaustively to further the accounting curriculum at her school and has served on many committees and forums at the local, regional and national levels. She has a good record of publications in scholarly journals and several books to her credit.

The USFSP accounting faculty members have expressed whole-hearted support of Teresa and it is with pleasure that I too give her my full support and recommendation. I believe that she is highly capable and will be an asset to the program, the KTCOB and the campus.

Sincerely,

Grover Kearns

Grover Kearns, Director
Program of Accountancy

**University of South Florida St. Petersburg
Kate Tiedemann College of Business
Tenure and & Promotion Committee
Spring 2017**

Tenure Report for Dr. Teresa L. Conover

Dr. Conover received a PhD in Accounting from Texas A&M University in 1988. Since that time she has had a distinguished career in teaching, research and service. The **Tenure and & Promotion Committee** unanimously recommends her for tenure (7 Yes - 0 No).



Thomas L. Ainscough, Chair

Agenda Item: FL 104

USF Board of Trustees
March 9, 2017

Issue: Amend USF Regulation 3.029: Textbook and Instructional Materials Affordability

Proposed action: Amend USF Regulation 3.029 Textbook and Instructional Materials Affordability in accordance with BOG Regulation 8.003: Textbook and Instructional Materials Affordability.

Executive Summary:

The proposed action is made pursuant to the recent amendments to BOG Regulation 8.003 Textbook and Instructional Materials Affordability.

These amendments focus on maximizing cost affordability of required or recommended textbooks and instructional materials. Certain provisions have been added for using a cost benefit analysis when selecting textbooks and instructional materials; using innovative pricing techniques and payment options; and identifying procedures to make textbooks or instructional materials accessible to students who cannot afford the required or recommended textbooks or instructional materials.

Financial Impact: N/A

Strategic Goal(s) Item Supports Goal One: Well-educated and highly skilled global citizens through our continuing commitment to student success.

Workgroup Review Date: ACE-February 16, 2017

Supporting Documentation Online, (please circle): Yes **No**

BOG Regulation 8.003

Amended USF System Regulation 3.029 – redline

Amended USF System Regulation 3.029 – clean

USF System or Institution specific: USF System

Prepared by: Patsy Ciaccio, Office of the General Counsel, 813-974-1661



REGULATION

USF System USF USFSP USFSM

Number: USF3.029
Title: Textbook and Instructional Materials Affordability
Responsible Office: Academic Affairs

Date of Origin: 12-15-09 **Date Last Amended:** 12-23-16 (technical) **Date Last Reviewed:** 12-23-16

I. PURPOSE AND INTENT

The University of South Florida System will adhere to the USF Board of Governor Regulation and continue to work to manage the escalation of costs of textbooks and instructional materials.

II. APPLICABILITY AND/OR AUTHORITY:

Section 1004.085, Florida Statute on Textbook and Instructional Materials Affordability and [Board of Governors Regulation 8.003](#), on Textbook and Instructional Materials Affordability, establish required procedures for the USF System to minimize the cost of required or recommended textbooks and instructional materials to students while maintaining the quality of their educational experience and continuing to ensure academic freedom.

III. PROCESS STEPS/SPECIFIC PROVISIONS:

In accordance with the Authority set forth in Section (II) above, the Board of Trustees of the University of South Florida System (USF System) establishes the following procedures for the USF System to minimize the cost of required or recommended textbooks and instructional materials to students while maintaining the quality of their educational experience and continuing to ensure academic freedom:

A. The University academic units and offices responsible for reviewing textbook and instructional materials for courses continue to work toward maximizing cost affordability by considering cost-benefit analyses that enable students to obtain the highest-quality products at the lowest available price by considering initiatives including but not limited to the following:

1. Purchasing digital textbooks in bulk;
2. Expanding the use of open-access textbooks and instructional materials;
3. Providing rental options for textbooks and instructional materials;

- 35 4. Increasing the availability and use of affordable digital textbooks and learning objects;
- 36 5. Developing mechanisms to assist in buying, renting, selling and sharing textbooks and
37 instructional materials;
- 38 6. Determining the feasibility of extending the length of time that textbooks and
39 instructional materials remain in use recognizing the variance in disciplinary demands
40 and pace of currency changes; and
- 41 7. Evaluating the cost savings for textbooks and instructional materials, which may be
42 realized by opt-in provisions for the purchase of materials.
- 43 **B.** The University academic units and/or offices responsible for determining pricing of
44 textbooks and instructional materials will remain cognizant of, and will implement when
45 feasible, innovative pricing techniques and payment options to include an opt-in provision
46 for students in consultation with providers including bookstores.
- 47 1. Each Academic Unit (department or college as defined by the individual institution
48 within the USF System) shall notify its faculty of the requirements of the USF System
49 Regulation on Textbook and Instructional Materials Affordability;
- 50 2. Textbook and instructional material selection deadlines for each term shall normally be
51 set in agreement with the posting of the course schedule for that term, but no later than
52 forty-five (45) days prior to the first day of classes for each term. Any request for an
53 exception to the textbook and instructional material selection deadline shall be submitted
54 in writing to the office of the Dean of the College where the exception is proposed prior
55 to the deadline and shall provide a reasonable justification for the exception. A course
56 or section added after the notification deadline is exempt from this notification
57 requirement;
- 58 3. Textbook order forms will incorporate a statement about the intent of the course
59 instructor or the academic unit offering the course to use all items ordered, including
60 each individual item sold as part of a bundled package;
- 61 4. Textbook order forms will incorporate a statement by the course instructor or academic
62 unit offering the course of the extent to which a new edition differs significantly and
63 substantively from earlier versions and the value to the student of changing to a new
64 edition or the extent to which an open-access textbook or instructional material is
65 available;
- 66 5. Lists of required and recommended textbooks and instructional materials for at least
67 95% of all courses and course sections offered at USF during the upcoming term can be
68 found at:

- 69 [http://sftampa.bncollege.com/webapp/wcs/stores/servlet/TBWizardView?catalogId=](http://sftampa.bncollege.com/webapp/wcs/stores/servlet/TBWizardView?catalogId=10001&langId=-1&storeId=15056)
70 [10001&langId=-1&storeId=15056](http://sftampa.bncollege.com/webapp/wcs/stores/servlet/TBWizardView?catalogId=10001&langId=-1&storeId=15056), which is also posted in the USF course registration
71 system and on the USF website, at least forty-five (45) days before the first day of class
72 for each term;
- 73 6. The posted textbook and instructional materials list shall include the International
74 Standard Book Number (ISBN) for each required and recommended textbook and
75 instructional material, or other identifying information, such as the name(s) of the
76 author(s) or editor(s), the title, the publisher, the edition number, the copyright and
77 publication dates, or other relevant information that will identify the specific textbook or
78 instructional materials required and recommended for each course. Other items than
79 books shall be appropriately described to clarify what the students are required to
80 purchase;
- 81 7. Academic unit heads will monitor the posted textbook and instructional materials
82 listings, ensuring that each instructor complies with the requirements for timely
83 submission of the information required by students and the designated bookstore;
- 84 8. Determination of student ability to pay for textbooks and instructional materials will be
85 made through standard student financial aid eligibility assessment;
- 86 9. Students with confirmed financial aid eligibility may opt into the advance purchase
87 program to purchase textbooks and instructional materials up to the approved purchase
88 limit at the designated bookstore prior to receipt of their financial aid distribution, when
89 necessary;
- 90 10. Students who cannot afford textbooks or instructional materials should access the
91 Textbook Affordability Project website (<http://tap.usf.edu>) for options to make the
92 textbook or instructional material accessible. Course instructors will be made aware of
93 this resource prior to each semester and be encouraged, where appropriate and feasible,
94 to contribute to the options available (i.e., utilizing e-texts or open access textbooks, or
95 contributing to the library's textbooks on reserve);
- 96 11. Recognizing that several of the legal provisions regarding reporting related to textbooks
97 may expire or be established, the University will comply with current law with regard to
98 cost and accessibility comparisons between courses and the required reporting to the
99 Chancellor of the State University System; and
- 100 12. All the provisions of this Policy shall apply to dual enrollment courses and related
101 textbooks and instructional materials.
- 102 C. No employee of the USF System may demand or receive any payment, loan subscription,
103 advance, deposit of money, service, or anything of value, present or promised, in exchange
104 for requiring students to purchase a specific textbook or instructional material for

105 coursework or instruction. However, subject to the requirements of the Florida Code of
 106 Ethics for Public Officers and Employees and both the outside activity requirements and
 107 conflict of interest restrictions set forth in USF System regulations and in collective
 108 bargaining agreements, an employee may receive:

- 109 1. Sample or instructor copies of textbooks or other instructional resources that cannot be
 110 sold if they are identified as samples and not for sale;
- 111 2. Royalties or other compensation from the sales of textbooks or instructional materials of
 112 which he or she is the author or creator;
- 113 3. Honoraria for academic peer review of course materials;
- 114 4. Fees resulting from activities such as reviewing, critiquing, or preparing support materials
 115 for textbooks or instructional materials; and
- 116 5. Training in the use of course materials and learning technologies.

117 **D.** The USF Board of Trustees shall provide to the Chancellor of the State University System
 118 any required reports including the report due on September 30 of each year, which must
 119 include:

- 120 1. The selection process for general education courses with a wide cost variance and high
 121 enrollment courses;
- 122 2. Specific initiatives of the institution designed to reduce the costs of textbooks and
 123 instructional materials;
- 124 3. Policies implemented regarding the posting of textbook and instructional materials for at
 125 least 95% of all courses and course sections forty-five (45) days before the first day of
 126 class;
- 127 4. The number of courses and course sections that were not able to meet the posting
 128 deadline for the previous academic year; and
- 129 5. Any additional information determined by the Chancellor.

130

131 *Authority: Art. IX, Sec. 7, Fla. Constitution, Florida Board of Governors Regulations 1.001, 8.003; 1004.085*
 132 *F.S.*

133 *History: New (BOT approval) 12-15-09, Amended 5-16-16 (technical), 8-18-16 (technical), 12-23-16*
 134 *(technical).*

135 *Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure*
 136 *and has a record of written notices, comments, summaries and responses as required.*

Agenda Item: FL 105**USF Board of Trustees**
March 9, 2017**Issue:** Proposed Degree Program Terminations**Proposed Action:** Proposed Degree Program Terminations**Executive Summary:** Proposed termination of:

- Master's Degree Engineering, General (CIP 14.0101; USF)
- Bachelor's Degree: Business Administration (CIP 52.0101; USFSP)
- Master's Degree: Reading Teacher Education (CIP 13.1315; USFSM)
- Bachelor's Degree Early Childhood Education (CIP 13.1210, USFSM)

The degree programs proposed for termination have shown degree productivity levels over the last five-year period below the USF System internal thresholds and the degrees in Engineering, Early Childhood Education, and Business Administration are also below the FL SUS BOG thresholds.

The Master's Degree in Engineering's (CIP 14.0101, USF) enrollment patterns, including Fall 2016, do not warrant further promotion of the program. The 4 students enrolled in Fall 2016 will be provided with an opportunity to complete the program. This Engineering degree was not housed in any one program and thus no faculty or staff will be impacted by the recommendation for termination.

The Bachelors' degrees in Business Administration (CIP 52.0101, USFSP) and Early Childhood Education (CIP 13.1210, USFSM), as well as the Master's in Reading Teacher Education (CIP 13.1315., USFSM) have had low enrollments as well as low degree productivity. No students were enrolled in these degree programs in Fall 2016. All currently associated faculty and staff had been assigned to other degree programs. Thus, no students, faculty or staff will be impacted by the recommendation for termination.

Financial Impact: No financial impact.**Strategic Goal(s) Item Supports:** USF1: Student Success; USFSP 2: Student Success & Culture; USFSM Goal: Student Access & Success**BOT Committee Review Date:** 01/19/17 ACE**Supporting Documentation Online (please circle):** **Yes** **No**




- Degree Productivity Presentation
- Degree Program Productivity Update
- Degree Program Productivity Review Fall 2016_Programs Below Thresholds

USF System or Institution specific: USF System**Prepared by:** USF Vice Provost Dr. Terry Chisolm

University of South Florida System

Academic Program Productivity Report Fall 2016

Includes
Degrees Awarded for Academic Years
Fall 2011 - Spring 2016

Thresholds Based on Total Degrees Awarded Over Five-Year Period	
BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15	
	Does not meet USF or Florida BOG productivity thresholds for degrees awarded
	Does not meet USF productivity thresholds for degrees awarded
	Meets USF and BOG productivity thresholds for degrees awarded

**Report Produced by
Institutional Effectiveness**

University of South Florida
Academic Program Productivity (Tampa Only)
Fall 2016 Review: Fall 2011 - Spring 2016

Number of Degrees Awarded Over 5 Years
BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10
USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15





















Red = Below BOG performance threshold
Yellow = Below USF performance threshold
Green = Meets USF & BOG performance thresholds

College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
Arts and Sciences					
	030104	Environmental Science & Policy	Bachelor	●	480
			Masters	●	55
	040301	Urban & Regional Planning	Masters	●	27
	050107	Latin American Studies	Masters	●	32
	050201	African American (Black) Stdes	Bachelor	●	33
	050207	Women's Studies	Bachelor	●	95
			Masters	●	28
	090101	Communications (Mass)	Bachelor	●	1008
	& 231304	CIP change from 090101 to 231304	Doctoral - R	●	33
			Masters	●	21
	090102	Mass Communications	Bachelor	●	1262
			Masters	●	73
	110103	Information Technology	Bachelor	●	159
	110401	Intelligence Studies	Masters	New F14	4
	160102	Linguistics	Masters	●	50
			Doctoral - R	New F16	
	160402	Russian - Consolidated to 160101	Bachelor	●	23
	160501	German - Consolidated to 160101	Bachelor	●	41

Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds					
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	160901	French - Consolidated to 160101	Bachelor	●	49
	160901	French	Masters	●	22
	160902	Italian - Consolidated to 160101	Bachelor	●	15
	160905	Spanish - Consolidated to 160101	Bachelor	●	138
	160905	Spanish	Masters	●	48
	161200	Classics - Changed to 160101	Bachelor	●	39
	230101	English, General	Bachelor	●	1022
			Doctoral - R	●	35
			Masters	●	51
	231302	Creative Writing	Masters	●	37
	240101	Liberal Arts & Sciences	Masters	●	36
	240103	Humanities	Bachelor	●	126
	250101	Library Science/Librarianship	Masters	●	485
	260101	Biology, General	Bachelor	●	1210
			Doctoral - R	●	31
			Masters	●	76
	260102	Biomedical Sciences	Bachelor	●	2386
	260406	Cell and Molecular Biology	Doctoral - R	New F13	17
	260503	Microbiology/Bacteriology	Bachelor	●	217
			Masters	●	28
	260911	Cancer Biology	Doctoral - R	●	26
	261399	Integrative Biology	Doctoral - R	New F13	7

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	270101	Mathematics, General	Bachelor	●	239
			Doctoral - R	●	33
			Masters	●	50
	270501	Statistics	Bachelor	●	64
			Masters	●	37
	300101	Interdisciplinary Natural Sci	Bachelor	●	928
	380101	Philosophy	Bachelor	●	158
			Doctoral - R	●	33
			Masters	●	38
	380201	Religious Studies	Bachelor	●	109
			Masters	●	24
	400501	Chemistry	Bachelor	●	306
			Doctoral - R	●	83
			Masters	●	29
	400601	Geology	Bachelor	●	126
			Doctoral - R	●	25
			Masters	●	48
	400801	Physics	Bachelor	●	104
			Doctoral - R	●	40
			Masters	●	48
	420101	Psychology, General	Bachelor	●	3133
			Doctoral - R	●	80

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
			Masters	●	73
	440401	Public Administration	Masters	●	127
	450101	Social Sciences, General	Bachelor	●	511
	450201	Anthropology	Bachelor	●	456
			Doctoral - R	●	66
			Masters	●	87
	450601	Economics Under Social Sci	Bachelor	●	442
			Doctoral - R	●	11
			Masters	●	58
	450701	Geography	Bachelor	●	103
			Masters	●	25
	450799	Geography & Envir Sci & Policy	Doctoral - R	●	18
	450901	International Relations	Bachelor	●	776
			Doctoral - R	●	6
	451001	Politidal Sci & Government	Bachelor	●	767
			Masters	●	63
	451101	Sociology	Bachelor	●	584
			Doctoral - R	●	5
			Masters	●	25
	510000	Health Sciences	Bachelor	●	1196
	511005	Medical Technology	Bachelor	●	42
	540101	History	Bachelor	●	606












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College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
			Doctoral - R		2
			Masters		48
Behavioral and Community Sciences					
	301101	Gerontology	Bachelor		170
			Doctoral - R		18
			Masters		41
	422814	Applied Behavior Analysis	Doctoral - R	New F13	
	429999	Psychology, Other	Masters		109
	430103	Criminal Justice Admin	Masters		113
	440000	Human Services, General	Bachelor		168
			Masters	New S14	
	440701	Social Work, General	Bachelor		371
			Doctoral - R		11
			Masters		369
	450101	Social Sciences, General	Bachelor		140
	450401	Criminology	Bachelor		1977
			Doctoral - R		25
			Masters		44
	510202	Audiology	Doctoral - R		60
	510204	Speech Pathology & Audiology	Bachelor		704
			Doctoral - R		10
			Masters		317
	510701	Health Services & Admin	Bachelor		54

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	512212	Behavioral & Community Sciences	Doctoral - R	New F17	
	512310	Vocational Rehab & Counseling	Masters	●	232
Business					
	110501	Information Systems & Decision	Masters	●	402
	310504	Sport Business Management	Masters	●	69
	520101	Business, General	Bachelor	●	1314
			Masters	●	70
	520201	Business Admin & Management	Bachelor	●	513
		Business Admin & Management	Doctoral - R	●	44
		Business Admin & Management	Masters	●	794
	520301	Accounting	Bachelor	●	1135
			Masters	●	263
	520601	Business Managerial Economics	Bachelor	●	230
	520701	Entrepreneur in Applied Tech	Masters	●	217
	520801	Finance, General	Bachelor	●	1451
			Masters	●	207
	521101	International Business	Bachelor	●	267
	521201	Information Systems & Decision	Bachelor	●	640
	521401	Business Mrktng & Management	Bachelor	●	1314
			Masters	●	137
	521499	Advertising	Bachelor	●	37
	521501	Real Estate	Masters	●	3
Education					

Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds					
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	130301	Curriculum and Instruction	Doctoral - R	●	212
			Ed. Specialist	●	43
			Masters	●	545
	130401	Education Admin/Ldrshp, Gnrl	Doctoral - R	●	29
			Specialist	●	
			Masters	●	322
	131001	Special Education, General	Bachelor	●	135
			Masters	●	61
	131004	Education Gifted & Talented	Masters	●	41
	131013	Autism Spectrum Disorders	Masters	●	40
	131101	Counselor Educ/Studt Cnslg/Gui	Masters	●	180
	131201	Adult & Contng Tchr Education	Masters	●	129
	131202	Elementary Teacher Education	Bachelor	●	1112
			Masters	●	174
	131210	Early Childhood Education	Bachelor	●	126
	131305	English Teacher Education	Bachelor	●	201
			Masters	●	58
	131306	Foreign Lang Teacher Educ	Masters	●	18
	131311	Mathematics Teacher Educ	Bachelor	●	137
			Masters	●	37
	131314	Phys Ed Teaching & Coaching	Bachelor	●	219
			Masters	●	133




















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College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	131315	Reading Teacher Education	Masters	●	134
	131316	Science Teacher Education	Bachelor	●	50
			Masters	●	37
	131317	Social Science Education	Bachelor	●	193
			Masters	●	44
	131320	Technology Education	Masters	●	61
	131401	Second Language/Instr Tech	Doctoral - R	●	17
	310505	Exercise Science	Masters	●	66
	422805	Dvlpmntl/Psychology (Life Spn)	Doctoral - R	●	29
			Masters	●	39
Engineering					
	110101	Computer & Information Science	Bachelor	●	416
	110103	Information Technology	Bachelor	●	154
			Masters	New F12	15
	110701	Computer Science	Masters	●	58
	140101	Engineering, General	Doctoral - R	●	10
			Masters	●	4
	140501	Biomedical Engineering	Doctoral - R	●	13
			Masters	●	88
	140701	Chemical Engineering	Bachelor	●	345
			Doctoral - R	●	27
			Masters	●	34
	140801	Civil Engineering	Bachelor	●	481

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College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
			Doctoral - R	●	45
			Masters	●	209
	140901	Computer Engineering	Bachelor	●	216
			Doctoral - R	●	38
			Masters	●	115
	141001	Electrical, Electronics Engine	Bachelor	●	401
			Doctoral - R	●	67
			Masters	●	388
	141401	Environmental Engineering	Doctoral - R	New S12	9
			Masters	●	63
	141801	Materials Engineering	Masters	●	21
	141901	Mechanical Engineering	Bachelor	●	642
			Doctoral - R	●	28
			Masters	●	120
	143501	Industrial & Mgt Systems Engin	Bachelor	●	211
			Doctoral - R	●	33
			Masters	●	62
	143502	Engineering Management	Masters	●	129
	151501	Engineering & Related Fields	Masters	●	109
Global Sustainability					
	303301	Global Sustainability	Masters	●	81
Graduate Studies					
	303301	Global Sustainability	Masters	●	44

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	430303	Cybersecurity	Masters	New F14	23
Marine Science					
	400607	Oceanography/Marine Science	Doctoral - R		44
			Masters		54
Medicine					
	261103	Bioinformatics & Comp Biology	Masters		15
	261201	Biotechnology	Masters		65
	269999	Biological Sci/Life Sci/Other	Doctoral - R		64
			Masters		1341
	510912	Physicians Assistant Studies	Masters	New SU15	
	510913	Athletic Training	Bachelor		121
		(Bachelors transitioning to Masters)	Masters	New SU15	
	511201	Medicine	Doctoral - P		634
	512308	Physical Therapy	Doctoral - P		402
	512314	Rehabilitation Sciences	Doctoral - P	New F14	
	512706	Health Informatics	Masters		94
Nursing					
	513801	Nursing	Bachelor		2131
			Masters		1311
	513804	Nurse Anesthesia	Masters	New F15	
	513808	Nursing Science	Doctoral - R		39
	513818	Nursing	Doctoral - P		46
Pharmacy					

Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds					
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	512001	Pharmacy (PharmD)	Doctoral - P	●	102
	512099	Pharmaceutical Nanotechnology	Masters	New S16	
Public Health					
	510701	Health Services & Admin	Masters	●	64
	512201	Public Health	Bachelor	●	1373
			Doctoral - R	●	94
			Masters	●	1018
	512299	Public Health Science	Masters	●	82
The Arts					
	040201	Architecture	Masters	●	191
	040401	Urban & Community Design	Masters	●	18
	131312	Music Teacher Education	Bachelor	●	105
			Masters	●	19
	500301	Dance	Bachelor	●	88
	500501	Dramatic Arts	Bachelor	●	191
	500701	Art, General	Bachelor	●	186
	500702	Fine/Studio Arts	Bachelor	●	182
			Masters	●	49
	500703	Art History & Appreciation	Bachelor	●	107
			Masters	●	20
	500901	Music, General	Doctoral - R	●	14
	500903	Music Performance	Bachelor	●	90
			Masters	●	151

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
	509999	Music Studies	Bachelor	●	119
Undergraduate Studies					
	240102	Applied Science	Bachelor	●	640
	240106	General Studies (Real CIP=240102)	Bachelor	●	86

University of South Florida St. Petersburg Academic Program Productivity Fall 2016 Review: Fall 2011 - Spring 2016					
Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15					
				Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds	
College	Degree CIP	Program Title	Degree Level	Status	Total Degrees 5 Years
Arts and Sciences					
	030104	Environmental Science & Policy	Bachelor		127
			Masters		26
	090102	Mass Communications	Bachelor		191
	090401	Journalism & Media Studies	Masters		42
	090499	Digital Journalism	Masters		36
	160101	World Languages & Cultures	Bachelor	New - F13	5
	230101	English	Bachelor		214
	240101	Humanities	Masters		61
	260101	Biology	Bachelor		201
	420101	Psychology	Bachelor		507
			Masters		20
	450101	Interdisciplinary Studies	Bachelor		179
	450201	Anthropology	Bachelor		97
	450401	Criminology	Bachelor		243
	450701	Geography	Bachelor		2
	451001	Government & Intl Affairs	Bachelor		156
	500409	Graphic Design	Bachelor		31
	500701	Art (Changed to Graphic Design Fall 2014)	Bachelor		57
	510000	Health Sciences	Bachelor		65
	540101	History	Bachelor		136

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Status	Total Degrees 5 Years
Business					
	450601	Economics	Bachelor	●	50
	520201	Management and Organization	Bachelor	●	319
	520101	Business Administration	Bachelor	●	13
			Masters	●	369
	520301	Accounting	Bachelor	●	404
			Masters	New - S15	1
	520601	Economics	Bachelor	●	67
	520701	Entrepreneurship	Bachelor	●	73
	520801	Finance	Bachelor	●	286
	521101	International Business	Bachelor	New - F12	22
	521201	Information Sys & Decision Sci	Bachelor	●	106
	521401	Marketing	Bachelor	●	224
Education					
	130401	Leadership Development	Masters	●	76
	131001	Exceptional Child Education	Masters	●	60
	131202	Childhood Ed & Literacy Studies	Masters	●	74
	131203	Secondary Education, General	Masters	New - F12	25
	131206	Elementary/Exceptional Ed	Bachelor	●	387
	131305	Secondary Education, General	Masters	●	51
	131315	Childhood Ed & Literacy Studies	Masters	●	48



University of South Florida Sarasota-Manatee Academic Program Productivity Fall 2016 Review: Fall 2011 - Spring 2016					
Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15					
				Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds	
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
Business USFSM					
	110103	Information Technology	Bachelor	●	112
	520101	Business, General	Bachelor	●	138
	520201	Business Admin & Management	Bachelor	●	162
			Masters	●	85
	520301	Accounting	Bachelor	●	221
	520801	Finance, General	Bachelor	●	147
	521401	Business Mrktng & Management	Bachelor	●	88
Hospitality & Tourism Leadership USFSM					
	240102	Applied Science	Bachelor	●	48
	520901	Hospitality Management	Bachelor	●	196
			Masters	●	29
Liberal Arts & Social Sciences					
	230101	English, General	Bachelor	●	95
	231303	Professional & Technical Communication	Bachelor	New F13	11
	240102	Applied Science, Leadership Studies	Bachelor	●	54
	430103	Criminal Justice Admin	Masters	●	32
	450101	Interdisciplinary Social Sciences	Bachelor	●	176
	450401	Criminology	Bachelor	●	196
	540101	History	Bachelor	●	72

			Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds		
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years
School of Education					
	130101	Education, General	Masters	New F13	6
	131202	Elementary Teacher Education	Bachelor	●	219
			Masters	●	49
	131210	Early Childhood Education (Inactive)	Bachelor	●	
	130401	Educational Leadership	Masters	●	61
	131305	English Teacher Education	Masters	New F13	5
	131315	Reading Teacher Education (Inactive)	Masters	●	23
Science and Mathematics					
	260101	Biology, General	Bachelor	New F12	6
	420101	Psychology, General	Bachelor	●	340
	510201	Communication Sci & Disorders	Bachelor	●	229

University of South Florida System

Academic Program Productivity Report Fall 2016

Response for
**Degrees Awarded for Academic Years
Fall 2012 - Spring 2016**

Thresholds Based on Total Degrees Awarded Over Five-Year Period	
BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10	
USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15	
	Does not meet USF or Florida BOG productivity thresholds for degrees awarded
	Does not meet USF productivity thresholds for degrees awarded

**Report Produced by
Institutional Effectiveness
January 10, 2017**

University of South Florida
Academic Program Productivity (Tampa Only)
Fall 2016 Review: Fall 2011 - Spring 2016

Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15								
				Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds				
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years	Fall 2016 Enrollment	Strategic Emphasis	Comments
Arts and Sciences								
	040301	Urban & Regional Planning	Masters	●	27	33		Enrollment and graduations growing with move to new school of Public affairs. Graduates highly employable.
	050201	African American (Black) Studies	Bachelor	●	33	10		Moved into new School of Interdisciplinary Global Studies. Curriculum being modified for focus consistent with the new school.
	050207	Women's Studies	Masters	●	28	14		Moved into new School of Interdisciplinary Global Studies. Curriculum being modified for focus consistent with the new school.
	090101	Communication	Masters	●	21	9	Gap Analysis	Enrollment growing with new leadership and a focus on student progression toward graduation.
	160901	French	Masters	●	22	10	Global	New faculty member and chair. Curriculum being revised.
	260503	Microbiology/Bacteriology	Masters	●	28	14	STEM	Enrollment and degree productivity increasing.
	380201	Religious Studies	Masters	●	24	6		New leadership and focus on recruiting and student progression. Continuing to monitor.
	400501	Chemistry	Masters	●	29	2	STEM	Default degree for very strong PhD program
	450601	Economics Under Social Sci	Doctoral - R	●	11	21		Enrollment and degrees growing.
	450701	Geography	Masters	●	25	11		New faculty added. Graduates highly employable
	450901	International Relations	Doctoral - R	●	6	31	Global	Enrollment and graduations growing. New leadership and focus on student progression.
	451101	Sociology	Doctoral - R	●	5	29		Enrollment and graduations increasing with emphasis on student progression. Expected to exceed BOG productivity threshold.
			Masters	●	25	10		New graduate director appointed. Renewed emphasis on recruitment and student tracking. Enrollment is growing.
	511005	Medical Technology	Bachelor	●	42	82	Health	Hospital internship requirement limits number of students that can be accepted. Greater than 90% employment for graduates.
	540101	History	Doctoral - R	●	2	26		New Leadership in the last year with more focus on student progression. Enrollment and graduations increasing.
Behavioral and Community Sciences								
	440701	Social Work, General (Suspended)	Doctoral - R	●	11	7		Admissions to the Ph.D. in Social Work remain suspended. Currently searching for a new director.
	510204	Speech Pathology & Audiology	Doctoral - R	●	10	16	Health	Curriculum redesigned including a reduction in credit hours and laboratory research requirement. Graduates have 100% employment.

Number of Degrees Awarded Over 5 Years								
BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10								
USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15								
				Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds				
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years	Fall 2016 Enrollment	Strategic Emphasis	Comments
Business								
	521499	Advertising	Bachelor	●	37	53		Relatively new program. Enrollment is increasing.
	521501	Real Estate (Inactive)	Masters	●	3	Enrollment Suspended		Reviewing the market to determine demand for the program. If it is determined the demand is not present the program will be terminated.
Education								
	130401	Education Admin/Ldrshp, Gnrl	Specialist	●	N/A	51	Education	High enrollment program that has served as a conduit to the Ed.D. program. Being revised as separate degree granting track.
	131306	Foreign Lang Teacher Educ	Masters	●	18	4	Education	Courses within program are also needed for other teacher prep programs, specifically in ESOL & TESOL. No cost savings for closing.
Engineering								
	140101	Engineering, General	Doctoral - R	●	10	8	STEM	Interdisciplinary program. Termination would provide no cost savings.
			Masters	●	4	6	STEM	Program is being terminated.
	140501	Biomedical Engineering	Doctoral - R	●	13	24	STEM	Strong and increasing enrollment in highly employable major.
Medicine								
	261103	Bioinformatics & Comp Biology	Masters	●	15	15	STEM	Enrollments and graduations increasing. Employment rate for graduates is high. Program unique in the SUS.
The Arts								
	040401	Urban & Community Design	Masters	●	18	11	STEM	Relatively new program (2010) with increasing enrollment. New emphasis on recruitment
	131312	Music Teacher Education	Masters	●	19	8	Education	Recently reopened program following major curriculum redesign. Enrollment growing.
	500703	Art History & Appreciation	Masters	●	20	9		Open faculty positions filled. Renewed emphasis on recruitment
	500901	Music, General	Doctoral - R	●	14	18		Strong and increasing enrollment. Employment rate for graduates high.

**University of South Florida St. Petersburg
Academic Program Productivity
Fall 2016 Review: Fall 2011 - Spring 2016**

Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15								
				Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds				
College	Degree CIP	Program Title	Degree Level	Status	Total Degrees 5 Years	Fall 2016 Enrollment	Strategic Emphasis	Comments
Arts and Sciences								
	030104	Environmental Science & Policy	Masters	●	26	22	STEM	Department was reorganized with new leadership. Enrollment increasing. <u>New focus on time to degree.</u>
	450701	Geography	Bachelor	●	2	8		Curriculum revised and program "relaunched" in 2014. Enrollment increasing.
Business								
	520101	Business Administration	Bachelor	●	13			Program being terminated

**University of South Florida Sarasota-Manatee
Academic Program Productivity
Fall 2016 Review: Fall 2011 - Spring 2016**

Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15								
					Red = Below BOG performance threshold Yellow = Below USF performance threshold Green = Meets USF & BOG performance thresholds			
College	Degree CIP	Program Title	Degree Level	Status	Total Degrees 5 Years	Fall 2016 Enrollment	Strategic Emphasis	Comments
Hospitality & Tourism Leadership USFSM								
	520901	Hospitality Management	Masters	●	29	23		USFSM is exploring offering this program in an executive format to increase enrollment
School of Education								
	131315	Reading Teacher Education (Inactive)	Masters	●	23	0	Educaton	Program being terminated
	131210	Early Childhood Education	Bachelors	●	0	0	Education	Program being terminated

Degree Productivity Annual Review

- for 2015-16 AAR

Academic & Campus Environment Committee
USF System Board of Trustees

Theresa Chisolm, Ph.D., Vice Provost, Strategic Planning, Performance
& Accountability, USF; Martin Tadlock, Ph.D., Vice Chancellor, USFSP;
Terry Osborn, Vice Chancellor, USFSM | Jan. 19, 2017



Principles of Degree Program Review

- Ongoing, systematic and rigorous internal review of programs
- Every 7 years, or as aligned with specialized accreditation, as per FL BOG Regulation 8.015 and USF System Policy 10-062
 - Tracking: (a)degrees, (b) enrollments, (c) graduate school placement; (d) job placement; and, (e) earnings
- **Degree Productivity Review:**
 - Biennial BOG review
 - Annual internal review
 - Balancing degree productivity data
 - a. across level/type;
 - b. general education needs; and
 - c. research productivity

Total Number of Degrees in Last 5-Years		
Degree Level	BOG Threshold	USF Threshold
Bachelors	30	45
Masters	20	30
Doctoral	10	15

Terminated Degree Programs

n = 37

Program	AAR	Program	AAR
Undergraduate (n = 25)		Undergraduate (cont)	
13.1302 (Art Teacher Ed - T)	2011-12	16.0501 (German - T)	2015-16
13.1303 (Business Teacher Ed (Voc) - T)	2011-12	16.0902 (Italian - T)	2015-16
13.1324 (Dance Education - T)	2011-12	16.0402 (Russian - T)	2015-16
13.1005 (Ed. of Emotionally Handicap - T)	2011-12	16.0905 (Spanish - T)	2015-16
Jan	2011-12	16.1200 (Classics - T)	2015-16
13.1011 (Ed. of Specific Learning Disabled - T)	2011-12		
13.1320 (Trade & Industrial Teacher Ed -T)	2011-12	Masters (n = 11)	
14.0101 (Engineering - T)	2011-12	13.1302 (Art Teacher Education - T)	2011-12
24.0101 (Liberal Arts & Sciences - T)	2011-12	13.0406 (Higher Ed. Administration - T)	2011-12
13.1001 (Special Education - SP)	2013-14	50.0504 (Dramatic Writing - T)	2011-12
13.1202 (Elementary Ed - SP)	2013-14	13.1005 (Ed. of Emotionally Handicapped - T)	2013-14
30.9999 (Interdisciplinary Studies - T)	2013-14	13.1006 (Ed. of Mentally Handicapped -T)	2013-14
52.0601 (Business Managerial Economics - T)	2013-14	13.1011 (Ed. Of Speicfic Learning Disabled - T)	2013-14
51.0913 (Athletic Training - T)	2014-15	16.1200 (Classics – T)	2013-14
11.0401 (Information Sciences & Studies - T)	2015-16	51.3201 (Bioethics & Medical Humanities - T)	2013-14
13.1001 (Exceptional Student Ed. - SM)	2015-16	13.1210 (Early Childhood Ed. - T)	2014-15
13.1305 (English Teacher Ed. - SP)	2015-16	13.1001 (Exceptional Student Ed. - SM)	2015-16
13.1306 (Foreign Language Teacher Ed. - T)	2015-16	05.0102 (American Studies - T)	2015-16
05.0102 (American Studies - T)	2015-16		
16.0901 (French-T)	2015-16	Doctorate (n = 1)	
		26.0101 (Biology – T)	2013-14

T = Tampa, SP = St. Petersburg; SM = Sarasota-Manatee

Data from Approved USF System Annual Accountability Reports (2011-12 through 2014-15); Institutional Effectiveness (2015-16)

New Degree Programs

$n = 30$
AAR

$n = 3$
2016-17
AAR

Program	AAR	Program	AAR
Undergraduate (n = 9)		Masters (cont)	
26.0101 (Biology - SP)	2011-12	44.0000 (Child & Adoles. Behav. Healthcare - T)	2013-14
51.0000 (Health Sciences - T)	2011-12	51.0913 (Athletic Training - T)	2014-15
51.0201 (Speech Language Services - SM)	2011-12	11.0401 (Information Studies - T)	2014-15
52.1101 (Global Business - SP)	2011-12	52.0301 (Accountancy - SP)	2014-15
44.0000 (Behavioral Healthcare - T)	2012-13	51.3804 (Nurse Anesthetist - T)	2015-16
16.0101 (World Languages & Culture - SP)	2012-13	51.2099 (Pharm. Nanotechnology - T)	2015-16
23.1303 (Prof. & Tech. Communication - SM)	2012-13		
26.0101 (Biology - SM)	2013-14	Doctorate (n = 5)	
16.0101 (World Langs & Culture - T)	2015-16	14.1401 (Environmental Engineering - T)	2011-12
		42.2814 (Applied Behavior Analysis - T)	2012-13
		26.0406 (Cell & Molecular Biology - T)	2013-14
		26.1399 (Integrative Biology - T)	2013-14
		51.2314 (Rehabilitation Sciences - T)	2014-15
Masters (n = 16)		To be reported in 2016-17 AAR	
13.1305 (Secondary English. Education - SM)	2011-12	16.0102 Ph.D. in Linguistics & Applied Language Studies	
13.1203 (Middle Grades STEM - SP)	2011-12	(Approved BOG 06/2016)	
31.0505 (Exercise Science - T)	2011-12	51.2212 Ph.D. in Behav. & Community Sciences	
51.2706 (Health Informatics - T)	2011-12	(Approved BOG 06/2016)	
51.0912 (Physician Assistant - T)	2012-13	26.1307 M.S. in Conservation Biology	
31.0504 (Sport & Entertainment Mgmt - T)	2012-13	(Approved BOT 12/01/16)	
42.0101 (Psychology - SP)	2012-13		
13.0101 (Education, General - SM)	2012-13		
11.0701 (Computer Science - T)	2013-14		
43.0303 (Cybersecurity - T)	2013-14		

T = Tampa, SP = St. Petersburg; SM = Sarasota-Manatee

Data from Approved USF System Annual Accountability Reports (2011-12 through 2014-15); Institutional Effectiveness (2015-16; 2016-17)

Degrees: Total & Above Thresholds (#s & %s)

As of end of Spring 2016 term

	USF	USF-SP	USF-SM	System Total
TOTAL (<i>as of Spring 2016</i>)	220	38	26	284
<i># Above BOG (%)</i>	210 (95%)	36 (95%)	26 (100%)	272 (96%)
<i># Above BOG + Internal Thresholds (%)</i>	191 (87%)	35 (92%)	24 (92%)	251 (88%)
Baccalaureate	72	25	18	115
<i># Above BOG (%)</i>	72 (100%)	23 (92%)	18 (100%)	113 (98%)
<i># Above BOG + Internal Thresholds (%)</i>	72 (100%)	23 (92%)	18 (100%)	113 (98%)
Master's	99	13	8	120
<i># Above BOG (%)</i>	92 (93%)	13 (100%)	8 (100%)	113 (94%)
<i># Above BOG + Internal Thresholds (%)</i>	82 (83%)	12 (92%)	6 (75%)	100 (83%)
Research Doctorate	49	N/A	N/A	49
<i># Above BOG (%)</i>	46 (94%)	N/A	N/A	46 (94%)
<i># Above BOG + Internal Thresholds (%)</i>	40 (82%)	N/A	N/A	40 (82%)

Degree Productivity Review (Fall 2016 for 2015-16 AAR)

University of South Florida Academic Program Productivity (Tampa Only) Fall 2016 Review: Fall 2011 - Spring 2016								
Number of Degrees Awarded Over 5 Years BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10 USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15 Red = Below BOG performance threshold Yellow = Below USF performance threshold								
College	Degree CIP	Program Title	Degree Level	Degree Productivity Status	Total Degrees 5 Years	Fall 2016 Enrollment	Strategic Emphasis Area	Comments
Arts and Sciences								
	040301	Urban & Regional Planning	Masters	●	27	33		Enrollment & degrees growing with good employment.
	050201	African American (Black) Stdes	Bachelor	●	33	10	Global	Curriculum being revised.
	050207	Women's Studies	Masters	●	28	14		Enrollment & degrees growing.
	090101	Communication	Masters	●	21	9	GAP	New Chair was recruited; Feeds PhD program.
	160901	French	Masters	●	22	10	Global	New faculty recruitment. Curriculum being revised.
	260503	Microbiology/Bacteriology	Masters	●	28	14	STEM	Enrollment & degrees growing.
	380201	Religious Studies	Masters	●	24	6		New leadership; Focusing on recruiting. Continue to review.
	400501	Chemistry	Masters	●	29	2	STEM	Deafault program for Ph.D. Ph.D. very strong.
	450601	Economics Under Social Sci	Doctoral - R	●	11	21		Enrollment & degrees growing. Anticipate continuing to meet BOG thresholds.
	450701	Geography	Masters	●	25	11		New faculty recruitment. Graduates highly employable.
	450901	International Relations	Doctoral - R	●	6	31	Global	New leadership; Enrollment & degrees growing. Expect to soon meet BOG thresholds.

- Deans, Regional Vice Chancellors
- Disciplinary Faculty & Faculty Councils
- System Level: APAC
- Recommended terminations:
 - **14.0101 Engineering General**
(Master's - T; 4 degrees; 4 enrolled Fall 2016)
 - **52.0101 Business Administration**
(Bachelor's – SP; 13 degrees; No enrollments Fall 2016)
 - **13.1315 Reading Teacher Ed**
(Master's – SM; 23 degrees; No enrollments Fall 2016)
 - **13.1210 Early Childhood Education**
(Bachelor's – SM; 0 degrees; No enrollments Fall 2016)



REGULATION*

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USF System USF USFSP USFSM

Number: 6.0025
Title: Veteran Students’ Services and Award of Academic Credit
Responsible Office: Student Affairs

Date of Origin: TBD **Date Last Amended:** **Date Last Reviewed:**

*Regulation 6.0025 formerly known as USF System Policy 34-001: Veterans Services for Students

I. PURPOSE & INTENT:

To provide specialized services to veterans, eligible dependents, active duty servicepersons, and members of the Selected Reserve; to assist students in initiating or continuing their education, and to assist students in using their Department of Veterans Affairs (VA) educational benefits.

The University of South Florida System (“USF System”) member institutions have veterans’ service centers and administrative offices coordinating VA education benefits and other VA related services. Students, faculty and staff must check with their individual campuses and apply policies in conjunction and consistent with the specific characteristics and guidelines applicable to those campuses.

II. STATEMENT OF POLICY:

Services for student veterans may include on-campus liaison with the VA and other USF departments, guidance regarding educational benefits eligibility, enrollment in VA Health Care assistance with forms and forwarding of documentation to the VA, and specialized academic guidance services and support programs support services for veterans suffering from war related trauma, and other support programs. The Office of Veteran Success will also provide individualize services for veterans struggling to integrate into college life. To learn more about the services available, link to <http://www.usf.edu/student-affairs/veterans> or contact the appropriate student VA office of the USF System.

III. AUTHORITY:

Pursuant to [Board of Governors Regulation 6.013: Military Veterans and Active Duty](#), students who are or were eligible members of the United States Armed Forces may earn appropriate academic college credit for college-level training and education acquired in the military.

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IV. SPECIFIC PROVISIONS:

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A. Academic Credits for Military Training & Education:

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1. College credit will be granted to students with military training or coursework that is recognized by the American Council on Education (ACE) subject to institution transfer practices and limitations on amount and level of transfer credit. Military training or coursework will be subject to the same treatment as any other transfer credit evaluated, with utilization of the ACE *Guide to the Evaluation of Educational Experiences in the Armed Services* for determining equivalency and alignment of military coursework with appropriate University courses. If the coursework fulfills a general education or major course or degree requirement, the credit will be granted for meeting that requirement towards graduation. Appropriate course credit may include free elective course credit toward the degree.

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2. Credit that was previously evaluated and awarded by another college degree granting institution and that is appropriate to the transfer student's major will be accepted subject to institution transfer limitations. Credit awarded for military education and training will be noted on the transcript and documentation of the credit equivalency evaluation will be maintained. Credit awarded for military education and training shall not be counted in the excess hours fee per [Board of Governors Regulation 7.003: Fees, Fines and Penalties](#) due to the credit being based on work accomplished while serving on active-duty. Priority course registration will be provided for each veteran of the United States Armed Forces who is receiving (from the) GI bill.

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3. Additional internal and operating procedures may be established by each member institution and academic unit to facilitate this process.

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B. Academic and Financial Penalties:

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1. Any student enrolled in a college credit course shall not incur academic or financial penalties by virtue of performing military service on behalf of our country. Except in cases where the student and faculty member agree that completion is imminent and possible, the USF System encourages withdrawal and possible eligible refund without academic penalty when a student is performing military service. If the course is no longer offered when the student seeks to resume study, an equivalent course may be selected. If the student chooses to withdraw, the student's record shall reflect that the withdrawal is due to active military service.

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2. The provisions of this section shall apply to:

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a. Students who are currently on active duty with any unit of the United States Armed Forces who receive orders that require reassignment to a different duty station or

75 absence from class for an extended period of time during the semester in which they
76 are enrolled; and

77 **b.** Students who are members of a National Guard, Air National Guard, or other
78 military reserve unit who receive orders calling them to active duty for operational or
79 training purposes during the semester in which they are enrolled, excluding any
80 regularly scheduled weekend and annual training duty; and

81 **c.** Students who are veterans of the United States Armed Forces and who are recalled
82 to active duty during the semester in which they are enrolled; and

83 **d.** Students who enlist in any branch of the United States Armed Forces and whose
84 induction date falls within the semester in which they are enrolled.

85 **V. RELATED INFORMATION:**

- 86 • [USF System Policy 10-065: Credit Hours](#)
- 87 • [USF Regulation 4.0108: Waiver and Exemption of Tuition and Fees](#)

88

89

Regulation 6.0025 formerly known as Policy 34-001: Veterans Services for Students

90 *Authority: Art. IX, Sec. 7, Fla. Const.; FL Board of Governors Regulation 6.013 and 7.002; 1004.07, F.S.*

History – New (BOT approval) TBD

91 *Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a*
92 *record of written notices, comments, summaries and responses as required.*

93

94

Board of Governors Regulation

6.013 Military Veterans and Active Duty

(1) College Credit for Military Training and Education Courses.

Each university board of trustees shall adopt a regulation that establishes a policy and process that enables students who are or were eligible members of the United States Armed Forces to earn appropriate academic college credit for college-level training and education acquired in the military.

(a) The policy and process established by regulation shall include:

1. Specification that college credit will be granted to students with military training or coursework that is recognized by the American Council on Education (ACE) subject to regular institution transfer practices or limitations on amount, level, etc. of transfer credit. The process is subject to the same treatment as any other transfer credit evaluated;
2. Utilization of the ACE Guide to the Evaluation of Educational Experiences in the Armed Services in order to determine equivalency and alignment of military coursework with appropriate university courses;
3. Specification that if the course to which the military training or coursework is equivalent fulfills a general education or major course or degree program requirement at the receiving institution, the credit should count towards graduation and meet a requirement accordingly. Otherwise, appropriate course credit including free elective course credit will be granted; and
4. Articulation of credits earned via military training and coursework between state universities. Credit that was previously evaluated and awarded by a college degree granting institution, and that is appropriate to the transfer student's major at the university, should be accepted, subject to institution limit on the amount and level of transfer credit allowed for a given degree.

(b) Credit awarded for military education and training shall be noted on the veteran student's transcript and documentation of the credit equivalency evaluation shall be maintained in the student veteran's file.

(c) Each university shall provide a copy of the policy and process on the university registrar's website and within its university catalogs.

(d) Credit awarded for military education and training shall not be counted in the excess hours fee per Board of Governors Regulation 7.003 due to the credit being based on work accomplished while serving on active-duty.

(2) Priority Course Registration for Veterans

(a) Each university that offers priority course registration for a segment of the student population shall provide the same priority course registration for each veteran of the United States Armed Forces who is receiving GI Bill educational benefits and for the spouse or dependent children of a veteran to whom the GI Bill education benefits have been transferred.

(3) Student Withdrawal from Courses Due to Military Service

(a) Withdrawal Due to Military Service.

Each university board of trustees shall adopt a regulation to provide that any student enrolled in a college credit course at a state university shall not incur academic or financial penalties by virtue of performing military service on behalf of our country. The regulation shall encourage withdrawal and possible eligible refund without academic penalty except in cases where the student and faculty member agree that completion is imminent and possible. If the course is no longer offered when the student seeks to resume study, an equivalent course may be selected. If the student chooses to withdraw, the student's record shall reflect that the withdrawal is due to active military service.

(b) The provisions of this subsection and related university regulations shall apply to:

1. Students who are currently on active duty with any unit of the United States Armed Forces who receive orders that require reassignment to a different duty station or absence from class for an extended period of time during the semester in which they are enrolled; and
2. Students who are members of a National Guard, Air National Guard, or other military reserve unit who receive orders calling them to active duty for operational or training purposes during the semester in which they are enrolled, excluding any regularly scheduled weekend and annual training duty; and
3. Students who are veterans of the United States Armed Forces and who are recalled to active duty during the semester in which they are enrolled; and
4. Students who enlist in any branch of the United States Armed Forces and whose induction date falls within the semester in which they are enrolled.

Authority: Section 7(d), Art. IX, Fla. Const.; Section 39.205, Fla. Stat.; History: New 11-08-12, Amended 11-3-16.

Agenda Item: FL 107

USF Board of Trustees
March 9, 2017

Issue: Compliance & Ethics Program Charter

Proposed action: Approval of the Compliance & Ethics Program Charter

Executive Summary: The Compliance and Ethics Program Charter brings the university into compliance with certain requirements of Florida Board of Governors Regulation 4.003 and approval will partially effectuate the separation of the current office of University Audit & Compliance into two programs: USF System Compliance and Ethics, and USF System Audit. The Charter provides that the Chief Compliance Officer (CCO) will have primary responsibility for system-wide management and coordination of all compliance-related activities, and that the CCO will report functionally to the BOT Audit and Compliance Committee and administratively to the President and Chief Operating Officer.

The Charter also provides that the Compliance & Ethics Program will have full and unrestricted access to all USF System functions, including direct support organizations and practice plans. Specific authorization is also included for the designation of compliance officers in various program areas as either direct-line reports or accountable reports to the CCO.

Financial Impact: N/A

Strategic Goal(s) Item Supports: Goal 4: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.

Committee Review Date: Audit & Compliance, 2/16/17

Supporting Documentation Online (please circle): Yes No

Compliance & Ethics Program Charter

USF System or Institution specific: USF System

Prepared by: Jeff Muir, Chief Compliance Officer



This charter identifies the purpose, authority, and responsibilities of the University of South Florida System Compliance & Ethics Program.

I. Purpose

The USF System Compliance & Ethics Program (the “Program”) is responsible for the coordination and management of all USF System compliance and ethics activities. The Program provides assurance to the USF System Board of Trustees that such activities are reasonably designed, implemented, enforced, and effective in preventing and detecting violations of law, regulations and policies, as well as violations of ethical principles of conduct. The mission of the Program is to create, support, and promote a system-wide culture of compliance, ethics, and accountability as required by Chapter 8, Part B, Section 2(b) of the Federal Sentencing Guidelines and Florida Board of Governors Regulation 4.003.

II. Authority and Governance

The USF System Compliance & Ethics Program reports functionally to the Board of Trustees Audit and Compliance Committee and administratively to the USF System President and the Chief Operating Officer. This reporting relationship ensures the Program’s independence and assures adequate consideration of the Program’s compliance and ethics recommendations. The Chief Compliance Officer (“CCO”) has primary responsibility for managing and coordinating the Program. The CCO and Program staff have organizational independence and objectivity to perform their responsibilities free from influence.

The Program has full and unrestricted access to all USF System functions, including its direct support organizations and practice plans, activities, records, property, information systems, and personnel, including those records or activities exempt from the Public Records laws, needed to fulfill its responsibilities.

The Program is responsible for ensuring confidential records obtained in the course of its activities are adequately secured and are not disclosed without established authority.

III. Responsibilities

The USF System Compliance and Ethics Program is responsible for fulfilling the requirements of an effective compliance program as outlined by Chapter 8, Part B, Section 2(b) of the Federal Sentencing Guidelines and Board of Governors Regulation 4.003. The CCO and staff shall:

- Develop and implement a Program Plan. This plan and any subsequent changes shall be approved by the Board of Trustees and a copy provided to the Board of Governors.
- Provide training to USF System employees and Board of Trustees' members regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures.
- Facilitate an external review of the Program's design and effectiveness at least once every five (5) years. The first external review shall be initiated within five (5) years from the effective date of BOG Regulation 4.003. The review and any recommendations for improvement will be provided to the Board of Trustees and USF System President. The assessment shall be approved by the Board of Trustees with a copy provided to the Board of Governors.
- Administer and promote an anonymous "hotline" for individuals to report potential or actual misconduct and violations of university policy, regulations, or law, and ensure that no individual faces retaliation for reporting a potential or actual violation when such report is made in good faith.
- Support and communicate the USF System's policies on reporting misconduct and protection from retaliation, including the escalation of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Communicate routinely to the Board of Trustees and USF System President regarding Program activities and provide an annual report on the effectiveness of the Program. Any program plan revisions, based on the CCO's annual report, shall be approved by the Board of Trustees. A copy of the annual report and any program plan revisions shall be provided to the Board of Governors.
- Assist the USF System in its responsibility to use reasonable efforts to exclude within the university and its affiliated organizations individuals whom it knew or should have known through the exercise of due diligence to have engaged in conduct inconsistent with an effective Program.
- Facilitate the designation of compliance officers for various program areas throughout the USF System, as either direct reports or accountable reports to the CCO. Such designations will be based on an assessment of risk in any particular program or area. If so designated, the individual shall coordinate and communicate with the CCO on matters relating to the Program.
- Promote and enforce the Program, in consultation with the Board of Trustees and USF System President, consistently through appropriate incentives and

disciplinary measures to encourage a culture of compliance and ethics. Failures in compliance or ethics shall be addressed through appropriate measures, including education or disciplinary action.

- Initiate, conduct, supervise, coordinate, or refer to other appropriate offices such as inquiries, investigations, or reviews deemed appropriate in accordance with university regulations and policies, state law, and/or federal regulations.

To ensure that the USF System Compliance and Ethics Program has the capabilities to perform the responsibilities and duties described herein, the CCO will:

- Maintain a professional staff with sufficient size, knowledge, skills, and experience to ensure an effective Program;
- Utilize approved third-party resources as appropriate to supplement the Program's efforts;
- Communicate routinely with the Board of Trustees and USF System President regarding Program activities and perform assessments of the Program with changes and improvements where necessary.

IV. Charter Review and Approval

The Board of Trustees-approved Program Charter shall be reviewed at least every three (3) years for consistency with applicable Board of Governors and USF System regulations, professional standards, and best practices. A copy of the approved charter and any subsequent changes shall be provided to the Board of Governors.

Brian D. Lamb, Chair, Board of Trustees

Approved on: _____

Judy L. Genshaft, USF System President

Approved on: _____

Jeffrey A. Muir, Chief Compliance Officer

Approved on: _____

Agenda Item: FL 108

USF Board of Trustees
March 9, 2017

Issue: USF System Audit Charter Revisions

Proposed action: Approval of the revised Charter for USF System Audit

Executive Summary: The USF System Audit Charter brings the university into compliance with certain requirements of Florida Board of Governors (BOG) Regulations 4.001 and 4.002. Approval of the USF System Audit Charter will effectively separate the current office of University Audit & Compliance into two programs: USF System Compliance and Ethics, and USF System Audit (“Audit”).

The Charter provides the Chief Audit Executive (CAE) primary responsibility for system-wide management and coordination of all audit, compliance, and investigation-related activities within Audit’s purview. The CAE will report functionally to the BOT Audit and Compliance Committee and administratively to the President and Chief Operating Officer.

We have made changes to bring the Charter in compliance with BOG regulations 4.001 and 4.002. In addition, we have taken the opportunity to make three conforming changes throughout the document: UAC to USF System Audit, USF to USF System, and Finance & Audit Committee to Audit & Compliance Committee.

The current Charter was approved on March 6, 2014.

Financial Impact: N/A

Strategic Goal(s) Item Supports: Goal 4: Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.

Committee Review Date: Audit & Compliance, 2/16/17
Supporting Documentation Online (please circle): Yes No

Proposed Revised Charter for USF System Audit

USF System or Institution specific: USF System

Prepared by: Kate Head, Interim Executive Director



USF System Audit Charter

This Charter identifies the purpose, authority, and responsibilities of University of South Florida System Audit.

I. Purpose

USF System Audit (“Audit”) provides independent, objective assurance, and advisory services to the USF System Board of Trustees (BOT) in the effective discharge of their responsibilities. Audit facilitates the University of South Florida System (USF System or University) in accomplishing its goals and objectives through a systematic, disciplined approach to evaluating and improving risk management, internal control, compliance, and governance processes. Audit is responsible for coordinating activities that promote accountability, integrity, and efficiency in the operations of the USF System.

II. Authority

USF System Audit reports functionally to the **BOT and administratively to the President and the Chief Operating Officer (COO)**. This reporting relationship ensures the organizational independence and objectivity of the Chief Audit Executive (CAE) in the performance of his/her responsibilities in a manner free from actual or perceived impairment. The CAE routinely reports significant risk exposures, control issues, fraud risks, governance issues, and other matters to the BOT. This reporting is done reporting through the BOT Audit & Compliance Committee as requested by the President and the BOT. The CAE conducts and reports on audits, investigations, and other inquiries free from actual or perceived impairments to the independence of USF System Audit.

In order to ensure independence, promote comprehensive audit coverage, and assure adequate consideration of Audit recommendations:

- Audit has full, unrestricted, and timely access to all USF System functions, including its direct support organizations (DSOs) and practice plans, activities, records, property, information systems, and personnel, including those records or activities exempt from the Public Records laws, needed to fulfill its responsibilities. Any unresolved restrictions or barriers which restrict the scope or access of Audit to information or people necessary to perform its assigned duties will be addressed by the CAE. If such scope and access limitations cannot be remedied by the CAE after working with the BOT and university management, the CAE shall timely notify the Board of Governors (BOG) through its Office of the Inspector General and Director of Compliance (OIGC) of any such restrictions, barriers, or limitations.
- The CAE is responsible for ensuring confidential records obtained in the course of performing Audit activities are adequately secured and are not disclosed without established

authority.

- Audit has no direct operational responsibility or authority over any of the activities they review. Participation of Audit in the planning, development, implementation, or modification of university systems or processes is limited to an advisory or consulting role. This Audit role is managed so as to provide independence when conducting future assessments.
- Audit staff shall govern themselves by adherence to the International Standards for the Professional Practice of Internal Auditing (IIA), the IIA Code of Ethics, and the Florida Code of Ethics for Public Officers and Employees.

III. Responsibilities

Audit is responsible for assessing the various functions and control systems of the USF System and for advising management concerning their condition. While DSOs may obtain internal audit and compliance services from public accountants, consultants, and their own internal audit staff, Audit may also provide DSOs with internal audit and compliance services. Audit may also provide these services to other entities under the control and direction of the USF System at the request of management or the Board of Trustees.

Audit and CAE responsibilities include, but are not limited to, the following activities:

- Developing and submitting an Audit Work Plan to the BOT Audit and Compliance Committee and the President for annual review and approval. Such Audit Work Plan development utilizes an appropriate risk-based methodology which takes into consideration risk or control concerns identified by management.
- Evaluating risk exposures and the adequacy and effectiveness of controls within the governance, operations, and information systems of the USF System in responding to identified risk exposures. This evaluation of risk exposure and control assessment is performed in the context of the following:
 - Ability of the USF System to achieve its strategic objectives,
 - Reliability and integrity of financial and operational information,
 - Effectiveness and efficiency of operations and programs,
 - Safeguarding of assets, and
 - Compliance with laws, regulations, policies, procedures, and contracts, including controls designed to enhance and promote accountability.
- Providing audits, consulting services, and compliance oversight based on the following professional frameworks and standards:
 - International Professional Practices Framework, published by the IIA professional standards;
 - Information Technology Assurance Framework, published by the Information Systems Audit and Control Association (ISACA); and/or
 - Other professional standards as appropriate for the Audit engagement.
- Following up on findings appearing in Audit reports as well as those in reports and assessments issued by external audit entities, research sponsors, and other external parties. Such follow up by Audit will determine whether the corrective actions appearing in these reports and assessments have either been effectively implemented or senior management or the BOT have chosen to accept the risk of not taking these corrective actions.

- Providing and issuing reports to the President, COO, BOT Audit & Compliance Committee, and others, as appropriate, on the following:
 - Audit work performed and resources utilized;
 - Status of internal and external audit recommendations; and
 - Significant unmitigated risks and/or noncompliance.
- Promoting, in collaboration with other appropriate University officials, effective coordination of external audit, review, and investigatory work performed at the USF System between the University and the State of Florida Auditor General, federal auditors, accrediting bodies, and other governmental or oversight bodies to facilitate effective, timely completion of these engagements.
- Provide training programs to USF System employees and management to assist in improving operational efficiency, effectiveness, and compliance. Such training programs are provided based on Audit work performed or as requested.
- **Ensure compliance with all BOG reporting requirements as established by BOG Regulation 4.002.**

Audit is responsible for the providing investigative services to all entities and support organizations, including auxiliary facilities and services, DSOs, and practice plans and other component units under the control and direction of the USF System. The investigatory responsibilities of the CAE include the following:

- Receiving complaints and conducting, supervising, or coordinating activities for the purpose of preventing and detecting fraud and abuse within University programs and operations, including serving as the BOT Audit & Compliance Committee-designated employee responsible for reviewing statutory whistleblower information and coordinating all activities of the USF System as required under the Florida Whistleblower's Act and ensuring compliance with BOG Regulation 4.001.
- Providing direction for, initiating, conducting, supervising, and coordinating audits and investigations, which promote economy, efficiency, and effectiveness in the administration of University programs and operations, that fall within the purview of Audit, as appropriate. Investigative assignments shall be performed in accordance with professional standards issued for the State University System, consistent with the Association of Certified Fraud Examiner standards.
- Issuing final investigative reports to the appropriate USF System officials, the BOT, and the Board of Governors, which will include recommended corrective actions and reports on the progress made in implementing corrective actions if, in the CAE's judgment, any significant and credible allegations and known occurrences of waste, fraud, mismanagement, abuses, and deficiencies relating to University programs and operations exist. When provided for by law, such reports shall be redacted to protect confidential, non-public information and the identity of individuals cited in the investigator reports.

To ensure Audit has the capabilities to perform the responsibilities and duties described herein, the CAE will:

- Review and make recommendations, as appropriate, concerning policies and regulations related to the University's programs and operations including, but not limited to, auxiliary

facilities and services, DSOs, and other component units.

- Establish policies, which articulate steps for reporting and escalating matters of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Hire and retain professional staff with sufficient knowledge, skills, experience, and professional certification to fulfill Audit's responsibilities and the requirements of this Charter;
- Assure appropriate training and education designed to promote accountability and address topics such as fraud awareness, risk management, controls, and other related subject matter is provided to all Audit employees in accordance with applicable professional education standards.
- For specialized or technical engagements, hire consulting experts to effectively perform and complete the engagement and supplement Audit's efforts.
- Coordinate or request audit, financial-and fraud related compliance, controls, and investigative information or assistance as may be necessary from any university, federal, state, or local government entity.
- Inform the BOT when contracting for specific instances of audit or investigative assistance.
- Develop and maintain a quality assurance and improvement program in accordance with professional standards, which includes an external assessment at least once every five years. Such external assessments are presented to the BOT Audit and Compliance Committee and forwarded to the BOG.
- Prepare an annual report for distribution to the President, BOT, and BOG which summarizes the following:
 - Audit activities for the preceding fiscal year;
 - Plans and resource requirements for the Audit office, including significant changes; and
 - Impacts of any resource limitations.

IV. Charter Review and Approval

The Board of Trustees-approved Audit Charter shall be reviewed at least every three (3) years for consistency with applicable Board of Governors and USF System regulations, professional standards, and best practices. A copy of the approved Charter and any subsequent changes shall be provided to the Board of Governors.

Brian D. Lamb, Chair, Board of Trustees

Approved on: _____

Judy L. Genshaft, USF System President

Approved on: _____

Virginia L. Kalil, Chief Audit Executive and
Executive Director of USF System Audit

Approved on: _____

Agenda Item: FL 109

USF Board of Trustees
March 9, 2017

Issue: Need to adopt USF Policy 0-024 as USF System Regulation: Waste, Fraud, or Financial Mismanagement Prevention and Detection and revise to include new requirements under Florida Board of Governors Regulation 4.001

Proposed action: Approve the adoption of USF System Regulation: Waste, Fraud, or Financial Mismanagement Prevention and Detection

Executive Summary:

The Florida Board of Governors recently adopted Regulation 4.001 that provides “Each board of trustees shall adopt a regulation which requires timely notification to the Board of Governors, through the OIGC, of any significant and credible allegation(s) of fraud, waste, mismanagement, misconduct, and other abuses made against the university president or a board of trustees member.” The Regulation further requires “ (t)he board of trustees’ regulation shall articulate how the university will address any significant and credible allegation(s) of fraud, waste, mismanagement, misconduct, and other abuses made against the chief audit executive or chief compliance officer.”

USF has always been committed to identifying and promptly investigating any possibility of fraudulent or related dishonest activities against the USF System or its students and employees as set forth in USF System Policy .024. Based on the new Board of Governors Regulation, this policy is being revised to include the new requirements stated above and is being proposed as a USF System Regulation.

Financial Impact: NA

Strategic Goal(s) Item Supports Goal Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement

Workgroup Review Date: Audit & Compliance Committee-February 16, 2017

Supporting Documentation Online, (please circle): Yes No

- Proposed draft of new Regulation Waste, Fraud, or Financial Mismanagement Prevention and Detection

USF System or Institution specific: USF System

Prepared by: Patsy Ciaccio, Office of the General Counsel, 813-974-1661

43 **IV. PROCESS STEPS/SPECIFIC PROVISIONS**

44 Waste, fraud, or financial mismanagement can be generally defined as a willful or deliberate
 45 act or omission with the intention of obtaining an unauthorized benefit, service, property, or
 46 something of value by deception, misrepresentation, or other unethical or unlawful means.

47 These activities include, but are not limited to:

- 48 • Forgery or alteration of documents (e.g. checks, time sheets, contracts, purchase orders,
 49 budgets, etc.).
- 50 • Misrepresentation of information on documents.
- 51 • Misappropriation of funds, supplies, or any other asset.
- 52 • Theft, disappearance, or unauthorized destruction of any asset.
- 53 • Improprieties in the handling or reporting of money transactions.
- 54 • Authorizing or receiving payment for goods not received or services not performed.
- 55 • Authorizing or receiving payment for hours not worked.

56

57 **Prevention**

58 All levels of USF System management must be familiar with the types of improprieties that may
 59 occur in their areas of responsibility and must be alert for any indication of wasteful, fraudulent or
 60 dishonest acts including financial mismanagement. “Risk ownership” for such activities resides
 61 with each USF System vice president/chancellor and each is, therefore, responsible for ensuring
 62 that a system of internal controls are established and maintained that provides reasonable
 63 assurance that improprieties are prevented. All levels of USF System management must establish
 64 and follow internal controls necessary for their operations. USF System Audit is available to assist
 65 management in establishing effective internal controls and recognizing improper conduct.

66 **Detection**

67 USF System Management is responsible for being aware of exposures and symptoms of waste,
 68 fraud, or financial mismanagement in their operational areas and for detecting such potential
 69 activity. All USF System and related-entity employees are required to immediately report
 70 suspected wasteful, fraudulent or dishonest acts, including financial mismanagement which are
 71 suspected, observed, or made known. All USF System and related-entity employees must use
 72 one of the following two reporting mechanisms:

- 73 1. Anonymously report wasteful, fraudulent, or dishonest activity or any other violation of USF
 74 System policy or regulation through the USF System *EthicsPoint* hotline at 1-866-974-8411 or
 75 www.ethicspoint.com; OR
- 76 2. Report the incident or practice to their supervisor for subsequent reporting to the
 77 appropriate management official. If the USF System employee believes their supervisor may
 78 be involved, then the employee must report the incident or practice to the next higher level
 79 of management or USF System Audit. If the USF System employee believes the next higher

80 level of management or USF System Audit may be involved, then the employee must report
 81 the incident or practice to the Office of the General Counsel. All members of the USF
 82 System community may submit an anonymous report of wasteful, fraudulent, or dishonest
 83 activity or any other violation of USF System policy or regulation.

84 **Investigation**

85 USF System Audit is the official contact point for all persons reporting suspected wasteful or
 86 fraudulent activities, including financial mismanagement either directly or through the
 87 supervisory chain of command. USF System Audit will oversee all investigations into allegations
 88 of falsification, misappropriation, and other financial irregularities. USF System Audit has free
 89 and unrestricted access to all USF System and related entity records and documents and
 90 premises, whether owned or rented, and the authority to examine, copy, and/or remove such
 91 records and documents.

92 **Reporting**

- 93 1. If an investigation reveals suspected criminal activity, the University Police will be notified.
 94 USF System Audit will also inform and consult with the General Counsel, Office of
 95 Research & Innovation, Human Resources, and the Office of the Provost or USF Health
 96 Faculty Affairs, as appropriate.
- 97 2. If an investigation reveals significant and credible allegation(s) of fraud, waste,
 98 mismanagement, misconduct and other abuses made against the USF System President or
 99 member of the Board of Trustees, USF System Audit shall timely notify the Office of
 100 Inspector General and Director of Compliance (OIGC) for the State University System of
 101 the Florida Board of Governors and such matters will be handled in accordance with BOG
 102 Regulation 4.001.
- 103 3. Allegations or matters of conduct deemed outside the scope of this policy, such as
 104 academic or scientific misconduct, must be referred to the appropriate management area
 105 for review and action. To avoid damaging the reputations of innocent persons and to
 106 protect the USF System from potential liability, investigative information will not be
 107 disclosed or discussed with anyone other than those persons who have a legitimate need to
 108 know, and within the limits of applicable law. Managers or other persons who become
 109 aware of potential wrongdoing should not attempt to interview or contact persons involved
 110 or discuss the circumstances of the situation with anyone other than the appropriate USF
 111 System official. All members of the USF System community are expected to support the
 112 USF System's fiduciary responsibilities and to cooperate with the USF System and law
 113 enforcement agencies in the detection, investigation, and reporting of fraudulent or
 114 criminal acts, including the prosecution of offenders.

115 **Disciplinary Action**

116 Anyone found to have engaged in wasteful or fraudulent conduct, including financial
 117 mismanagement is subject to disciplinary action up to and including dismissal or expulsion and
 118 civil or criminal prosecution. Employees who deliberately, willfully, and knowingly make false
 119 accusations are subject to disciplinary action up to and including dismissal. The USF System will

120 make every effort to recover losses that result from fraudulent or criminal acts.

121 Related Documents: §§ 112.311-112.326 Fla. Stat. - Code of Ethics for Public Employees; §§

122 112.3187-112.31895 Fla. Stat. - Whistle-blower's Act; USF System Audit Charter.

*Regulation **.*** formerly known as USF System Policy 0-024: Fraud Prevention and Detection*

Authority: Art. IX, Sec. 7, Fla. Const.; FL Board of Governors Regulation 4.001.

*History – New (BOT approval) **.***.****

Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.

123

DRAFT

Agenda Item: 110

USF Board of Trustees
March 9, 2017

Issue: Need to revise USF BOT 06-003 Board of Trustees Debt Management Policy

Proposed action: Approve amendment to USF Board of Trustees Debt Management Policy USF BOT 06-003

Executive Summary:

The Florida Board of Governors recently revised their Debt Management Guidelines to include the following:

“Communications and other activities with rating agencies relating to credit ratings on university and DSO debt and activities relating to disclosure under Rule 15c2-12 of the Securities and Exchange Commission shall be conducted jointly between the university and/or DSO and the Board Office and DBF, under the management and coordination of the Board Office and DBF. The university or DSO must notify the Board Office and DBF in advance of any contact with a rating agency, such that the Board Office and DBF will have an adequate opportunity to prepare and participate. In addition, the university or DSO must promptly notify the Board Office and DBF when a rating agency requests to schedule surveillance calls, site visits, or other activities, or whenever any request for information is received, such that the Board Office, and DBF will have an adequate opportunity to prepare and participate. The Board Office and DBF must be notified on the same day that a rating agency publishes their final rating action, should the final rating action not be provided directly to the Board Office and DBF. The Board Office and DBF will coordinate with the university and/or DSO on the appropriate level of engagement by the Board Office and DBF for any given call, draft report, site visit, etc., as determined by the Board Office and DBF. The Board Office and DBF must be copied on any communications between the university and/or the DSO and any rating agency. Each university and DSO must provide all information relating to credit ratings or disclosure to the Board Office and DBF and respond timely to requests from the Board Office and DBF for any information necessary to facilitate activities relating to credit ratings or appropriate disclosure.”

The USF Board of Trustees Debt Management Policy 06-003 is being revised to include this new requirement in the Board of Governors Debt Management Guidelines.

Financial Impact: N/A

Strategic Goal(s) Item Supports Goal Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement

Workgroup Review Date: Finance Committee-February 16, 2017

Supporting Documentation Online, (please circle): Yes **No**

- Proposed amended draft of USF BOT 06-003 Debt Management Policy

USF System or Institution specific: USF System

Prepared by: Patsy Ciaccio, Office of the General Counsel, 813-974-1661



UNIVERSITY OF SOUTH FLORIDA
DEBT MANAGEMENT POLICY

Policy & Procedures Manual	Effective Date	Policy Number
DEBT MANAGEMENT POLICY	12/07/06 – Approved by USF Board of Trustees	USF BOT 06-003

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UNIVERSITY OF SOUTH FLORIDA

DEBT MANAGEMENT POLICY

I. INTRODUCTION (Purpose and Intent)

Mission of the University

The University of South Florida (the “University”) is a multi-campus national research university that supports the development of the metropolitan Tampa Bay Region, the United States and the world. Building upon unique strengths inherent in Florida’s population, location, and natural resources, the university is dedicated to excellence in:

- Teaching and lifelong learning in a student-centered environment
- Research to advance knowledge and promote social, cultural, economic, educational, health, and technological development
- Service based on academic excellence and the ethic of community responsibility
- Community engagement to build university-community partnerships and collaborations.

Purpose of the Policy

To fulfill its mission, the University will need to make strategic capital investments in its facilities that could affect the University’s credit. Funding sources, including State funds (appropriations and debt), University debt, internal reserves and philanthropy will be continuously utilized by management to achieve the University’s strategic objectives. Debt, particularly tax-exempt debt, provides a low cost source of capital to fund investments and is viewed as a long-term component of liabilities.

The purpose of this document is to establish a policy for the University of South Florida to be used to evaluate the appropriate mix of funding sources, the capital funding structure and the appropriate use of leverage (the “Policy”).

II. STATEMENT OF POLICY

It is the policy of the University of South Florida that debt financing conform to the authority granted by Florida and Federal laws, its Board of Trustees and the Board of Governors’ Debt Management Guidelines for Capital Outlay Projects initially approved on April 27, 2006 and that the management of debt be conducted in such a manner as to promote the interests of the University.

This Policy will be implemented, reviewed and monitored by the University Chief Financial Officer, the Office of the University Treasurer (“Treasurer”) and the CFO of the DSO or CU.

III. ENTITIES COVERED BY THIS POLICY

The Policy applies to all units within the University, to direct support organizations (“DSO”), to component units (“CU”) and to units for which the University is financially and legally accountable. DSOs are separate not-for-profit corporations organized and operated exclusively to assist the University achieve its mission. CUs are organizations operated exclusively to assist the University achieve its mission. In accordance with Florida Statutes and Rules and University Regulations and Policies, these organizations receive, hold, invest and administer property and make expenditures to or for the benefit of the University.

All DSO and CU debt financings, to the extent such debt financings are allowed by applicable law, require approval by the DSO and CU Boards and such projects shall be managed by the designated chief financial officer (“CFO”) of the DSO and CU.

IV. FINANCING OBJECTIVES

The financing objectives below, combined with the judgment of the University, and DSO and CU as appropriate, provide a framework for decisions regarding the use and management of debt. The objectives are subject to review and change over time.

- A. Identify eligible projects for debt financing. Restricting debt to projects that are critical to the mission of the University will ensure that debt capacity is optimally utilized. Projects that relate to the strategic objectives of the University and projects which are self-funding with associated revenues will receive priority consideration.
- B. Maintain favorable access to capital. Management will manage the timing and overall level of debt to ensure low-cost and timely access to the capital markets.
- C. Limit risk within the debt portfolio. Management will balance the goal of achieving the lowest cost of capital with the goal of limiting exposure to interest rate risk and other financing and credit risks.
- D. Manage credit to maintain the highest possible credit rating. Maintaining the highest possible credit rating will facilitate the issuance of debt at favorable cost. Outstanding debt will be limited to a level that will maintain acceptable credit ratings from the credit rating agencies. While maintaining or attaining a specific credit rating is not an objective of this Policy, the University System Finance

Council (the “Finance Council”) will monitor the University’s credit ratings and assess factors that might affect those ratings.

V. RESPONSIBILITIES

Pursuant to the authority of the University President, the responsibility for implementing the Policy and its procedures lies with the University Chief Financial Officer. The University Chief Financial Officer may delegate debt management duties to other officers. The Treasurer will provide direction for managing outstanding University debt and the respective CFO of the DSO or CU will be responsible for managing the outstanding debt of the relevant organization. Debt management guidance, review and recommendations will be provided by the Finance Council.

VI. DEBT MANAGEMENT STRATEGIES

To achieve its financing objectives above, the University will adopt the following debt management strategies and procedures. These strategies will be reviewed and modified by the University over time.

A. Funding Strategies

1. Only projects that relate to the mission of the University will be considered for debt financing.
2. Projects which are self-funding or can create budgetary savings will receive priority consideration. The Finance Council will prioritize all projects put forward for funding.
3. State funding, cash reserves, philanthropy and all other sources of legally available funds are expected to finance a portion of the cost for the University’s or, as appropriate, the DSO’s and CU’s investment in facilities.
4. Debt is to be used sparingly and strategically.
5. The University, in the context of this Policy, will consider other funding arrangements when appropriate and advantageous to the University.

B. Debt Capacity Assessment

1. This Policy requires the assessment of University debt capacity using key financial ratios. These ratios should be consistent with those used in the capital markets and will constitute benchmarks for debt capacity. The ratios will be evaluated over the past several years and will be compared to appropriate industry medians at specific rating levels.

The following ratios will be calculated on a University-wide basis and reported annually and on a pro forma basis when new

debt is issued, and will be revised to reflect any changes in the capital markets and accounting standards:

- Actual Debt Service Coverage (x)

Measures the actual margin of protection for annual debt service payments from annual operations.

The Sum of:

operating surplus (deficit)

plus depreciation expense

plus interest expense

Divided by total principal and interest expense.

- Actual Debt Service to Operations (%)

Measures the ability to pay debt service associated with all outstanding debt and the impact on the overall budget.

Actual annual debt service

Divided by total operating expenses.

- Operating Margin (%)

Measures the operating surplus on each dollar of operating revenue.

Operating surplus (deficit)

Divided by total operating revenue.

- Expendable Financial Resources to Direct Debt (x)

Measures coverage of direct debt by financial resources that are ultimately expendable.

The Sum of:

unrestricted net assets

plus restricted expendable net assets

plus foundation unrestricted / temporarily restricted net assets

less foundation net investment in plant

Divided by outstanding direct debt.

- Expendable Financial Resources to Operations (x)

Measures coverage of operating expense by financial resources that are ultimately expendable.

The Sum of:

unrestricted net assets

plus restricted expendable net assets

*plus foundation unrestricted / temporarily restricted net assets
less foundation net investment in plant
Divided by total operating expense.*

2. Target ratios or Policy limits may be established as part of this Policy. These targets or limits will vary depending on risk tolerance and strategic objectives.

C. Debt Instruments

1. Tax-Exempt Debt. Tax-exempt debt is beneficial and efforts will be made to maximize the amount of tax-exempt debt outstanding under the Policy.
2. Taxable Debt. The University debt portfolio will be managed to minimize the amount of taxable debt outstanding. Taxable debt will be used to fund projects ineligible for tax-exempt financing.

D. Interest Rate Swaps

1. Interest rate swaps will be used by the University in a manner consistent with the Derivatives Policy to reduce interest rate risk and to manage variable rate exposure.
2. Interest rate swaps will be evaluated in a framework incorporating a cost/benefit analysis of any derivative instrument, market and interest rate conditions, and counterparty exposure.
3. Under no circumstances will a derivative transaction be utilized that is not fully understood or that imposes inappropriate risk on the University.
4. Only counterparties with ratings of "AA-" or better at the time of the transaction will be used.
5. If, following the transaction, the counterparty is downgraded, the relationship will be subject to immediate review.
6. All swap contracts will include provisions for collateralization upon certain events to secure the interests of the University and particularly that the contract will terminate at the University's option if the counterparty's rating falls below a "BBB-".
7. Exposure to counterparties will be diversified.

E. Variable Interest Rate Exposure

1. Due to the typically low interest rate cost of variable rate debt relative to fixed rate debt, it is beneficial for the University to maintain a portion of outstanding debt in a variable rate mode.
2. Variable rate debt, however, introduces a number of significant risks: the potential volatility of debt service requirements, a risk that associated credit arrangements that expire prior to the maturity of the underlying debt may be difficult or costly to

renew, financing arrangements that may include rating triggers or covenants that could accelerate debt repayment and collateral pledge requirements. Thus, the amount of variable rate debt not swapped to fixed rates will be limited as a portion of the total amount of outstanding University debt. Fixed rate debt will be the primary source of capital infrastructure financing.

3. The amount of variable rate debt will vary depending on capital market conditions and the level of interest rates.

F. Off-Balance Sheet Financing

1. Off-balance sheet financing will be considered by the University when it is desirable to work with a third party for risk sharing and for leasing.
2. The effect of such financing will be considered on the cost of capital, credit ratings and debt capacity, making the assumption that the financing is included on the balance sheet.

VII. DEBT MANAGEMENT PRACTICES

A. Debt Administration

1. The University Chief Financial Officer, who may delegate duties to other officers, will be responsible for structuring new University transactions, managing project funds and developing repayment schedules from units. The CFO of the DSO or CU will have similar responsibilities for the DSO or CU.
2. The University's outstanding debt will be managed by the Treasurer. The DSO's and CU's outstanding debt will be managed by the CFO of the DSO and CU.
3. The University System Finance Council will review debt management practices and new transactions reported by the University and the DSOs and CUs at least on a quarterly basis and provide guidance and recommendations to the University Chief Financial Officer.
4. In circumstances where the University issues debt for projects benefiting multiple units, the Treasurer will pool the debt and allocate funds and financing costs for the various projects to the units on a consistent basis.
5. The Finance Council, as needed, will review proposals for new projects and rank them according to the foregoing University objectives and strategy.
6. The Finance Council will review, at least annually, the University's debt capacity, repayment sources and other capital market, budget and financing considerations.
7. The University Board of Trustees and the DSO and CU Boards, if applicable, must approve projects before funding.

B. Structure

1. To obtain the lowest possible financing costs, debt should be structured with the strongest possible authorized security.
2. Debt maturity structures will not exceed the useful life of the facilities financed.
3. Debt service should not exceed the expected revenues used to repay the debt at any time.
4. Call features should be structured to provide maximum flexibility relative to cost.

C. Methods of Sale

1. Negotiated or competitive debt transactions will be considered on a case-by-case basis.
2. Private placements will be considered for debt transactions where the size is too small or the structure is too complicated for public debt issuance.

D. Purchase of Insurance or Other Credit Enhancement

1. Insurance and other credit enhancement opportunities will be evaluated and utilized if they are considered cost effective and when they do not require material debt and operating restrictions.

E. Selection of Underwriters and Advisors

1. A request-for-proposal process will be utilized from time to time to select senior and co-managing underwriters. This request process will serve to select a group of lead underwriters for debt issuance for a specified period. The process will also be utilized to pre-qualify a roster of other firms for participation on the underwriting team. A competitive or negotiated process will be utilized for any single issue.
2. Financial and legal advisors to the University for debt issuance and management requirements will be selected from a request-for-proposal process from time to time to serve for a specified period. Advisors may be selected for any single issue utilizing a competitive or negotiated process.

F. Refunding Targets

1. Outstanding debt will be monitored for refunding opportunities.
2. As a guideline, refunding debt that produces a 5% or greater net present value will be considered.
3. Refunding outstanding debt will also be considered if the University benefits from eliminated restrictive covenants, payment obligations, reserve and/or security requirements or other obligations, or from consolidation into larger, more cost-effective transactions.

G. Communications and other activities with rating agencies relating to credit ratings on University and DSO debt and activities relating to disclosure under Rule 15c2-12 of the Securities and Exchange Commission shall be conducted jointly between the University and/or DSO and the Florida Board of Governor's Office and State Division of Bond Finance under the management and coordination of the Florida Board of Governor's Office and State Division of Bond Finance. The University or DSO must notify the Florida Board of Governor's Office and State Division of Bond Finance in advance of any contact with a rating agency, such that the Florida Board of Governor's Office and State Division of Bond Finance will have an adequate opportunity to prepare and participate. In addition, the University or DSO must promptly notify the Florida Board of Governor's Office and State Division of Bond Finance when a rating agency requests to schedule surveillance calls, site visits, or other activities, or whenever any request for information is received, such that the Florida Board of Governor's Office, and State Division of Bond Finance will have an adequate opportunity to prepare and participate. The Florida Board of Governor's Office and State Division of Bond Finance must be notified on the same day that a rating agency publishes their final rating action, should the final rating action not be provided directly to the Florida Board of Governor's Office and State Division of Bond Finance. The Florida Board of Governor's Office and State Division of Bond Finance will coordinate with the University and/or DSO on the appropriate level of engagement by the Florida Board of Governor's Office and State Division of Bond Finance for any given call, draft report, site visit, etc., as determined by the Florida Board of Governor's Office and State Division of Bond Finance. The Florida Board of Governor's Office and State Division of Bond Finance must be copied on any communications between the University and/or the DSO and any rating agency. The University and DSO must provide all information relating to credit ratings or disclosure to the Florida Board of Governor's Office and State Division of Bond Finance and respond timely to requests from the Florida Board of Governor's Office and State Division of Bond Finance for any information necessary to facilitate activities relating to credit ratings or appropriate disclosure.

G-H. Reporting to the Board of Trustees

1. The Treasurer will present an annual report to the Board of Trustees on debt issued and outstanding, the estimated University debt capacity and the credit ratings. The CFO of the DSO or CU will submit information as requested by the Treasurer for this annual report.

VIII. ARBITRAGE AND INVESTMENT OF BOND PROCEEDS

Compliance with arbitrage requirements on invested tax-exempt bond funds will be maintained. Proceeds that are to be used to finance construction expenditures are excepted from the filing requirements, provided that proceeds are spent in accordance with requirements established by the IRS.

IX. DISCLOSURE

Initial and ongoing disclosure requirements will be met in accordance with SEC Rules, or Florida Statutes or Rules, as applicable. Financial reports, statistical data and descriptions of any material events will be submitted as required under outstanding bond indentures.

DRAFT

Agenda Item: FL 111**USF Board of Trustees**
March 9, 2017

Issue: Ten (10) current USF System purchasing regulations (4.02000 through 4.02090) have been consolidated into three (3) proposed new regulations and have been updated to comply with FL BOG Reg. 18.001.

Proposed action: Approve the three (3) proposed new USF System purchasing regulations: Procurement – General; Procurement of Commodities, Contractual Services, Motor Vehicles, and Licenses; Notice of a Decision and Protest Procedures (for Procurement)

Executive Summary:

In the Fall of 2016, the Florida Board of Governors amended BOG Reg. 18.001 Purchasing including renaming the title of the regulation to “Procurement.” The modifications included in the amended regulation are mostly clarifying in nature with few exceptions. The BOG granted SUS institutions the restricted authority to extend (for up to 12 months or until completion of the completion of the competitive solicitation period) and renew (for no more than the longer of 5 years or twice the original contract term) contracts that have been vetted through the competitive solicitation process. As a result of the addition of this restricted authority, the BOG also struck “extension of an existing contract” and “renewal of an existing contract if the terms of the contract specify renewal option(s)” from the list exemptions from the competitive solicitation requirement.”

Financial Impact: N/A

Strategic Goal(s) Item Supports Goal Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement

Workgroup Review Date: Finance Committee-February 16, 2017

Supporting Documentation Online, (please circle): Yes **No**

- Proposed draft of new Regulation 4.02000 Procurement – General
- Proposed draft of new Regulation 4.02010 Procurement of Commodities, Contractual Services, Motor Vehicles, and Licenses
- Proposed draft of new Regulation 4.02020 Notice of a Decision and Protest Procedures

USF System or Institution specific: USF System

Prepared by: Patsy Ciaccio, Office of the General Counsel, 813-974-1661



REGULATION

USF System
 USF
 USFSP
 USFSM

Number: USF4.02000
Title: Procurement – General
Responsible Office: Business & Finance

Date of Origin:

Date Last Amended:

Date Last Reviewed:

I. STATEMENT OF REGULATION:

In order to meet the University of South Florida System’s (USF System) mission, Purchasing and Property Services administers and provides management and oversight of the process to procure quality commodities and contractual services. Purchasing and Property Services administers and provides management and oversight for this USF System Regulation as well as Regulation 4.02010 and 4.02020.

II. AUTHORITY:

In accordance with Florida Board of Governors Regulations 1.001 and 18.001, the following Regulation applies to all institutions of the USF System.

III. DEFINITIONS OF TERMS:

The following definitions apply to this this USF System Regulation as well as Regulation 4.02010 and 4.02020:

- A. Adversely affected: Where the university decision or intended decision will cause immediate injury in fact to the Protestor and the injury is of the type that the pertinent law or regulation is designed to protect.
- B. Artistic Services: Services provided by an individual or group of individuals who profess and practice a skill in the area of music, dance, drama, folk art, creative writing, painting, sculpture, photography, graphic arts, web design, craft arts, industrial design, costume design, fashion design, motion pictures, television, radio, video and audio recording, or in any other related field.
- C. Commodity: Any of the various supplies, materials, goods, merchandise, food, equipment, software or other personal property, including a mobile home, trailer or other portable structure, which are purchased, leased, lease-purchased or otherwise contracted for by the University of South Florida System (USF System). “Commodity” also includes interest on deferred-payment contracts entered into by the USF System for the purchase of other commodities. Printing is not subject to Chapter 283, Florida Statutes.

- D. Competitive Solicitation:** An Invitation to Bid, Request for Proposal or Invitation to Negotiate to competitively select a contractor/vendor.
- E. Contractor/Vendor:** A person or firm who contracts to sell commodities or contractual services to the USF System.
- F. Contractual Service:** The rendering by a contractor of its time and effort rather than the furnishing of specific commodities. The term applies only to those services rendered by individuals and firms who are independent contractors. “Contractual service” does not include labor or materials for the construction, renovation, repair or demolition of facilities.
- G. Days:** Calendar days.
- H. Decision or intended decision:** The Specifications; the rejection of a response or all responses to a competitive solicitation; the intent to award a contract pursuant to a competitive solicitation as indicated by a posted written notice; a sponsored research exemption; or a determination that a specified procurement can be made only from a sole source.
- I. Electronic posting:** Posting on the university’s designated website.
- J. Extension:** An increase in the time allowed for the contract period.
- K. Filing:** When filing documents or written materials with:
1. The Issuing Office, the filing is the delivery of the original of the document or written materials at the Issuing Office. Filing the Notice of Intent to Protest or the Formal Protest via email or facsimile is not permitted. The time allowed for filing any documents or written material is not extended by the mailing of such;
 2. The President, the President’s Designee or the Presiding Officer, filing is the delivery of the documents or written material to the President, President’s Designee or Presiding Officer via email or in person at a hearing.
- L. Formal Protest:** The formal written complaint that complies with the requirements of Section E of this Regulation.
- M. Independent Contractor:** A person or firm who provides a service to the USF System and in compliance with Florida or federal laws and IRS Code.
- N. Invitation to Bid:** A written solicitation for competitive bids for commodities, group of commodities, or contractual services defined for which bids are sought. The invitation to bid is used with a specifically defined scope of work for which a contractual service is required or with precise specifications defining the actual commodity or group of commodities required.
- O. Invitation to Negotiate:** A written solicitation to select one or more vendors with which to commence negotiations for the procurement of commodities or contractual services. The

invitation to negotiate is used when the USF System determines that negotiations may be necessary for the USF System to receive the best value.

- P. Issuing Office:** The office that issued the solicitation, or if a solicitation has not been issued, the office that made the decision or intended decision that is being protested.
- Q. Legal holidays:** Those days designated as holidays in Section 110.117, Florida Statutes, and those days - other than Saturdays and Sundays - when the university is officially closed.
- R. Motor Vehicle:** Any automobile, truck, watercraft, construction vehicle, recreational vehicle, equipment, or other vehicle.
- S. Notice of Intent to Protest:** A short and plain written statement that complies with the requirements of Section D of this Regulation.
- T. Potential Protestor:** Any actual or prospective bidder or offeror, person, or firm with standing to protest the decision or intended decision.
- U. President:** Means the presiding president of the USF System.
- V. President's Designee:** The person selected by the President to perform a specific delegated function on behalf of the President under this Regulation.
- W. President/President's Designee:** Means the presiding president of the USF System; however, if the presiding president appoints a designee, shall mean the presiding president's designee only.
- X. Presiding Officer:** The quasi-Judicial Officer or the University Official handling the protest proceeding.
- Y. Protest proceeding:** Either a summary proceeding involving a University Official or a quasi-judicial hearing involving a Quasi-Judicial Officer.
- Z. Protestor:** Any actual or prospective qualified bidder or offeror, or person or firm that is adversely affected and has standing who timely files a Notice of Intent to Protest and also timely files a Formal Protest.
- AA. Public Entity Crime:** A violation of any state or federal law by a person in the transaction of business with any public entity of any state or with the United States Government involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy or material misrepresentation.
- BB. Purchase:** An acquisition of commodities, contractual services or licenses obtained by purchase order or contract whether by rent, lease, installment- or lease-purchase or outright purchase.
- CC. Purchases for Resale:** The purchase of commodities or contractual services by the USF System for the purpose of selling commodities and contractual services for the benefit of the USF System.

- DD.** Purchasing and Property Services: The department responsible for oversight of the acquisition of commodities and contractual services.
- EE.** Quasi-Judicial Officer: The designated presiding official (may be an Administrative Law Judge or a qualified attorney with a minimum of five years' experience practicing law) in a protest proceeding where there are disputed issues of material fact.
- FF.** Renewal: Contracting with the same contractor for an additional period of time after the initial contract term, provided the original terms of the agreement specify an option to renew.
- GG.** Request for Information: A written request to vendors for information concerning commodities or contractual services. Responses to these requests are not offers and may not be accepted to form a binding contract.
- HH.** Request for Proposal: A written solicitation for competitive proposals for commodities or contractual services. The request for proposal is used when it is not practicable to specifically define the scope or work for which the commodity, group commodities, or contractual service is required and requesting that a responsible vendor propose a commodity, group of commodities, or contractual service to meet the specifications of the solicitation document.
- II.** Request for A Quote: An oral or written request for written pricing or services information from vendors for commodities or contractual services.
- JJ.** Responsive and Qualified Bidder or Offeror: A contractor/vendor who has submitted a bid or proposal that conforms in all material respects to a competitive solicitation.
- KK.** Serve/Service: Sending a copy of the information to the parties via email communication at the email addresses of record.
- LL.** Specification: The contents of the competitive solicitation or any addenda thereto; the approval of a sole source procurement; or other solicitation documents as permitted by applicable law or regulation.
- MM.** Term Contract: An indefinite quantity contract for the purchase of commodities or contractual services during a prescribed period of time.
- NN.** Timely Filed: Actual receipt of documentation or written material by the Issuing Office, the President, the President's Designee, or the Presiding Officer on or before the deadline.
- OO.** University Official: The person appointed by the President to conduct a summary proceeding.

IV. PROCESS STEPS/SPECIFIC PROVISIONS:

A. Role of Purchasing Services:

1. Canvass sources of supply and contracting for the purchase or lease of all commodities and

contractual services for the University of South Florida System (USF System), in any manner, including purchase by installment or lease-purchase contracts. Installment or lease-purchase contracts can provide for the payment of interest on unpaid portions of the purchase price.

2. Remove any contractor from the USF System's competitive vendor list that fails to fulfill any of its duties specified in a contract with the USF System (or another state university) and to reinstate such contractor when satisfied that further instances of default will not occur.
3. Plan and coordinate purchases in volume and negotiate and execute agreements and contracts for commodities and contractual services under which the USF System makes purchases.
4. Develop an Annual Certification List to serve as a waiver of the competitive solicitation requirement for commodities or contractual services that are frequently purchased and are available from a single source.
5. Evaluate contracts for commodities or contractual services entered into by other governmental or educational entities (including the Federal Government, other state governments, political subdivisions, or any public or private college or university or educational cooperative or educational consortium) as a result of a competitive solicitation. Approve the USF System's use of such contracts (in lieu of issuing a competitive solicitation) for the procurement of the same commodities and contractual services, when it is cost-effective and in the best interest of the USF System to do so.
6. Award contracts for commodities and contractual services to multiple suppliers, if such is determined to be in the best interest of the USF System. Such awards can be on a USF System, regional or state university wide basis and for multiple years.
7. Reject or cancel any or all competitive solicitations when determined to be in the best interest of the USF System.
8. Authorize the payment of deposits or advance payments for a commodity or contractual service when the Director or designee determines that it is in the best interest of the USF System.
9. All purchases, including leases, over one million dollars (\$1,000,000) require the approval and signature of the Senior Vice President & CFO, Business and Finance. Authority for such items at one million dollars or less is delegated to the Director and Associate Director, Purchasing and Property Services of the USF System. Unless officially delegated, no other unit or individual is authorized to sign contractual agreement for purchase of commodities or services or for leases of property. All contractual agreements require the review and approval of the General Counsel's Office as to legal form and sufficiency.

B. Standards of Conduct:

1. It is a breach of ethical standards for any employee of the University of South Florida System

(USF System) to accept, solicit, or agree to accept a gratuity of any kind, form or type in connection with any contract for commodities or services. It is also a breach of ethical standards for any potential contractor to offer an employee of the USF System a gratuity of any kind, form or type to influence the development of a contract or potential contract for commodities or services.

Authority: Art. IX, Sec. 7, Fla. Constitution, Fla. Board of Governors Regulations, 1.001, 18.001.

History: New (BOT approval)

Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.

DRAFT



REGULATION

USF System
 USF
 USFSP
 USFSM

Number: USF4.02010
Title: Procurement of Commodities, Contractual Services, Motor Vehicles, and Licenses
Responsible Office: Business and Finance

Date of Origin:

Date Last Amended:

Date Last Reviewed:

I. STATEMENT OF REGULATION:

In order to meet the University of South Florida System's (USF System) mission, Purchasing and Property Services administers and provides management and oversight of the competitive solicitation requirements and contracting process necessary to acquire quality commodities and contractual services that is free from favoritism, promotes fair and open competition, and preserves the integrity of public purchasing and contracting. Responsible Purchasing officials shall be protected from improper pressures of external political or business interests while carrying out their duties. Purchasing and Property Services administers and provides management and oversight for this USF System Regulation.

II. AUTHORITY:

In accordance with Florida Board of Governors Regulations 1.001, 18.001 and 18.003, the following Regulation applies to all institutions of the USF System.

III. DEFINITIONS OF TERMS:

Please see Regulation 4.02000: Procurement – General for the list of defined terms.

IV. PROCESS STEPS/SPECIFIC PROVISIONS:

A. Competitive Solicitation Requirements:

1. PURCHASING AND PROPERTY SERVICES PROVIDE MANAGEMENT AND OVERSIGHT OF THE COMPETITIVE SOLICITATION PROCESS FOR THE USF SYSTEM EXCEPT WHERE NOTED.

- a.** The purchase of commodities or contractual services exceeding \$75,000 shall be awarded pursuant to a competitive solicitation, unless otherwise authorized.

- b. When only one response is received to a competitive solicitation for commodities or contractual services exceeding \$75,000, the USF System has the option to review the solicitation to determine if a second call for a competitive solicitation is in the best interest of the USF System. If it is determined that a second call would not serve a useful purpose, the USF System can proceed with the acquisition.
 - c. When multiple responses that are equal in all respects are received to a competitive solicitation, the USF System will give preference, in the following order of priority, to the responses: Responses that include commodities manufactured in the State of Florida, responses from Florida businesses, responses from businesses with a drug-free workplace program, responses from foreign manufacturers located in the State of Florida, in order to award. If the use of these preferences does not result in a determination of who should be awarded the contract, the toss of the coin shall be used to award the contract.
 - d. The purchase of commodities and contractual services shall not be divided to avoid the requirement of competitive solicitation.
 - e. The award of a competitive solicitation shall be publicly posted by Purchasing and Property Services, located at the Tampa campus, for 72 hours excluding Saturdays, Sundays or Florida State University System holidays.
 - f. Formal written price quotes are not required for the purchase of commodities, goods, or services amounting to less than \$5,000. However, verbal quotes must be documented.
 - g. The purchase of commodities, goods or services with a value greater than or equal to \$5,000 and less than \$25,000 must have quotations either verbal or written; verbal quotes must be documented in requisition. At least two (2) quotes are required.
 - h. The purchase of commodities, goods or services with a value greater than or equal to \$25,000 and less than \$75,000 requires at least three (3) written quotations.
 - i. Public notice of issuance of a competitive solicitation or any committee meetings related to such competitive solicitation will be posted on the Tampa campus Purchasing Department's public bulletin board located outside of the Purchasing Department. The notice will be posted on the USF Purchasing Department's website, and State of Florida Vendor Bid System.
2. Purchasing actions that are not subject to the competitive solicitation process include:
- a. Emergency Purchases. When the USF System President or designee determines, in writing, that a delay due to the competitive solicitation process would pose an immediate danger to public health or safety or the welfare of the USF System, including USF System tangible and/or intangible assets, or would otherwise cause significant injury or harm, the

USF System may proceed with an emergency purchase. The emergency purchase is limited to the purchase of only the type of items and quantities of items necessary and for only the time period necessary to meet the immediate need.

- b. Sole Source Purchases. Commodities or contractual services available from a single source are exempt from the competitive solicitation process. Sole Source document shall be publicly posted by Purchasing and Property Services at the Tampa campus for 72 hours, excluding Saturdays, Sundays and Florida State University System holidays.
 - c. Purchases from Contracts, that are entered into after public and open competitive solicitation, and Negotiated Annual Price Agreements established by the State of Florida, other governmental entities, other universities in the State University System, or other independent colleges and universities.
3. Types of commodities and contractual services that are not subject to the competitive solicitation process include:
- a. Artistic services.
 - b. Academic reviews.
 - c. Lectures.
 - d. Auditing services.
 - e. Legal services, including attorney, paralegal, expert witness, appraisal, arbitrator or mediator services.
 - f. Health services involving examination, diagnosis, treatment, prevention, medical consultation or administration. Prescriptive assistive devices for medical, developmental or vocational rehabilitation including, but not limited to prosthetics, orthotics, wheelchairs and other related equipment and supplies, and provided such devices are purchased on the basis of an established fee schedule or by a method that ensures the best price, taking into consideration the needs of the client.
 - g. Services provided to persons with mental or physical disabilities by not-for-profit corporations organized under the provisions of s. 501(c)(3) of the Internal Revenue Code or services governed by the provisions of the Office of Management and Budget Circular A-122.
 - h. Medicaid services delivered to an eligible Medicaid recipient by a health care provider who has not previously applied for and received a Medicaid provider number from the Department of Children and Family Services. This exception will be valid for a period not to exceed 90 days after the date of delivery to the Medicaid recipient and shall not be

renewed.

- i. Family placement services.
 - j. Training and education services.
 - k. Advertising, except for media placement services.
 - l. Commodities or contractual services provided by governmental agencies, another university in the State University System, direct support and affiliate organizations of the USF System, political subdivisions, or other independent colleges or universities and health support organizations and faculty practice plans.
 - m. Programs, Conferences, Workshops, or Continuing Education events or other USF System programs that are offered to the general public, for which fees have been collected to pay all expenses associated with the program or event.
 - n. Programs, conferences or events that have been specified by a grant, can include, but are not limited to items such as lodging, meeting rooms, services and food.
 - o. Purchases from firms or individuals that are prescribed by state or federal law or specified by granting agency.
 - p. Regulated utilities and governmental franchised services.
 - q. Purchases from the Annual Certification List.
 - r. Purchases for resale.
 - s. Accountant Services.
 - t. Implementation/programming/training services available from owner of copyrighted software or its contracted vendor.
 - u. Purchases of materials, supplies, equipment, or services for instructional or sponsored research purposes when a director of sponsored research or designee certifies that, in a particular instance, it is necessary for the efficient or expeditious prosecution of a research project in accordance with sponsored research procedures or to attain the instructional objective.
4. Bond Requirements:
- a. Solicitation Security. A certified, cashier's or treasurer's check, bank draft, bank official check or bid bond may be required as a condition for participating in a competitive solicitation.

b. Payment and Performance Bonds.

- 1) Any contractor contracting with the University of South Florida System (USF System) to provide services or commodities which include installation may be required to furnish a payment and performance bond, with good and sufficient securities, to the USF System prior to the issuance of the contract.
- 2) The bond or security must be in an amount equal to 100% of the response submitted to the competitive solicitation.

- c. Solicitation Protest Bond.** Any entity filing an action protesting a decision or intended decision pertaining to a competitive solicitation shall, at the time of filing of the formal protest, post with the USF System, a bond payable to the USF System in an amount equal to: 10% of the estimated value of the protestor's bid or proposal; 10% of the estimated expenditure during the contract term; \$10,000; or whichever is less. The bond shall be conditioned upon the payment of all costs which may be adjudged against the entity filing the protest action. In lieu of a bond, the USF System may accept a cashier's check or money order in the amount of the bond. Failure of the protesting entity to file the required bond, cashier's check, bank official check or money order at the time of filing the formal protest shall result in the denial of the protest.

B. Contract Guidelines:

1. Contracts for commodities or contractual services or licenses shall consist of a purchase order or bilateral agreement entered into by the University of South Florida Board of Trustees and signed by the University of South Florida System (USF System) President or designee prior to the commodities being delivered or contractual services being rendered or in unusual circumstances, within thirty (30) days of the commodities being delivered or contractual services being rendered by the vendor.
2. Extension of a contract, entered into as a result of a competitive solicitation, shall be for a period not to exceed 12 months or until completion of the competitive solicitation and award or protest, whichever is longer, shall be in writing, shall be signed by both parties prior to the expiration date, and shall be subject to the same terms and conditions set forth in the initial contract. There shall be only one extension of a contract permitted.
3. A contract may be renewed. If the commodity or contractual service is purchased as a result of a competitive solicitation, for a period that may not exceed 5 years or twice the term of the original contract, whichever is longer. The cost of any contemplated renewal must be included in the competitive solicitation. All contract renewals are subject to sufficient annual appropriations, and a renewal shall be signed by both parties prior to the expiration of the initial contract. This provision is not intended to apply retroactively; existing contracts

entered into prior to January 1, 2017, including any specified renewal period(s) may continue in accordance with the existing contract terms.

4. The USF System President or designee has the authority to enter into contracts with the Consolidated Equipment Financing Program.
 5. In order to promote cost-effective procurement of commodities, contractual services or licenses, the USF System has the authority to enter into contracts that limit the liability of a vendor consistent with [Section 672.719, Florida Statutes](#).
 6. The total value of a contract is the value of the initial term plus the value of all renewal terms.
 7. Any contract entered into for a period in excess of one (1) fiscal year shall include an express statement indicating that the USF System's performance and obligation to pay under the contract is contingent upon an annual appropriation by the legislature of the State of Florida.
 8. All bilateral agreements for goods and/or services shall be written and:
 - a. Specify a term and/or provide dates of services.
 - b. Provide payment terms, including rates and fees.
 - c. Indicate the USF System's ability to unilaterally cancel or terminate the contract.
 - d. Specify the ability to renew and set forth renewal terms, if any.
 - e. If travel is contemplated, reference the Travel statute in [Chapter 112, Florida Statutes](#) and USF System procedures.
 - f. Provide units of deliverables, if any.
Require contractor to submit invoices prior to receiving payment and in sufficient detail to identify the purchase order number, products ordered, and expenses for which compensation is sought, as applicable.
 - g. Shall not require the USF System to indemnify the vendor or any person, party or entity.
 - h. Shall be approved for legality and form by the Office of the General Counsel.
 - i. Shall contain the signature of the USF System President or designee and contractor.
 9. In lieu of a written bilateral agreement for services, the USF System has the option to issue a purchase order that includes the above items 1-8.
- B. Purchase of Commodities or Contractual Services:**
1. Purchase of Products with Recycled Content. The USF System may establish a program to

encourage the purchase and use of products and materials with recycled content and postconsumer recovered material.

2. Purchase of Insurance. The USF System has the authority to purchase insurance as deemed necessary and appropriate for the operation and educational mission of the USF System. All such purchases require the approval of Purchasing and Property Services.

C. Purchase, Maintenance, and Disposition of Motor Vehicles:

1. The USF System has authority to:
 - a. Establish standard classes of motor vehicles to be leased, purchased or used by USF System personnel.
 - b. Obtain the most effective and efficient use of motor vehicles for USF System purposes.
 - c. Establish and operate facilities for the acquisition, disposal, operation, maintenance, repair, storage, control and regulation of USF System owned motor vehicles. Acquisition can be by purchase, lease, installment-purchase, loan or by any other legal means and can include a trade-in. All motor vehicles purchased or leased shall be of a class that will safely transport USF System personnel and adequately meet the requirements of the USF System.
 - d. Contract for specialized maintenance services.
2. Motor vehicles owned, leased or operated by the USF System shall be used for official USF System business only.

D. Procurement Limitations and Ethical Obligations:

1. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids, invitation to negotiate and/or requests for proposals shall be excluded from competing for such procurements.
2. Individuals taking part in the development of criteria for evaluation, the evaluation process or the award of the contract for any purchase shall be independent of and have no conflict of interest in the entities evaluated and awarded the contract. The USF System has the option to require the individuals to attest to such in writing.
3. Items requested that are of a personal nature or for personal convenience of employees shall not be purchased. Examples are: fans, heaters, coffee pots, mugs, refrigerators, microwaves, picture frames, wall hangings, smoke/air filters and various decorative items.
4. Purchases from Contractors Convicted of Public Entity Crimes. The USF System shall not

accept a competitive solicitation from or purchase commodities or contractual services from a person or affiliate who has been convicted of a public entity crime and has been placed on the State of Florida's convicted vendor list for a period of 36 months from the date of being added to the convicted vendor list.

Authority: Art. IX, Sec. 7, Fla. Constitution, Fla. Board of Governors Regulations, 1.001, 18.001, and 18.003.

History: New (BOT approval)

Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.

DRAFT



REGULATION

✓ USF System USF USFSP USFSM

Number: USF4.02020
Title: Notice of a Decision and Protest Procedures (for Procurement)
Responsible Office: Business and Finance

Date of Origin:

Date Last Amended:

Date Last Reviewed:

I. STATEMENT OF REGULATION:

In order to meet the University of South Florida System's (USF System or University) mission, Purchasing and Property Services administers and provides management and oversight of the process to protest purchasing decisions made by the USF System to acquire quality commodities and contractual services. Purchasing and Property Services administers and provides management and oversight for this USF System Regulation.

II. AUTHORITY:

In accordance with Florida Board of Governors Regulations 18.001 and 18.002, the procedures set forth in this Regulation shall apply to protests that arise from all University of South Florida System (USF System) contract procurement processes for the purchase of goods, services, leases and for construction-related competitive solicitations, and shall be the exclusive set of procedures applicable to all such protests.

III. DEFINITIONS OF TERMS:

Please see Regulation 4.02000: Procurement – General for the list of defined terms.

IV. PROCESS STEPS/SPECIFIC PROVISIONS:

A. Notice of Decision or Intended Decision. The University shall provide a notice of decision or intended decision by electronic posting. The notice shall contain the following statement: "Failure to timely file a protest or failure to timely deliver the required bond or other security in accordance with the Board of Governors' Regulations 18.002 and 18.003 shall constitute a waiver of protest proceedings."

B. Initiating a Protest. If a Potential Protestor desires to protest a decision or intended decision of a University, the Potential Protestor must timely file a Notice of Intent to Protest, a Formal Protest, and the required Solicitation Protest Bond prescribed by Board of Governors Regulation 18.003

with the Issuing Office.

C. Notice of Intent to Protest.

1. Timely Filing of a Notice of Intent to Protest:

- a. **Protesting a Specification.** If the Potential Protestor is protesting a Specification, the Potential Protestor must timely file a Notice of Intent to Protest with the Issuing Office within 72 hours of the University's electronic posting of the Specification that is being protested. A Potential Protestor's failure to timely file a Notice of Intent to Protest within 72 hours of the posting of the Specification shall constitute a waiver of the right to protest proceedings related to that Specification;
- b. **Protesting any Other Decisions or Intended Decisions.** If a Potential Protestor is protesting any decision or intended decision other than a Specification, the Potential Protestor must timely file a Notice of Intent to Protest such decision or intended decision with the Issuing Office within 72 hours of the University's posting of the notice of decision or intended decision that is being protested. A Potential Protestor's failure to timely file a Notice of Intent to Protest within 72 hours of the University's posting of the notice of decision or intended decision being protested shall constitute a waiver of the right to protest proceedings related to that decision or intended decision.

2. Filing Period for the Notice of Intent to Protest. The 72-hour period for filing the Notice of Intent to Protest regarding any decision or intended decision begins upon the electronic posting of the decision or intended decision. If the end of the 72-hour period falls on a Saturday, Sunday, or legal holiday, the deadline for filing the Notice of Intent to Protest shall be the next business day. A Notice of Intent to Protest may not be filed before the 72-hour period begins.

3. Content of the Notice of Intent to Protest. The Notice of Intent to Protest must be addressed to the Issuing Office; must identify the Potential Protestor and must provide the Protestor's/Protestor's counsel or representative's address, phone number and email address; must state the name and address of the University whose action is being protested; must identify the solicitation by number and title, or if the intended protest is not related to a competitive solicitation, must provide other language that will enable the University to identify the decision or intended decision being protested; and must state that the Potential Protestor intends to protest the decision or intended decision.

D. Formal Protest and Solicitation Protest Bond:

1. Timely Filing of a Formal Protest and Solicitation Protest Bond. The Potential Protestor must timely file a Formal Protest with the Issuing Office within ten (10) days after the date the Notice of Intent to Protest was filed. In addition, the Potential Protestor must timely file the required Solicitation Protest Bond with the Issuing Office within ten (10) days after the date the

Notice of Intent to Protest was filed. The failure of the Potential Protestor to timely file the Formal Protest or to timely file the Solicitation Protest Bond shall constitute a waiver of the Potential Protestor's right to protest proceedings and/or the denial and dismissal of the Potential Protestor's protest.

2. Content of the Formal Protest. The Formal Protest must state with particularity the facts and law upon which the protest is based. Only actual or prospective bidders or offerors who would be adversely affected by the university's proposed action have standing to protest the award or intent to award a contract through competitive solicitation. The Formal Protest must contain the following:

- a. The name of the Protestor and the address, telephone number and email address of the Protestor/Protestor's counsel or representative. The email address provided will be the email address used by the Issuing Office, the President, the President's Designee, the Presiding Officer, and the other parties for serving the Protestor with notice, documents and other materials related to the protest;
- b. The identification of the University and competitive solicitation involved, if no competitive solicitation is involved, identification of the action being protested;
- c. A statement of when and how the Protestor received notice of the decision or intended decision that is being protested;
- d. A concise statement of the facts, including the specific facts the Protestor contends warrant reversal or modification of the University's decision or intended decision;
- e. A statement of all disputed issues of material fact, or if there are none, the Formal Protest must indicate so;
- f. A statement of the specific regulations or laws that the Protestor contends require reversal or modification of the decision or intended decision, including an explanation of how the alleged facts relate to the specific regulations or statutes;
- g. A statement of all information establishing that the Protestor is an interested party for the purpose of filing a protest, and how the Protestor would be adversely affected by the University's proposed action;
- h. A statement of the relief sought by the Protestor, stating precisely the action the Protestor wishes the University to take with respect to the protest; and
- i. A copy of any documents or materials referenced or incorporated into the Formal Protest.

E. Impact on Procurement Process.

1. Upon receipt of the Formal Protest by the Issuing Office, the Issuing Office will stop the

solicitation or contract award process until the subject of the protest is resolved, unless the President sets forth in writing particular facts and circumstances which require the continuance of the solicitation or contract award process without delay in order to avoid an immediate and serious danger to the public health, safety or welfare.

2. The President/President's Designee may, in response to a Protest, terminate the contract procurement process, terminate the solicitation process, and/or reject all bids. If any such action is taken, the Protest shall be automatically dismissed, and the University may, if desired, reinstate the contract procurement process.
- F. University's Response to a Formal Protest.** The University will file a notice with the Issuing Office of the name, phone number and email address for the attorney representing the University in the protest; the email address provided will be the email address used by the Issuing Office, the President, the President's Designee, the Presiding Officer, and the other parties for serving the University with notice, and documents and material related to the protest. The University may also file a written response to the Formal Protest with the Issuing Office within seven (7) days after the date the Formal Protest is filed.
- G. Right of Counsel.** A party participating in the protest or appearing in a protest proceeding has the right, at the party's own expense, to be represented by counsel or by a qualified representative.
- H. Resolution by Mutual Agreement:**
1. **Informal Discussions.** Following the timely filing of a Formal Protest and Solicitation Protest Bond, the University may hold informal discussions with the Protestor to resolve the protest by mutual agreement. Such discussions, if made available, will take place within seven (7) days, of the filing of the Formal Protest. The President/President's Designee has the authority to settle or resolve protests.
 2. **Time Tolloed.** If informal discussions are scheduled, the time requirements related to this Regulation are tolled for the period of time from the date the Formal Protest is filed until the date the last informal discussion is scheduled for or held.
 3. **Settlement Agreement.** Unless prevented by law, if the parties reach a mutual agreement and a term in the settlement agreement conflicts with this Regulation, the term in the settlement agreement will control.
 4. **Failure of Parties to Resolve by Mutual Agreement.** If informal discussions are not held, or the informal discussions do not result in a mutual agreement between the parties, the protest shall proceed to either a summary proceeding or a quasi-judicial hearing, as appropriate.
- I. Determination of Appropriate Proceeding.** When there is no resolution by mutual agreement, the President/President's Designee shall appoint a University Official, and the Initiating Office will forward all material filed by the parties to the University Official. The University Official will

review the material filed by the parties that would be admissible in evidence to determine whether there are any disputed issues of material fact. If the protest contains no disputed issues of material fact, a summary proceeding is appropriate. If the protest contains disputed issues of material fact, a quasi-judicial hearing is appropriate.

- J. Summary Proceeding.** If the protest contains no disputed issues of material fact, the University Official shall conduct a summary proceeding. The summary proceeding will be conducted within thirty (30) days after the date the Formal Protest was filed.
- 1. Notice of Proceeding.** The University Official shall serve written notice on all parties, such notice will allow the parties at least seven (7) days from the date of the notice to file with the University Official any documents, memoranda of law, or other written material (collectively referred to as “written material”) in support of or in opposition to the University’s action or refusal to act and to serve the other parties with a copy of the same. At the end of the seven (7) days, the University Official shall then serve a second notice to the parties stating that the parties have seven (7) days to file with the University Official and to serve the other parties with their written responses to the written material filed by the other parties.
- 2. Informal Hearing.** The University Official may, in the University Official’s sole discretion, schedule an informal hearing on the matter for the purpose of taking oral evidence or argument. If the University Official schedules an informal hearing, the University Official shall serve the parties with written notice at least fourteen (14) days prior to the hearing, setting forth the place, date, and time of the hearing.
- 3. University Official’s Recommended Order:**
- a.** The University Official will issue a Recommended Order to the President on whether the University’s proposed action is contrary to the applicable statutes, regulations, or policies governing the University, or to the Specifications. The University Official’s Recommended Order shall take into consideration only those documents and written materials filed by the parties, and if an informal hearing is held, information obtained as a result of the informal hearing;
 - b.** The University Official’s recommended order shall be issued to the President within fifty (50) days after date the Formal Protest was filed. The University Official shall serve copies of the Recommended Order, along with the date the Order was issued, to the parties immediately after issuing the Recommended Order to the President;
 - c.** The University Official shall also submit the recording of the informal hearing, if one was held, and all documents and written material filed in the matter to the President when issuing the Recommended Order.
 - d. Exceptions to the University Official’s Recommended Order.** The parties may file written exceptions to the Recommended Order. The Parties must file any exceptions to

the Recommended Order with the President within seven (7) days after the date the Recommended Order was issued.

- e. **The Final Order.** The President shall enter a Final Order within twenty-one (21) days after the date the Recommended Order was issued. In deciding whether to follow or depart from the University Official's Recommended Order, the President may consider the written materials and exceptions filed by the parties, and the recording of the informal hearing, if any. The President's Final Order is the final decision of the University.
- f. **Point of Entry.** Judicial review of the University's final decision shall be in accordance with Florida Rule of Appellate Procedure 9.190(b)(3), applicable to review of quasi-judicial decisions of an administrative body not subject to the Administrative Procedure Act. A request for review may be made by filing a petition for certiorari review with the appropriate circuit court within thirty (30) days after the date of the University's final decision. Failure to seek timely review shall constitute a waiver of the right to appeal the University's final decision.

K. Quasi-Judicial Hearing. If the Formal Protest contains issues of material fact, the President/President's Designee shall refer the Formal Protest to a Quasi-Judicial Officer for a quasi-judicial hearing. The hearing shall be conducted within forty (40) days after the date the Formal Protest was filed.

- 1. **Appointment of Quasi-Judicial Officer.** Within seven (7) days after the date the Formal Petition was filed, the President/President's Designee shall appoint a Quasi- Judicial Officer or forward a request for hearing and such other documents, laws and regulations as may be required by the Florida Department of Administrative Hearings to the Department, and for assignment of an Administrative Law Judge to conduct a quasi- judicial hearing ("hearing").
- 2. **Notice of Hearing**
 - a. Within seven (7) days after being appointed, the Quasi-Judicial Officer shall issue a Notice of Hearing, stating the time, date and location for the parties to present evidence and argument on the issues under consideration. The Quasi-Judicial Officer shall set a time and place for all hearings and shall serve written notice on all the parties;
 - b. The Quasi-Judicial Officer shall give no less than 14 days' notice of the hearing on the merits of the protest, unless otherwise agreed by the parties.
- 3. **University Statement of Actions.** Within seven (7) days after the appointment of the Quasi- Judicial Officer, the University shall file a written statement to the Quasi- Judicial Officer stating the actions (proposed actions, actions already taken, or refusal to take action are referred to as "actions") of the University, and a summary of the factual, legal, and policy grounds for such actions. The University shall immediately serve a copy of the Statement of Actions on the other parties.

4. **Protestor's Response to University Statement of Actions.** Within seven (7) days after the University provides the University Statement of Actions to the Quasi-Judicial Officer, the Protestor may file a written response to such statement with the Quasi-Judicial Officer. The Protestor shall immediately serve a copy of the Protestor's Response to the University's Statement of Actions on the other parties.
5. **Discovery.** After the assignment of the Quasi-Judicial Officer, the parties may obtain discovery through the means and manner provided in the Florida Rules of Civil Procedure 1.280 through 1.400. The Quasi-Judicial Officer may issue appropriate orders to effectuate the purposes of discovery and to prevent delay.
 - a. Each party must serve a list of evidence to the other parties at least seven (7) days prior to the first day of the hearing, along with a general description of how the party intends to use the evidence in the hearing;
 - b. Each party must file a witness list with the Quasi-Judicial Officer and serve the same on the other parties at least seven (7) days prior to the first day of the hearing. The parties must include a general description of how the party intends to use each witness in the hearing with the witness list.
6. **De Novo Proceeding.** The Quasi-Judicial Officer shall conduct a de novo proceeding to determine whether the University's decision or intended decision is contrary to the statutes, regulations, or policies governing the University, or contrary to the Specifications. The standard of proof for the proceedings shall be whether the proposed University action was clearly erroneous, contrary to competition, arbitrary, or capricious. However, if the protest is regarding the University's decision to reject all responses to a competitive solicitation, the standard of review shall be whether the University's intended action is illegal, arbitrary, dishonest or fraudulent.
7. **Burden of Persuasion.** The burden of proof rests with the party protesting the University action.
8. **Conduct of Hearing.** All parties shall have an opportunity to: present evidence; to respond to all issues involved; to conduct cross-examination and submit rebuttal evidence; and to submit proposed findings of fact and proposed orders.
 - a. The hearing shall be conducted in conformity with the Florida Rules of Civil Procedure and the Florida Rules of Evidence applicable to civil proceedings unless specifically contradicted by this Regulation or otherwise agreed by the parties;
 - b. Each party shall have a minimum of fifteen (15) minutes to argue its position. The Protestor shall present its argument first and have the opportunity for rebuttal. At the Quasi-Judicial Officer's discretion, the University may have the opportunity for surrebuttal;

- c. The Quasi-Judicial Officer has the right to question each party and any witnesses.
9. **Recommended Order.** The Quasi-Judicial Officer may request that the parties submit proposed findings of fact, conclusions of law, orders and memoranda on the issues within a time designated by the Quasi-Judicial Officer. No later than thirty (30) days after receipt of the hearing transcript, the Quasi-Judicial Officer shall issue a written Recommended Order to the President, and serve a copy on each of the parties.
 10. **Preliminary Order and Exceptions to the Preliminary Order.** Within fourteen (14) days after the date the Recommended Order was issued, the President shall issue a Preliminary Order and serve the parties with a notice of such order. If the Protestor takes exception to the Preliminary Order, the Protestor must timely file its written exceptions with the President within fourteen (14) days after the date the Preliminary Order was issued. The Preliminary Order shall provide, "This Preliminary Order is the Final Order unless the Protestor files written exceptions to the Preliminary Order with the President no later than 14 days after the date this Preliminary Order is issued."
 11. **Final Order.**
 - a. If no written exceptions are timely filed, the Preliminary Order is the Final Order;
 - b. If the Protestor timely files written exceptions, then within fourteen (14) days after the end of the 14-day period for filing exceptions to the Preliminary Order, the President will review the Preliminary Order and the timely filed exceptions and will render a Final Order;
 - c. The President's Final Order is the final decision of the University.
 12. **Point of Entry.** Judicial review of the University's final decision shall be in accordance with Florida Rules of Appellate Procedure Rule 9.190(b)(3), applicable to review of quasi-judicial decisions of an administrative body not subject to the Administrative Procedure Act. A request for review may be made by filing a petition for certiorari review with the appropriate circuit court within thirty (30) days after the University's final decision. Failure to seek timely review shall constitute a waiver of the right to appeal the University's final decision.
- L. Computation of Time.** In computing any period of time under this Regulation or by order of a Presiding Officer, the day of the act from which the period of time begins to run shall not be included. The last day of the period shall be included unless it is a Saturday, Sunday or legal holiday, in which event the period shall run until the end of the next day which is not a Saturday, Sunday or legal holiday. When the period of time allowed is less than 7 days, intermediate Saturdays, Sundays, and legal holidays shall be excluded in the computation. Notwithstanding the above, this Section does not apply when computing the time period for filing the Notice of Intent to Protest as it is computed in accordance with Section (D)(2) of this Regulation.

- M. Conflict.** Following appointment of the University Official or the Quasi-Judicial Officer as the Presiding Officer of a protest proceeding, the attorney representing the University in the protest will not serve as legal advisor to the Presiding Officer until the protest proceedings are over (to include the period of time in which the final decision of the University can be appealed).
- N. Intervenor.** Persons other than the original parties to a pending proceeding whose substantial interest will be affected by the proceeding and who desire to become parties may petition the Presiding Officer for leave to intervene. Except for good cause shown, petitions for leave to intervene must be filed with the Presiding Officer no later than 20 days after the date the Formal Protest was filed. The petition shall include allegations sufficient to demonstrate that the intervenor is entitled to participate in the proceeding as a matter of constitutional or statutory right or pursuant to a Board of Governors' or University's policy or regulation, or that the substantial interests of the intervenor are subject to determination or will be affected through the proceeding. The petition shall also include the email address of the intervenor/intervenor's counsel or representative; the email address provided will be the email address used by the President, the President's Designee, the Presiding Officer, and the other parties for serving the intervenor with notice, documents and materials related to the protest. If time permits, the parties may, within seven (7) days after service of the intervenor's petition, file a response in opposition to the petition with the Presiding Officer and serve the same on the other parties. The Presiding Officer may impose terms and conditions on the intervenor to limit prejudice to other parties.
- O. Presiding Officer Orders.** The Presiding Officer may issue any orders necessary to effectuate discovery, to prevent delay, and to promote the just, speedy, and inexpensive determination of all aspects of the protest.
- P. Motions.** All requests for relief shall be by motion. All motions shall be in writing unless made on the record during a hearing and shall fully state the action requested and the grounds relied upon. The moving party shall file the motion with the Presiding Officer and serve a copy on the other parties. When time allows, the other parties may, within seven (7) days after service of a written motion, file a response in opposition and serve the same on the other parties. Written motions will normally be disposed of after the response period has expired based on the motion, together with any supporting or opposing memoranda. The Presiding Officer shall conduct proceedings and enter such orders as are deemed necessary to dispose of issues raised by the motion. Motions, other than a motion to dismiss, shall include a statement that the movant has conferred with the other parties of record and shall state whether any party has an objection to the motion. Motions for extension of time shall be filed prior to the expiration of the deadline sought to be extended and shall state good cause for the request.
- Q. Evidence.** In a protest to an invitation to bid or request for proposals procurement, no submissions made after the bid or proposal opening which amend or supplement the bid or proposal shall be considered. In a protest to an invitation to negotiate procurement, no

submissions made after the University announces its intent to award a contract, reject all replies, or withdraw the solicitation, which amend or supplement the reply shall be considered.

- R. Extensions or Continuances.** The Presiding Officer may extend the time period for holding the hearing. The Presiding Officer may also grant a continuance of a hearing for good cause shown. Except in cases of emergency, requests for continuance must be made at least seven (7) days prior to the date noticed for the hearing.
- S. Records.** The University shall accurately and completely preserve all testimony and evidence in the proceeding and upon the request of any party shall provide a copy of the testimony. The University may charge the cost of duplication to the requesting party. Proceedings shall be recorded by a certified court reporter or by recording instruments. Any party to a hearing may, at its own expense, provide a certified court reporter if the University does not. The Presiding Officer may provide a certified court reporter. At a hearing reported by a court reporter, any party who wishes a transcript of the testimony shall order the same at its own expense. If a court reporter records the proceedings, the recordation shall become the official transcript.
- T. Costs and Attorney Fees.** If the Quasi-Judicial Officer determines that the non-prevailing party has participated in the hearing for an improper purpose, the Quasi-Judicial Officer may award attorney's fees and costs to the prevailing party, as appropriate. If the Quasi-Judicial Officer awards the University attorney's fees and/or costs, upon Protestor's payment of such costs, the University shall return the solicitation protest bond to the Protestor. "Improper purpose" means participation in the protest proceeding primarily to harass, cause unnecessary delay, frivolous purpose; needlessly increasing the costs of litigation, licensing, or securing the approval of an activity; or filing a meritless protest.

Authority: Art. IX, Sec. 7, Fla. Constitution, Fla. Board of Governors Regulations 1.001, 18.001, 18.002.

History: New (BOT approval)

Certification: USF certifies that it has followed the Florida Board of Governors Regulation Development Procedure and has a record of written notices, comments, summaries and responses as required.

Agenda Item: FL 112

USF Board of Trustees
Strategic Initiatives Committee
February 16, 2017

Issue: Approval of UMSA/MSSC Articles of Incorporation and Bylaws Changes

Proposed action: Approval of Amended and Restated Articles of Incorporation and Bylaws of UMSA and MSSC.

Executive Summary: As background, the USF Health clinical enterprise includes two supportive, USF-controlled corporate entities:

- One is named University Medical Service Association, Inc., commonly called “UMSA”. UMSA was formed in 1973 and designated under former Board of Regents rules, and now Board of Governors and USF Board of Trustees regulations, to be the USF Health faculty practice plan. This means that UMSA is chartered to perform the billing, collection and administration of income generated from USF Health clinical faculty practice activities. In December 2014, the USF Board of Trustees certified UMSA as a USF direct-support organization (“DSO”). In September 2015, the USF Board of Trustees approved amendments to the USF Health Faculty Practice Plan document which allowed the transition of certain clinical support functions (such as the employment and provision of health care staff and assets) from MSSC to UMSA.
- The other support entity is named USF Medical Services Support Corporation, commonly called “MSSC”. MSSC was formed and certified in 1983 as a USF DSO. In connection with UMSA’s assumption and performance of clinical support functions subsequent to September 2015, MSSC’s historical function has been diminished; however, MSSC remains in existence and is available to serve other purposes consistent with its DSO status in support of USF Health as may be necessary and desirable in the future.

USF Health leadership proposes to change the governance structure of UMSA and MSSC to consolidate responsibility in the respective corporation’s Board of Directors (eliminating the corporation’s Executive and Finance Committees), and modify the representative composition and reduce the size of the Boards. In particular, it is proposed that the restructured UMSA and MSSC Boards will each consist of the following members:

1. The University’s Senior Vice President for Health Sciences (the “USF Health Senior Vice President”).

2. One (1) Director shall be a person who is selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes.
3. One (1) Director shall be a person who is selected and appointed to the Board by the University's President as the President's representative (provided, the University's President may elect to appoint the USF Health Senior Vice President to serve as the President's representative for this purpose)
4. The MCOM Dean (the "MCOM Dean"), if the person who is the MCOM Dean is not also the USF Health Senior Vice President.
5. The USF Health Chief Operating Officer (the "USF Health COO").
6. The MCOM Vice Dean for Clinical Affairs (the "MCOM Vice Dean").
7. Four (4) Chairpersons of MCOM clinical departments who are each elected to serve on the Board for a term of three (3) years, as follows:
 - (i) One (1) Chairperson of a Procedural clinical department who is elected by majority vote of the Chairpersons of all Procedural clinical departments. As used in the preceding sentence, the term "Procedural clinical department" means the following MCOM clinical departments and units: Cardiovascular; Dermatology; Ophthalmology; Pathology; Physical Therapy; Radiology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
 - (ii) One (1) Chairperson of a Surgical clinical department who is elected by majority vote of the Chairpersons of all Surgical clinical departments. As used in the preceding sentence, the term "Surgical clinical department" means the following MCOM clinical departments and units: Obstetrics/Gynecology; Orthopaedic Surgery; Otolaryngology/ENT; Neurosurgery; Surgery; Urology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
 - (iii) One (1) Chairperson of a Cognitive clinical department who is elected by majority vote of the Chairpersons of all Cognitive clinical departments. As used in the preceding sentence, the term "Cognitive clinical department" means the following MCOM clinical departments and units: Internal Medicine; Neurology; Pediatrics; Psychiatry; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
 - (iv) One (1) Chairperson of a Primary Care clinical department who is elected by majority vote of the Chairpersons of all Primary Care clinical

departments. As used in the preceding sentence, the term “Primary Care clinical department” means the following MCOM clinical departments and units: Family Medicine; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

8. Up to three (3) additional persons who are each selected and appointed to the Board by the USF Health Senior Vice President.
9. The Chairperson of the corporation’s Audit Committee.

The proposed Amended and Restated Articles of Incorporation and Bylaws of UMSA and MSSC, reflecting the above summarized new governance structure and other technical/editorial changes, are distributed with this Agenda Item.

Financial Impact: None anticipated.

Strategic Goal(s) Item Supports: **Goal Two:** High-impact research and innovation to change lives, improve health, and foster sustainable development and positive societal change; **and Goal Four:** Sound financial management to establish a strong and sustainable economic base in support of USF’s continued academic advancement.

Supporting Documentation Online (please circle): **Yes** **No**

Proposed Amended and Restated Articles of Incorporation

Proposed Amended Bylaws

USF System or Institution specific: **USF Health**

Prepared by: Bryan Burgess

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
UNIVERSITY MEDICAL SERVICE ASSOCIATION, INC.
(A Corporation Not For Profit)**

University Medical Service Association, Inc. was originally incorporated on August 9, 1973, pursuant to the Florida Not For Profit Corporation Act, and filed amended and restated articles of incorporation on December 12, 2014.

In accordance with Sections 617.1002 and 617.1007 of the Florida Not For Profit Corporation Act and pursuant to a resolution duly adopted by its Board of Directors on _____, University Medical Service Association, Inc. hereby adopts these amended and restated articles of incorporation (Articles I, II, III, IV, V and VI are amended hereby). The corporation's Board of Directors by an affirmative vote of two-thirds (2/3) of the members thereof approved the amendments in the manner set forth in the articles of incorporation and Florida law. There is no discrepancy between the articles of incorporation as amended and the provisions of the restated articles of incorporation other than the inclusion of the amended articles described above and the omission of matters of historical interest. There are no members entitled to vote on the adoption of these amended and restated articles of incorporation.

ARTICLE I
Name and Address

The name of this corporation is University Medical Service Association, Inc. (~~hereinafter~~ the "Corporation"). The principal office and mailing address of the Corporation shall be University of South Florida Health Sciences Center, 12901 Bruce B. Downs Blvd., MDC Box 62, Tampa, Hillsborough County, Florida 33612.

ARTICLE II
Purposes and Powers

SECTION 1. Purposes and Powers.

The Corporation is organized as (i) a corporation not for profit under Chapter 617, Florida Statutes, (ii) a faculty practice plan corporate entity under Section 1001.706(2)(d), Florida Statutes, Florida Board of Governors Regulations 1.001(8)(a) and 9.017, and University of South Florida Regulation 9.017, and (iii) a university direct-support organization under Section 1004.28, Florida

Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively for the support and benefit of the University of South Florida (the "University" or "USF") and the University's Health Sciences Center ("USF Health") including without limitation the USF Morsani College of Medicine ("MCOM"). The Corporation shall possess all of powers and authority as are now or may hereafter be granted to corporations not for profit, faculty practice plan corporate entities, and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation's operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include the collection, administration and distribution of funds exclusively for the support of the objectives of ~~the University's Health Sciences Center ("USF Health")~~ and the component colleges, schools and units thereof, in accordance with the USF Health Faculty Practice Plan adopted in accordance with Florida Board of Governors Regulation 9.017 and University of South Florida Regulation 9.017, or corresponding provisions of any subsequent laws or regulations.

SECTION 2. Limitations on Purposes and Powers.

- A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any other private individual, and no member, director, or officer of the Corporation or any private

individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

- B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.
- D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.
- E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the "Code").
- F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.

- G. The University's President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation's activities are consistent with and supportive of the mission of the University and USF Health; monitor compliance of the Corporation with federal and state laws and applicable regulations, rules and policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation's assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulations 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, the USF Health Faculty Practice Plan, and the provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

ARTICLE III

Membership

The Corporation's sole member shall be the ~~USF University of South Florida~~ Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University ~~of South Florida, herein referred to as~~ (the "Member").² The ~~m~~Member of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV

Management

SECTION 1. Board of Directors.

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by a Board of Directors (~~hereinafter~~ (the "Board")), subject to applicable law and regulations, the limitations contained in the Corporation's Articles of Incorporation and

Bylaws, and the powers and duties reserved to the University's President and the ~~USF University's~~ Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with these Articles of Incorporation and the Bylaws of the Corporation. The Board shall include the incumbent holders of the following named offices and persons from the following named classes:

- A. The University's Senior Vice President for Health Sciences (the "USF Health Senior Vice President").
- B. One (1) Director shall be a person who is selected and appointed to the Board by ~~the Chair~~person of the ~~USF University's~~ Board of Trustees ~~may appoint a representative to the Board~~ in accordance with Section 1004.28~~(3)~~, Florida Statutes.
- C. One (1) Director shall be a person who is selected and appointed to the Board by the University's President as the President's representative (provided, the University's President may elect to appoint the USF Health Senior Vice President to serve as the President's representative for this purpose).
- D. The MCOM Dean ~~of the USF Morsani College of Medicine~~ (the "MCOM Dean"), if the person who is the MCOM Dean is not also the USF Health Senior Vice President.
- ~~E. The Director of the USF School of Physical Therapy and Rehabilitation Sciences (the "SPTRS Director").~~
- ~~F. The chairpersons of the USF Morsani College of Medicine ("COM") clinical departments which are designated by the COM Dean.~~
- ~~G. The Elected Directors who are elected to the Board in the manner set forth in the Bylaws.~~

~~H. — Not more than six (6) Directors may be community members or other persons who are selected and recommended by the USF Health Vice President and appointed to the Board by the University's President.~~

~~I. — Any individual who is selected and appointed to the Executive Management Committee by the USF Health Vice President in accordance with Article IV, Section 2. D. below, and who is not otherwise designated a Director pursuant to the preceding subsections of this Article IV, Section 4.~~

E. The USF Health Chief Operating Officer (the "USF Health COO").

F. The MCOM Vice Dean for Clinical Affairs (the "MCOM Vice Dean").

G. Four (4) Chairpersons of MCOM clinical departments who are each elected to serve on the Board for a term of three (3) years, as follows:

(i) One (1) Chairperson of a Procedural clinical department who is elected by majority vote of the Chairpersons of all Procedural clinical departments. As used in the preceding sentence, the term "Procedural clinical department" means the following MCOM clinical departments and units: Cardiovascular; Dermatology; Ophthalmology; Pathology; Physical Therapy; Radiology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(ii) One (1) Chairperson of a Surgical clinical department who is elected by majority vote of the Chairpersons of all Surgical clinical departments. As used in the preceding sentence, the term "Surgical clinical department" means the following MCOM clinical departments and units: Obstetrics/Gynecology; Orthopaedic Surgery; Otolaryngology/ENT; Neurosurgery; Surgery; Urology; and

other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(iii) One (1) Chairperson of a Cognitive clinical department who is elected by majority vote of the Chairpersons of all Cognitive clinical departments. As used in the preceding sentence, the term “Cognitive clinical department” means the following MCOM clinical departments and units: Internal Medicine; Neurology; Pediatrics; Psychiatry; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(iv) One (1) Chairperson of a Primary Care clinical department who is elected by majority vote of the Chairpersons of all Primary Care clinical departments. As used in the preceding sentence, the term “Primary Care clinical department” means the following MCOM clinical departments and units: Family Medicine; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

H. Up to three (3) additional persons who are each selected and appointed to the Board by the USF Health Senior Vice President.

~~J. I. The Chairperson of Any individual who is appointed to the Corporation’s Audit Committee, who is not otherwise designated a Director pursuant to the preceding subsections of this Article IV, Section 1.~~

Except as may be otherwise provided in these Articles and the Bylaws, Directors shall serve a term of one (1) year and may be reappointed. Directors shall be removed in accordance with the procedure provided in the Bylaws; provided, the Director who is appointed to the Board by the Chairperson of the USF University’s Board of Trustees may be removed only by action of the Chairperson of the USF University’s Board of Trustees. ~~In the event an Elected Director under Section 1.G. above is elected to serve as Secretary Treasurer, and his/her term as Director expires~~

~~sooner than the expiration of his/her term as Secretary Treasurer, such individual shall remain on the Board as an additional Elected Director for the duration of his/her term as Secretary Treasurer.~~

~~SECTION 2. Executive Management Committee.~~

~~The Corporation shall have an Executive Management Committee of the Board consisting of the following Directors:~~

- ~~A. — The USF Health Vice President.~~
- ~~B. — The COM Dean.~~
- ~~C. — The individual who is elected to serve as the Secretary Treasurer.~~
- ~~D. — Up to seven (7) additional persons who are selected and appointed to the Executive Management Committee by the USF Health Vice President, at least one of whom shall be an Elected Director as described in Article IV, Section 1.G. and at least one of whom shall be a chairperson of a COM clinical department as described in Article IV, Section 1.F. The USF Health Vice President may remove and replace any appointed members of the Executive Management Committee under this section from time to time in his/her discretion.~~
- ~~E. — The Director who is selected and appointed to the Board by the University's President as provided in Article IV, Section 1.C. above.~~
- ~~F. — The Director who is selected and appointed to the Board by the Chair of the University's Board of Trustees as provided in Article IV, Section 1.B. above, if such individual is appointed to be a member of the Executive Management Committee by the Chair of the University's Board of Trustees.~~

~~———— The Executive Management Committee shall have and may exercise all of the authority and powers of the Board except that the Executive Management Committee shall not have the authority to:~~

- ~~(i) — approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;~~
- ~~(ii) — fill vacancies on the Board of Directors or any committee thereof;~~
- ~~(iii) — adopt, amend, or repeal these Articles of Incorporation or the Corporation's Bylaws;~~
- ~~and~~
- ~~(iv) — exercise any other powers specifically provided in the Bylaws as being reserved for the Board.~~

~~———— The Executive Management Committee shall meet, take action, and report its actions to the Board in the manner provided in the Bylaws.~~

SECTION 23. Additional Committees.

The Board, by resolution adopted by the Board, may designate other committees of the Board with such membership and authority as are provided in such resolution, except that a delegation of power to such committee shall not include any of the following powers:

- (i) — approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;
- (ii) — fill vacancies on the Board or any committee thereof;
- (iii) — adopt, amend, or repeal these Articles of Incorporation or the Corporation's Bylaws;
- and
- (iv) — exercise any other powers specifically provided in the Bylaws as being reserved for the Board.

~~that may not be exercised by the Executive Management Committee pursuant to Article IV, Section 2. above.~~

ARTICLE V
Officers

SECTION 1. Officers.

The officers of the Board shall consist of a Chairperson, a Vice-Chairperson, a Secretary/~~Treasurer~~, and such other officers as may be provided in the Bylaws.

The individual who serves as the USF Health Senior Vice President shall be the Chairperson. The USF Health Senior Vice President shall appoint an individual who is a member of the ~~Board Executive Management Committee~~ to serve as Vice-Chairperson. The USF Health Senior Vice President shall appoint an individual who is a member of the Board to serve as Secretary/Treasurer. The Secretary/Treasurer shall be elected by the Board in the manner provided in the Bylaws.

SECTION 2. Qualification, Duties, Term.

The qualifications, time and manner of election or appointment, duties, term of office, and manner of removal of officers shall be set forth in the Bylaws.

ARTICLE VI
Amendments to Bylaws
and Articles of Incorporation

The Bylaws of the Corporation may be adopted, altered, amended, or repealed by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, altered, amended, or repealed; provided,

with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws, shall be furnished to each member of the Board at least seven (7) days prior to the meeting at which such change to the Bylaws is to be voted upon; provided further, the adoption, alteration, amendment, or repeal of the Bylaws shall not be effective without the written concurrence of the University's President, the USF University's Board of Trustees, and such other approvals as may be required by law or regulation.

The Articles of Incorporation of the Corporation may be amended by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that an amendment to the Articles of Incorporation be adopted; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed amendment to the Articles of Incorporation, shall be furnished to each member of the Board at least seven (7) days prior to the meeting at which such amendment to the Articles of Incorporation is to be voted upon; provided further, the amendment of the Articles of Incorporation shall not be effective without the written concurrence of the University's President, the USF University's Board of Trustees, and such other approvals as may be required by law or regulation. ~~Since all members of the Corporation are Directors, it shall not be necessary to submit the proposed amendment of the Articles of Incorporation to the members for ratification.~~

ARTICLE VII

Term of Existence

This Corporation shall have perpetual existence unless it is dissolved pursuant to the laws of the State of Florida.

ARTICLE VIII

Registered Office and Registered Agent

The Corporation hereby designates the Corporation's Registered Office to be located at University of South Florida, Office of the General Counsel, 4202 East Fowler Avenue, CGS 309, Tampa, Florida 33620-6250, and hereby designates and appoints the University's General Counsel as Registered Agent of the Corporation, to accept service of process within this State, to serve in such capacity until a successor is selected and duly designated.

ARTICLE IX

Dissolution

Upon dissolution of this Corporation, all of its assets remaining after the payment of all costs and expenses of such dissolution shall be disbursed to the University of South Florida Foundation, Incorporated, provided that it is exempt from federal income taxation under Section 501(a) of the Code as an organization described in Section 501 (c) (3) of the Code, and is an organization contributions to which are deductible under Section 170(c)(2) of the Code, for use only by the University of South Florida, or in the event that such organization is not in existence or the University of South Florida Foundation, Incorporated, is not so qualified under Sections 501 and 170 of the Code, the remaining assets of the Corporation shall be distributed to such scientific, educational and charitable organizations ruled exempt by the Internal Revenue Service under Section 501 (c) (3) and Section 170 (c) (2) of the Code, as may be selected by the last Board of Directors, subject to the approval of the University's President and such other approvals as may be required by law, rule or regulation, and none of the assets will be distributed to any members, officers, or directors of the eCorporation.

IN WITNESS WHEREOF, the undersigned has executed these Amended and Restated Articles of Incorporation this ____ day of _____, 2017.

UNIVERSITY MEDICAL SERVICE ASSOCIATION, INC.

By: Charles J. Lockwood, M.D., MHCM
Its: Chairperson

STATE OF FLORIDA
COUNTY OF HILLSBOROUGH

Before me, a Notary Public duly authorized in the State and County aforesaid to take acknowledgments, personally appeared Charles J. Lockwood, M.D., MHCM, to me well known to be the person described in and who executed the foregoing Amended and Restated Articles of Incorporation, and he acknowledged before me that he executed and subscribed to these Amended and Restated Articles of Incorporation.

Notary Public, State of Florida
at Large

My Commission Expires: _____ (NOTARIAL SEAL)

Having been named as registered agent to accept service of process for the above stated corporation at the place designated in the Amended and Restated Articles of Incorporation, I am familiar with and accept the appointment as registered agent and agree to act in this capacity.

Name: Gerard Solis
Title: General Counsel
University of South Florida

Date

**AMENDED AND RESTATED
ARTICLES OF INCORPORATION
OF
UNIVERSITY MEDICAL SERVICE ASSOCIATION, INC.
(A Corporation Not For Profit)**

University Medical Service Association, Inc. was originally incorporated on August 9, 1973, pursuant to the Florida Not For Profit Corporation Act, and filed amended and restated articles of incorporation on December 12, 2014.

In accordance with Sections 617.1002 and 617.1007 of the Florida Not For Profit Corporation Act and pursuant to a resolution duly adopted by its Board of Directors on _____, University Medical Service Association, Inc. hereby adopts these amended and restated articles of incorporation (Articles I, II, III, IV, V and VI are amended hereby). The corporation's Board of Directors by an affirmative vote of two-thirds (2/3) of the members thereof approved the amendments in the manner set forth in the articles of incorporation and Florida law. There is no discrepancy between the articles of incorporation as amended and the provisions of the restated articles of incorporation other than the inclusion of the amended articles described above and the omission of matters of historical interest. There are no members entitled to vote on the adoption of these amended and restated articles of incorporation.

ARTICLE I
Name and Address

The name of this corporation is University Medical Service Association, Inc. (the "Corporation"). The principal office and mailing address of the Corporation shall be University of South Florida Health Sciences Center, 12901 Bruce B. Downs Blvd., MDC Box 62, Tampa, Hillsborough County, Florida 33612.

ARTICLE II
Purposes and Powers

SECTION 1. Purposes and Powers.

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Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively for the support and benefit of the University of South Florida (the "University" or "USF") and the University's Health Sciences Center ("USF Health") including without limitation the USF Morsani College of Medicine ("MCOM"). The Corporation shall possess all of powers and authority as are now or may hereafter be granted to corporations not for profit, faculty practice plan corporate entities, and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation's operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include the collection, administration and distribution of funds exclusively for the support of the objectives of USF Health and the component colleges, schools and units thereof, in accordance with the USF Health Faculty Practice Plan adopted in accordance with Florida Board of Governors Regulation 9.017 and University of South Florida Regulation 9.017, or corresponding provisions of any subsequent laws or regulations.

SECTION 2. Limitations on Purposes and Powers.

- A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any other private individual, and no member, director, or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.

- B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.
- D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.
- E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the "Code").
- F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.
- G. The University's President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation's activities are consistent with and

supportive of the mission of the University and USF Health; monitor compliance of the Corporation with federal and state laws and applicable regulations, rules and policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation's assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulations 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, the USF Health Faculty Practice Plan, and the provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

ARTICLE III

Membership

The Corporation's sole member shall be the USF Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University (the "Member"). The Member of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV

Management

SECTION 1. Board of Directors.

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by a Board of Directors (the "Board"), subject to applicable law and regulations, the limitations contained in the Corporation's Articles of Incorporation and Bylaws, and the powers and duties reserved to the University's President and the USF Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with these Articles of Incorporation and

the Bylaws of the Corporation. The Board shall include the incumbent holders of the following named offices and persons from the following named classes:

- A. The University's Senior Vice President for Health Sciences (the "USF Health Senior Vice President").
- B. One (1) Director shall be a person who is selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes.
- C. One (1) Director shall be a person who is selected and appointed to the Board by the University's President as the President's representative (provided, the University's President may elect to appoint the USF Health Senior Vice President to serve as the President's representative for this purpose).
- D. The MCOM Dean (the "MCOM Dean"), if the person who is the MCOM Dean is not also the USF Health Senior Vice President.
- E. The USF Health Chief Operating Officer (the "USF Health COO").
- F. The MCOM Vice Dean for Clinical Affairs (the "MCOM Vice Dean").
- G. Four (4) Chairpersons of MCOM clinical departments who are each elected to serve on the Board for a term of three (3) years, as follows:
 - (i) One (1) Chairperson of a Procedural clinical department who is elected by majority vote of the Chairpersons of all Procedural clinical departments. As used in the preceding sentence, the term "Procedural clinical department" means the following MCOM clinical departments and units: Cardiovascular; Dermatology; Ophthalmology; Pathology; Physical Therapy; Radiology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

- (ii) One (1) Chairperson of a Surgical clinical department who is elected by majority vote of the Chairpersons of all Surgical clinical departments. As used in the preceding sentence, the term “Surgical clinical department” means the following MCOM clinical departments and units: Obstetrics/Gynecology; Orthopaedic Surgery; Otolaryngology/ENT; Neurosurgery; Surgery; Urology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
- (iii) One (1) Chairperson of a Cognitive clinical department who is elected by majority vote of the Chairpersons of all Cognitive clinical departments. As used in the preceding sentence, the term “Cognitive clinical department” means the following MCOM clinical departments and units: Internal Medicine; Neurology; Pediatrics; Psychiatry; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
- (iv) One (1) Chairperson of a Primary Care clinical department who is elected by majority vote of the Chairpersons of all Primary Care clinical departments. As used in the preceding sentence, the term “Primary Care clinical department” means the following MCOM clinical departments and units: Family Medicine; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

- H. Up to three (3) additional persons who are each selected and appointed to the Board by the USF Health Senior Vice President.
- I. The Chairperson of the Corporation’s Audit Committee.

Except as may be otherwise provided in these Articles and the Bylaws, Directors shall serve a term of one (1) year and may be reappointed. Directors shall be removed in accordance

with the procedure provided in the Bylaws; provided, the Director who is appointed to the Board by the Chairperson of the USF Board of Trustees may be removed only by action of the Chairperson of the USF Board of Trustees.

SECTION 2. Additional Committees.

The Board, by resolution adopted by the Board, may designate other committees of the Board with such membership and authority as are provided in such resolution, except that a delegation of power to such committee shall not include any of the following powers:

- (i) approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;
- (ii) fill vacancies on the Board or any committee thereof;
- (iii) adopt, amend, or repeal these Articles of Incorporation or the Corporation's Bylaws;
and
- (iv) exercise any other powers specifically provided in the Bylaws as being reserved for

the Board.

ARTICLE V
Officers

SECTION 1. Officers.

The officers of the Board shall consist of a Chairperson, a Vice-Chairperson, a Secretary/Treasurer, and such other officers as may be provided in the Bylaws.

The individual who serves as the USF Health Senior Vice President shall be the Chairperson. The USF Health Senior Vice President shall appoint an individual who is a member

of the Board to serve as Vice-Chairperson. The USF Health Senior Vice President shall appoint an individual who is a member of the Board to serve as Secretary/Treasurer.

SECTION 2. Qualification, Duties, Term.

The qualifications, time and manner of election or appointment, duties, term of office, and manner of removal of officers shall be set forth in the Bylaws.

ARTICLE VI
Amendments to Bylaws
and Articles of Incorporation

The Bylaws of the Corporation may be adopted, altered, amended, or repealed by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, altered, amended, or repealed; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws, shall be furnished to each member of the Board at least seven (7) days prior to the meeting at which such change to the Bylaws is to be voted upon; provided further, the adoption, alteration, amendment, or repeal of the Bylaws shall not be effective without the written concurrence of the University's President, the USF Board of Trustees, and such other approvals as may be required by law or regulation.

The Articles of Incorporation of the Corporation may be amended by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that an amendment to the Articles of Incorporation be adopted; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed amendment to the Articles of Incorporation, shall be furnished to each member of the Board at least seven (7) days

prior to the meeting at which such amendment to the Articles of Incorporation is to be voted upon; provided further, the amendment of the Articles of Incorporation shall not be effective without the written concurrence of the University's President, the USF Board of Trustees, and such other approvals as may be required by law or regulation.

ARTICLE VII
Term of Existence

This Corporation shall have perpetual existence unless it is dissolved pursuant to the laws of the State of Florida.

ARTICLE VIII
Registered Office and Registered Agent

The Corporation hereby designates the Corporation's Registered Office to be located at University of South Florida, Office of the General Counsel, 4202 East Fowler Avenue, CGS 309, Tampa, Florida 33620-6250, and hereby designates and appoints the University's General Counsel as Registered Agent of the Corporation, to accept service of process within this State, to serve in such capacity until a successor is selected and duly designated.

ARTICLE IX
Dissolution

Upon dissolution of this Corporation, all of its assets remaining after the payment of all costs and expenses of such dissolution shall be disbursed to the University of South Florida Foundation, Incorporated, provided that it is exempt from federal income taxation under Section 501(a) of the Code as an organization described in Section 501 (c) (3) of the Code, and is an organization contributions to which are deductible under Section 170(c)(2) of the Code, for use only by the University of South Florida, or in the event that such organization is not in existence or the University of South Florida Foundation, Incorporated, is not so qualified under Sections 501 and 170 of the Code, the remaining assets of the Corporation shall be distributed to such scientific,

educational and charitable organizations ruled exempt by the Internal Revenue Service under Section 501 (c) (3) and Section 170 (c) (2) of the Code, as may be selected by the last Board of Directors, subject to the approval of the University’s President and such other approvals as may be required by law, rule or regulation, and none of the assets will be distributed to any members, officers, or directors of the Corporation.

IN WITNESS WHEREOF, the undersigned has executed these Amended and Restated Articles of Incorporation this ____ day of _____, 2017.

**UNIVERSITY MEDICAL SERVICE
ASSOCIATION, INC.**

By: Charles J. Lockwood, M.D., MHCM
Its: Chairperson

STATE OF FLORIDA
COUNTY OF HILLSBOROUGH

Before me, a Notary Public duly authorized in the State and County aforesaid to take acknowledgments, personally appeared Charles J. Lockwood, M.D., MHCM, to me well known to be the person described in and who executed the foregoing Amended and Restated Articles of Incorporation, and he acknowledged before me that he executed and subscribed to these Amended and Restated Articles of Incorporation.

Notary Public, State of Florida
at Large

My Commission Expires: _____ (NOTARIAL SEAL)

Having been named as registered agent to accept service of process for the above stated corporation at the place designated in the Amended and Restated Articles of Incorporation, I am familiar with and accept the appointment as registered agent and agree to act in this capacity.

Name: Gerard Solis
Title: General Counsel
University of South Florida

Date

BYLAWS

UNIVERSITY MEDICAL SERVICE ASSOCIATION, INC.

(a Florida Corporation Not For Profit, the USF Health Faculty Practice Plan Corporate Entity, and a University Direct-Support Organization of the University of South Florida)

(Amended and Restated as of _____)

Approved By Board of Directors
By Unanimous Written Consent
As of _____

Approved by USF Board of Trustees on



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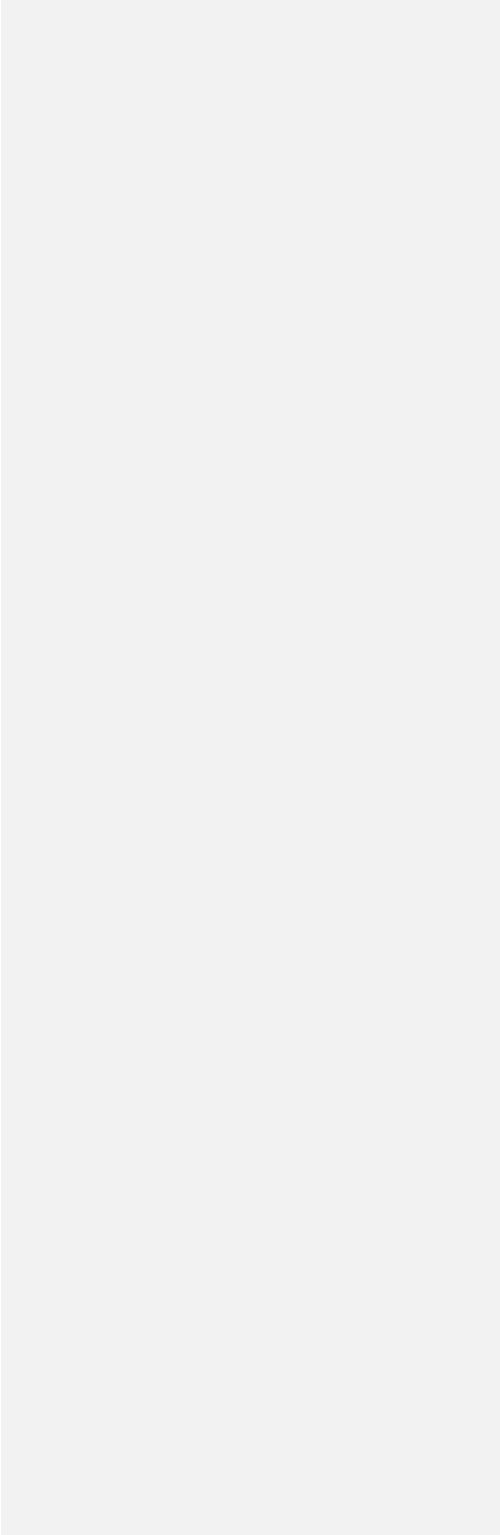
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ARTICLE I
NAME AND LOCATION

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The name of the corporation is University Medical Service Association, Inc. (~~hereinafter~~ the “Corporation”). The principal office and mailing address of the Corporation shall be University of South Florida Health Sciences Center, 12901 Bruce B. Downs Blvd., MDC Box 62, Tampa, Hillsborough County, Florida 33612.

ARTICLE II

PURPOSES AND POWERS OF THE CORPORATION

SECTION 1. Purposes and Powers.

The Corporation is organized as (i) a corporation not for profit under Chapter 617, Florida Statutes, (ii) a university faculty practice plan corporate entity under Section 1001.706(2)(d), Florida Statutes, Florida Board of Governors Regulations 1.001(8)(a) and 9.017, and University of South Florida Regulation 9.017, and (iii) a university direct-support organization under Section 1004.28, Florida Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively for the support and benefit of the University of South Florida (the "University" or "USF") and the University's Health Sciences Center ("USF Health") including without limitation the USF Morsani College of Medicine ("MCOM"). The Corporation shall possess all of the powers and authority as are now or may hereafter be granted to corporations not for profit, university faculty practice plan corporate entities, and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation's operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include the collection, administration and distribution of funds exclusively for the support of the objectives of ~~the University's Health Sciences Center ("USF Health")~~ and the component colleges, schools and units thereof, and the University in accordance with the USF Health Faculty Practice Plan adopted in accordance with Florida Board of Governors Regulation 9.017 and University of South Florida Regulation 9.017, or corresponding provisions of any subsequent laws or regulations.

SECTION 2. Limitations on Purposes and Powers.

- A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any other private individual, and no member, director, or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.
- B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.
- D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.
- E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the "Code").
- F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.

- G. The University's President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation's activities are consistent with and supportive of the mission of the University and USF Health; monitor compliance of the Corporation with federal and state laws and applicable rules, regulations and policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation's assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulations 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, the USF Health Faculty Practice Plan, and provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

SECTION 3. Special Duties as a University Faculty Practice Plan Corporate Entity and University Direct-Support Corporation

The Corporation shall comply with all requirements and perform all duties which are necessary to maintain approval and certification of the Corporation as a university faculty practice plan corporate entity and a university direct-support organization under Sections 1001.706(2)(d) and 1004.28, Florida Statutes, Florida Board of Governors Regulations 9.011 and 9.017, and University of South Florida Regulations 9.017 and 13.002, and corresponding provisions of any subsequent laws or regulations. Without limiting the foregoing:

- A. The Corporation shall comply with all conditions established by the Florida Board of Governors and the ~~USF University's~~ Board of Trustees in order to be approved and certified and to use property, facilities, or personal services at the University.

- B. The Corporation shall comply with all such additional conditions, controls and requirements as the Florida Board of Governors and the USF University's Board of Trustees deems appropriate to provide for budget and audit review and oversight.
- C. The Corporation's Chief Executive Officer shall report to the University's Senior Vice President for Health Science as the University's President's designee in compliance with Florida Board of Governors Regulation 9.011(2).
- D. The Corporation shall prepare an operating budget at least annually which, upon approval by the Corporation's Board of Directors, shall be submitted for approval by the USF University's Board of Trustees or designee. Significant changes in planned expenditures in the approved budget must be reported by the Corporation to the USF University's Board of Trustees or designee as soon as practicable but no later than the deadline established by the USF University's Board of Trustees. The Corporation may provide any salary supplements and other compensation or benefits for University faculty and staff employees only as set forth in the Corporation's budget and subject to approval by the University's President.
- E. The Corporation shall provide for an annual audit conducted pursuant to the University's regulations or policies. The annual audit report shall be submitted by the Corporation to the USF University's Board of Trustees or designee, the Florida Board of Governors, and the Florida Auditor General for review. The USF University's Board of Trustees or designee, the Florida Board of Governors, the Florida Auditor General, and the Florida Office of Program and Policy Analysis and Governmental Accountability may require and receive any records relative to the operation of the Corporation from the Corporation or its independent auditors.
- F. The Corporation shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt for Income Tax form (Form 990) to the USF University's Board of Trustees or designee at the times required by the applicable regulation or policy of the USF University's Board of Trustees.
- G. In the event of the Corporation's decertification by the USF University's Board of Trustees, the Corporation shall provide an accounting of its assets and liabilities to

the ~~USF University's~~ Board of Trustees or designee, and take such reasonable action as is necessary to secure the return of all University property and facilities as requested by the University.

ARTICLE III
MEMBERSHIP

The ~~Corporation's~~ sole member ~~of the Corporation~~ shall be the ~~University of South Florida~~ USF Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University ~~of South Florida, herein referred to as (the~~ "Member."). The ~~Member~~ of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV
BOARD OF DIRECTORS

SECTION 1. Powers and Duties:

- A. The Board of Directors ~~(the “Board”)~~ shall be the governing body of the Corporation exercising supervisory control over the operation, maintenance, and governance of the Corporation in accordance with applicable laws and regulations.
- B. The Board ~~of Directors~~ shall have the powers, duties and responsibilities vested in the board of directors of a Florida corporation not for profit, a university faculty practice plan corporate entity, and university direct-support organization under applicable Florida laws and regulations.

SECTION 2. Qualification and Composition of the Board of Directors.

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by ~~the a Board of Directors (the “Board”)~~, subject to applicable law and regulations, the limitations contained in the Corporation’s Articles of Incorporation and Bylaws, and the powers and duties reserved to the University’s President and the ~~USF University’s~~ Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with the Articles of Incorporation and these Bylaws. The Board shall include the incumbent holders of the following named offices and persons from the following named classes:

- A. The University’s ~~Senior~~ Vice President for Health Sciences (the “USF Health ~~Senior~~ Vice President”).
- B. One (1) Director shall be a person who is selected and appointed to the Board by ~~the Chairperson~~ of the ~~USF University’s~~ Board of Trustees ~~may appoint a representative to the Board~~ in accordance with Section 1004.28, Florida Statutes.

C. One (1) Director shall be a person who is selected and appointed to the Board by the University's President as the President's representative (provided, the University's President may elect to appoint the USF Health Senior Vice President to serve as the President's representative for this purpose).

D. The MCOM Dean ~~of the USF Morsani College of Medicine~~ (the "MCOM Dean"), if the person who is the MCOM Dean is not also the USF Health Senior Vice President.

~~E. The Director of the USF School of Physical Therapy and Rehabilitation Sciences (the "SPTRS Director").~~

~~F. The chairpersons of the USF Morsani College of Medicine ("COM") clinical departments which are designated by the COM Dean.~~

~~G. —~~

~~The Elected Directors who are elected and appointed to the Board of Directors in the manner described in Article V, Section 3 of these Bylaws.~~

~~H. —~~

~~H. Not more than six (6) Directors may be community members or other persons who are selected and recommended by the USF Health Vice President and appointed to the Board by the University's President.~~

~~I. Any individual who is selected and appointed to the Executive Management Committee by the USF Health Vice President in accordance with Article VII, Section 2. A. 6. below, and who is not otherwise designated a Director pursuant to the preceding subsections of this Article V, Section 2.~~

E. The USF Health Chief Operating Officer (the "USF Health COO").

F. The MCOM Vice Dean for Clinical Affairs (the "MCOM Vice Dean").

G. Four (4) Chairpersons of MCOM clinical departments who are each elected to serve on the Board for a term of three (3) years, as follows:

(i) One (1) Chairperson of a Procedural clinical department who is elected by majority vote of the Chairpersons of all Procedural clinical departments. As used

in the preceding sentence, the term “Procedural clinical department” means the following MCOM clinical departments and units: Cardiovascular; Dermatology; Ophthalmology; Pathology; Physical Therapy; Radiology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(ii) One (1) Chairperson of a Surgical clinical department who is elected by majority vote of the Chairpersons of all Surgical clinical departments. As used in the preceding sentence, the term “Surgical clinical department” means the following MCOM clinical departments and units: Obstetrics/Gynecology; Orthopaedic Surgery; Otolaryngology/ENT; Neurosurgery; Surgery; Urology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(iii) One (1) Chairperson of a Cognitive clinical department who is elected by majority vote of the Chairpersons of all Cognitive clinical departments. As used in the preceding sentence, the term “Cognitive clinical department” means the following MCOM clinical departments and units: Internal Medicine; Neurology; Pediatrics; Psychiatry; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(iv) One (1) Chairperson of a Primary Care clinical department who is elected by majority vote of the Chairpersons of all Primary Care clinical departments. As used in the preceding sentence, the term “Primary Care clinical department” means the following MCOM clinical departments and units: Family Medicine; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

H. Up to three (3) additional persons who are each selected and appointed to the Board by the USF Health Senior Vice President.

~~J. I. The Chairperson of Any individual who is appointed to the Corporation's Audit Committee, who is not otherwise designated a Director pursuant to the preceding subsections of this Article V, Section 2.~~

~~In the event an Elected Director under Section I.G. above is elected to serve as Secretary-Treasurer, and his/her term as Director expires sooner than the expiration of his/her term as Secretary Treasurer, such individual shall remain on the Board as an additional Elected Director for the duration of his/her term as Secretary Treasurer.~~

SECTION 3. Elected Directors.

~~The College's clinical departments which are designated by the COM Dean and the USF School of Physical Therapy and Rehabilitation Sciences shall each have one (1) Elected Director on the Board to be elected by the voting membership of each such clinical department or School in the manner described in this Section 3. As used herein, the "voting membership" of the clinical department or School shall mean and consist of the individuals who meet all of the following criteria: (1) the individual is member of the core faculty of the College or School in which the individual is appointed and assigned, as defined by such College or School; (2) the individual receives University contracted salary; and (3) the individual provides services to patients as an integral part of their assigned duties as a University employee.~~

~~Not later than September 1 of each year, the Chairperson shall select and appoint a nominating committee consisting of five (5) individuals from the voting membership. The Chairperson shall designate the chair of the nominating committee. Not later than September 10 of each year, the nominating committee shall publish a notice to the voting membership in the~~

~~pertinent clinical department and School requesting applications and nominations of eligible and interested members for consideration by the nominating committee. Such notice shall require that such applications and nominations be submitted to the nominating committee by a specified date and time not later than ten (10) days following the date of the notice. The nominating committee shall consider all applications and nominations (the "pool"), and not later than October 1, the nominating committee shall determine and present to the Chairperson a slate of candidates for the Elected Director positions to be elected for a term effective at the ensuing annual meeting of the Board. If the pool is sufficient in number and diversity, the nominating committee shall determine and present a slate consisting of at least two (2) and not more than four (4) candidates from each clinical department or School which is electing an Elected Director as provided by this Section 3. Within ten (10) days following the nominating committee's presentation to the Chairperson of the slate of candidates, the election of Elected Directors shall be conducted by means of written ballot to be distributed to each voting member in each clinical department or School which is electing an Elected Director, and to be returned to the Chairperson by a specified date and time not later than ten (10) days following the date of distribution of the ballots. The ballot shall include only the candidates from the voting member's clinical department or School, as applicable. The Chairperson shall tabulate the ballots and announce the election results at the annual meeting of the members. The Elected Directors shall be those candidates who receive the greatest number of votes from the voting members in their respective clinical department or School, as applicable. In the event of a tie vote, the Chairperson of the clinical department or the Director of the School shall designate one of the candidates who receive the greatest number of votes to be the Elected Director from their clinical department or School.~~

~~In the event there is a need to add one or more Elected Director(s) to the Board due to an increase in the number of College clinical department chairpersons who are Directors, such Elected Director(s) shall be appointed from the voting membership in the pertinent new clinical department by the Chairperson to serve until the next annual meeting of the Board held in the year following such appointment.~~

~~The clinical departments and School shall be divided into two (2) classes of approximate equivalent size, and the election of the Elected Directors for each class shall be conducted in alternate years. The Elected Directors shall each serve a term of two (2) years, and may be re-elected.~~

SECTION 34. Removal and Resignation of Directors.

Directors may be removed by the University's President in his/her sole discretion; provided, the Director who is appointed to the Board by the Chairperson of the ~~USF University's~~ Board of Trustees may be removed only by action of the Chairperson of the ~~USF University's~~ Board of Trustees. Any Director may resign at any time by giving written notice to the Chairperson ~~of the Board~~ or to the Board. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Chairperson ~~of the Board~~ or ~~the~~ Board.

SECTION 5. Conflict of Interest.

The Board shall adopt and keep in full force and effect a substantial conflict of interest policy for its Directors and principal officers in accordance with the rules and regulations of the Internal Revenue Service applicable to tax exempt organizations.

ARTICLE V

OFFICERS

SECTION 1. Officers of the Board of Directors.

The officers of the Board shall consist of a Chairperson, a Vice-Chairperson, a Secretary/~~Treasurer~~, and such other officers as the Board may provide by resolution. All of said officers, with the exception of the Chairperson, ~~and~~ Vice-Chairperson and Secretary/Treasurer, shall be elected by the Board from the membership of the Board. The same person may not hold more than one office. The Board shall have authority to fill any vacancy in any office except the Chairperson, ~~and the~~ Vice-Chairperson, and Secretary/Treasurer. All officers shall hold office until their successors are appointed and have qualified.

Section 1.1 Chairperson.

The individual who serves as the USF Health Senior Vice President shall be the Chairperson of the Board (the "Chairperson"). The Chairperson shall have the right to vote in the decisions and actions of the Board, ~~and the Executive Management Committee~~. The Chairperson shall:

- A. Exercise overall supervision of Board affairs and preside at meetings of the Board, ~~and the Executive Management Committee. In the absence of the Chairperson, the Vice Chairperson shall preside at meetings of the Board or the Executive Management Committee;~~
- B. Provide leadership to the Board and its committees in formulating, developing and evaluating the Corporation's policies and goals;
- C. Appoint special committees from time to time for the sole purpose of advising the Chairperson on such matters as may be deemed necessary and appropriate at the time;
- D. Develop, coordinate, and supervise all operating policies and procedures of and for the Board;
- E. Sign written instruments of the Corporation except as the Board shall provide otherwise;
- F. Control the budget and funds of the Corporation;

- G. Prepare annual operating and capital budgets; develop performance reports comparing actual operations with approved budgets; and submit reports on the financial condition of the Corporation to the Board at its regular meetings; and
- H. Submit all information and reports to the University's President as required by Florida Board of Governors Regulations 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, and the USF Health Faculty Practice Plan.
- I. Perform all the duties incident to his/her office and such other duties as may be designated by the University's President or the Board.

Section 1.2 Vice-Chairperson.

The USF Health Senior Vice President shall appoint an individual who is a member of the Board ~~Executive Management Committee~~ to serve as Vice-Chairperson of the Board (the "Vice Chairperson").

The Vice-Chairperson shall:

- A. In the absence of the Chairperson, preside at meetings of the Board, ~~and the Executive Management Committee~~. The Vice Chairperson shall vote in the decisions and actions of the Board, ~~and the Executive Management Committee~~.
- B. Perform such duties as may be designated by the Chairperson, or the Board, ~~or the Executive Management Committee~~.

Section 1.3 Secretary/Treasurer.

The ~~USF Health Senior Vice President~~ shall appoint an individual who is a member of the Board to serve as Secretary/Treasurer of the Board (the "Secretary/Treasurer"), ~~shall be elected by the Board at an annual meeting and shall serve for a three (3) year term~~. Subject to the approval of the Board, the Secretary/Treasurer, unless some other person is specifically authorized by vote of the Board, shall:

- A. Keep accurate records of attendance, votes, and minutes of all proceedings of the Board; ~~and Executive Management Committee, Finance Committee, and the membership of the Corporation;~~
- B. Have charge of and affix the corporate seal to instruments as appropriate;
- C. Consider the type of financial information to be provided to the Board when evaluating the financial affairs of the Corporation; and
- ~~D. Preside at meeting of the Finance Committee.~~
- DE. Perform all the duties incident to his/her office and any other such duties as may be designated by the Chairperson; or the Board, ~~or the Executive Management Committee.~~

SECTION 2. Officers of the Corporation.

Section 2.1 Appointment and Election of Officers.

The officers of the Corporation shall consist of (i) a Chief Executive Officer (the “CEO”), and (ii) such other positions as from time to time are elected or appointed by the Board. The CEO shall be appointed by and serve at the pleasure of the USF Health Senior Vice President. All other officers shall hold office until the next annual meeting of the Board of Directors or until their successors are elected or appointed by the Board.

Section 2.2 Chief Executive Officer (“CEO”).

The CEO is the direct representative of the Board in the management of the Corporation. The CEO’s duties shall include, but not be limited to, the following:

- A. Direct and oversee performance of the Corporation.
- B. Create and supervise the Corporation’s administrative management structure and staff.

- C. Develop, coordinate, implement and supervise the Corporation's operating policies and procedures.
- D. Perform all the duties incident to his/her office and such other duties as may be designated by the USF Health Senior Vice President or the Board.

SECTION 3. Resignation and Removal.

Any officer of the Corporation may resign at any time by giving written notice to the Chairperson or the Secretary/~~Treasurer~~. Any such resignation shall take effect at the time specified in the notice, or, if no time is specified therein, upon its acceptance by the Chairperson or the Board. The Chairperson or the Board may, with or without cause, remove from office any officer or agent of the Corporation except the Chairperson, Vice-Chairperson and Secretary/Treasurer. The Chairperson may, with or without cause, remove from office the Vice-Chairperson or the Secretary/Treasurer. The Chairperson or the Board shall have authority to make appointments to fill vacancies in officer positions, subject to the provisions of these Bylaws.

**ARTICLE VI
MEETINGS OF THE**

BOARD OF DIRECTORS AND ITS COMMITTEES

SECTION 1. Regular Meetings.

The Board ~~and the Executive Management Committee~~ shall hold regular meetings as called by the Chairperson. One regular meeting of the Board, to be held in October of each year, shall be designated the annual meeting of the Board for the purpose of electing officers of the Corporation as applicable, appointing new committee members as applicable, and the transaction of other business. The Chairperson and the chairpersons of other committees shall fix the time and place of regular meetings of such Board or committee, respectively.

SECTION 2. Special Meetings.

The Chairperson and the chairpersons of other committees shall have authority to call special meetings of such Board or committee respectively whenever he/she deems necessary or desirable. In addition, the Chairperson ~~of the Board~~ and the chairpersons of other committees shall call a special meeting whenever requested in writing to do so by a majority of the members of the Board or other committee.

SECTION 3. Participation in Meetings by Telephone.

Members of the Board and other committees may participate in meetings of the Board and other committees by means of a conference telephone or similar communications equipment by which all persons participating can hear each other at the same time, and participation by such means shall constitute presence in person at such meeting.

SECTION 4. Notice, Agendas and Minutes.

- A. Unless waived as provided by law, written notice of the place, date, time, and purpose of regular Board and committee meetings shall be given to each member thereof by personal delivery, mail, facsimile, telegram or email at least one (1) day prior to said meetings, and similar notice of any special meetings shall be given to all Board or committee members as soon as practicable prior to said meetings.

Either a regular or special meeting may be held without notice if all Board or committee members waive, in writing, the right to receive notice. Notice of a meeting need not be given to any member who signs a waiver of notice either before or after the meeting. Attendance of any Board or committee member at any meeting shall be deemed a waiver of notice of such meeting and a waiver of any and all objections to the place of the meeting, the time of the meeting, or the manner in which it has been called or convened, except when a member states at the beginning of the meeting or promptly upon arrival at the meeting, any objection to the transaction of affairs because the meeting is not lawfully called or convened.

- B. The Chairperson of the Board and the chairpersons of other committees may elect to provide notices of Board and committee meetings to individuals other than members of such Board or committee, respectively. The Chairperson shall provide notices of all Board meetings to the USF Chief Financial Officer and the USF Health Chief Financial Officer who shall each have the right to attend all meetings of the Board.
- C. A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting, provided, however, that Board and committee proceedings shall not be limited to matters set forth in such agenda.
- D. Written minutes of the proceedings of the Board and committees shall be maintained and all actions taken at Board and committee meetings shall be properly recorded in the minutes. Minutes shall, where reasonably possible, be delivered to the members of the Board or committee in advance of its next scheduled meeting.

SECTION 5. Quorum and Voting.

- A. The presence of a majority of the members of the Board shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of the Board.
- B. The presence of a majority of the members of any Board committee shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of committees of such Board committee.
- C. In the absence of a quorum, a majority of members present at the meeting of the Board or committee may adjourn the meeting until a quorum is present for the transaction of business.
- D. The vote of a majority of the members of the Board or any Board committee present at a meeting of the Board or committee shall constitute the action of the Board or Committee except as otherwise provided by these Bylaws.

SECTION 6. Parliamentary Rules.

The most recent edition of "Roberts Rules of Order" shall be followed in conducting the meetings of the Board and committees unless otherwise provided by resolution of the Board.

ARTICLE VII

COMMITTEES OF THE BOARD OF DIRECTORS

SECTION 1. Appointment to and Removal from, Composition, and Term of Committees.

- A. The chairpersons and members of all standing and special committees of the Board shall be appointed as provided by these Bylaws. A committee chairperson or member may be removed from a committee, ~~except for the Executive Management Committee~~, only by the Board. ~~A member of the Executive Management Committee who is appointed by the University's President or the USF Health Vice President may be removed by the University's President or the USF Health Vice President, as applicable, in his/her sole discretion.~~
- B. All committees of the Board shall consist of not less than three (3) members, at least one (1) of whom shall be a Director. Individuals other than Directors shall be eligible to serve on committees. However, the chairperson of each committee shall be a Director.
- C. The chairpersons and members of standing committees shall continue in these capacities until their successors have been appointed. Special committees shall be discharged by the Chairperson upon completion of the task for which they are established.

~~SECTION 2. Executive Management Committee.~~

~~A. Composition.~~

~~The Corporation shall have an Executive Management Committee of the Board consisting of the following Directors:~~

- ~~1. The USF Health Vice President.~~
- ~~2. The COM Dean.~~
- ~~3. The individual who is elected to serve as Secretary-Treasurer.~~

- ~~4. The Director who is selected and appointed to the Board by the University's President as designated in Article IV, Section 2.C. above.~~
- ~~5. The Director who is selected and appointed to the Board by the Chair of the University's Board of Trustees as provided in Article IV, Section 2.B. above, if such individual is appointed to be a member of the Executive Management Committee by the Chair of the University's Board of Trustees.~~
- ~~6. Up to seven (7) additional persons who are selected and appointed to the Executive Management Committee by the USF Health Vice President, at least one of whom shall be an Elected Director as described in Article IV, Section 2.G. above, and at least one of whom shall be a chairperson of a College clinical department as described in Article IV, Section 2. F. above. The USF Health Vice President/ may remove and replace any appointed members of the Executive Management Committee under this section from time to time in his/her discretion.~~

~~**B. Powers and Duties.**~~

~~The Executive Management Committee shall have and may exercise all powers of the Board, except the power to:~~

~~(i) approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;~~

~~(ii) fill vacancies on the Board or any committee thereof;~~

~~(iv) adopt, amend, or repeal these Articles of Incorporation or the Bylaws of the Corporation;~~

~~(v) sell, lease, exchange, or otherwise dispose of all or substantially all of the property and assets of the Corporation;~~

~~(vi) adopt a plan of voluntary dissolution of the Corporation;~~

- ~~(vii) amend or repeal any resolution approved by the Board \;~~ or
- ~~(viii) exercise any other powers specifically provided in the Bylaws as being reserved for the Board.~~

~~C. Report.~~

~~The Executive Management Committee shall cause the minutes of its actions to be distributed to the remaining members of the Board within fifteen (15) days of taking such action and to be filed with the minutes of the proceedings of the Board.~~

SECTION 3. Finance Committee.

~~A. Composition.~~

~~At the annual meeting of the Board, the Board shall designate by resolution a Finance Committee which shall consist of not less than three (3) members, at least one of whom shall be the Secretary-Treasurer of the Board who shall serve as chairperson of the Finance Committee. The Finance Committee membership shall include the Chief Financial Officer of USF and the Chief Financial Officer of USF Health.~~

~~B. Powers and Duties.~~

~~The Finance Committee shall regularly review financial performance, and provide advice and recommendations to the Board and Executive Management Committee on financial matters.~~

SECTION 24. Standing and Special Committees.

A. Composition.

The Board may by resolution appoint one or more other standing or special committees, which shall perform specific functions and tasks as provided in the

resolution, except that a delegation of power to such committees shall not include any of the following powers:

- (i) approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;
- (ii) fill vacancies on the Board or any committee thereof;
- (iii) adopt, amend, or repeal these Articles of Incorporation or the Bylaws of the Corporation;
- (iv) sell, lease, exchange, or otherwise dispose of all or substantially all of the property and assets of the Corporation;
- (v) adopt a plan of voluntary dissolution of the Corporation;
- (vi) amend or repeal any resolution approved by the Board; or
- (vii) exercise any other powers specifically provided in the Bylaws as being reserved for the Board.

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~~that may not be exercised by the Executive Management Committee pursuant to Section 2.B. of this Article VII.~~ In addition, if such a committee includes a member who is not a Director, the committee shall not be delegated any powers of the Board ~~of Directors~~. The Chairperson shall have the authority to appoint a special committee from time to time for the sole purpose of advising the Chairperson on such matters as may be deemed necessary and appropriate at the time.

B. Meetings, Quorum and Minutes.

Meetings of standing and special committees may be called by the chairperson of the committee, by the Board, or by the Chairperson, and notice of any committee meeting shall be given in the manner provided in these Bylaws for notices of special meetings of the Board. Each committee shall keep regular

minutes of its proceedings. The Chairperson, and his/her designees, shall have the right to attend any meeting of any special and standing committee.

ARTICLE VIII
ADOPTION AND AMENDMENTS

The Board shall adopt these Bylaws and may from time to time modify, alter, amend or repeal the Bylaws by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, amended or repealed; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws, shall be furnished in writing to each member of the Board at least seven (7) days prior to the meeting at which the change to the Bylaws is to be voted upon; provided further, the adoption, amendment or repeal of the Bylaws shall not be effective without the written concurrence of the University's President, the USF University's Board of Trustees, and such other approvals as may be required by law or regulation.

ARTICLE IX
INDEMNIFICATION

The Corporation shall indemnify each director, officer, employee and agent of the Corporation, and may indemnify any other person, to the full extent permitted by the Florida Not For Profit Corporation Act and other applicable laws. The rights conferred by this Article shall not be exclusive of any other right that any director, officer, employee, agent or other person may have or hereafter acquire under the Florida Not For Profit Corporation Act, any other statute or agreement, pursuant to a vote of disinterested directors, or otherwise. No repeal or modification of this Article shall limit the rights of any director, officer, employee or agent to indemnification with respect to any action or omission occurring prior to such repeal or modification.

ARTICLE X

DEDICATION OF ASSETS AND DISSOLUTION

The Corporation dedicates all assets which it may acquire to the charitable purposes as set forth in Article III hereof. In the event that the Corporation shall dissolve or otherwise terminate its corporate existence, subject to the provision of Chapter 617, Florida Statutes, the Corporation shall distribute all its existing assets as provided in the Articles of Incorporation.

ARTICLE XI

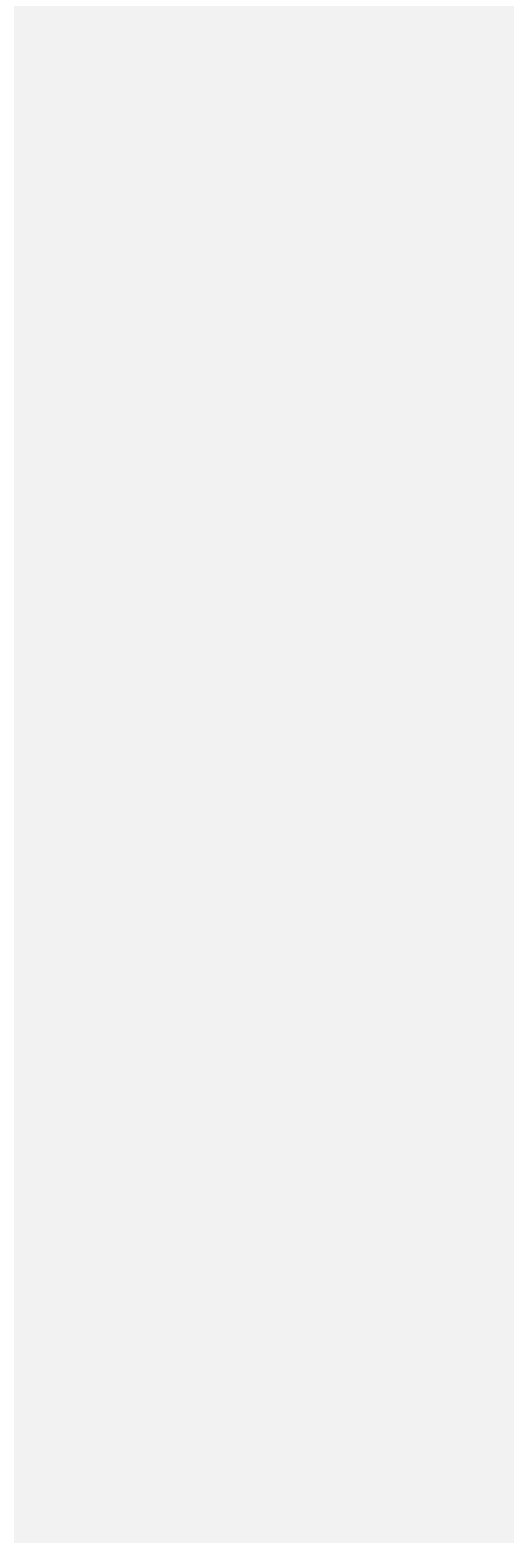
USF HEALTH FACULTY PRACTICE PLAN

The Corporation shall conduct its affairs and operations in strict compliance with the Florida Board of Governors Regulation 9.017, University of South Florida Regulation 9.017, and the applicable Agreement between the Corporation and the University, and any successor agreement and related policies adopted and approved as part of the USF Health Faculty Practice Plan.

ARTICLE XII

ACCESS TO CORPORATE RECORDS

Public access to all records of the Corporation shall be governed by Section 1004.28, Florida Statutes and the Corporation's policy on disclosure of records.



BYLAWS

UNIVERSITY MEDICAL SERVICE ASSOCIATION, INC.

(a Florida Corporation Not For Profit, the USF Health Faculty Practice Plan Corporate Entity, and a University Direct-Support Organization of the University of South Florida)

(Amended and Restated as of _____)

Approved By Board of Directors
By Unanimous Written Consent
As of _____

Approved by USF Board of Trustees on



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ARTICLE I

NAME AND LOCATION

The name of the corporation is University Medical Service Association, Inc. (the “Corporation”).

The principal office and mailing address of the Corporation shall be University of South Florida Health Sciences Center, 12901 Bruce B. Downs Blvd., MDC Box 62, Tampa, Hillsborough County, Florida 33612.

ARTICLE II

PURPOSES AND POWERS OF THE CORPORATION

SECTION 1. Purposes and Powers.

The Corporation is organized as (i) a corporation not for profit under Chapter 617, Florida Statutes, (ii) a university faculty practice plan corporate entity under Section 1001.706(2)(d), Florida Statutes, Florida Board of Governors Regulations 1.001(8)(a) and 9.017, and University of South Florida Regulation 9.017, and (iii) a university direct-support organization under Section 1004.28, Florida Statutes, Florida Board of Governors Regulations 1.001(8)(b) and 9.011, and University of South Florida Regulation 13.002, and corresponding provisions of any subsequent laws or regulations. The Corporation is organized and shall be operated exclusively for charitable, scientific and educational purposes and not for pecuniary profit, and exclusively for the support and benefit of the University of South Florida (the “University” or “USF”) and the University’s Health Sciences Center (“USF Health”) including without limitation the USF Morsani College of Medicine (“MCOM”). The Corporation shall possess all of the powers and authority as are now or may hereafter be granted to corporations not for profit, university faculty practice plan corporate entities, and university direct-support organizations under the laws of the State of Florida. Pursuant to the Corporation’s operations and activities exclusively for the support and benefit of the University, the specific purposes for which the Corporation is organized shall include the collection, administration and distribution of funds exclusively for the support of the objectives of USF Health and the component colleges, schools and units thereof, and the University in accordance with the USF Health Faculty Practice Plan adopted in accordance with Florida Board of Governors Regulation 9.017 and University of South Florida Regulation 9.017, or corresponding provisions of any subsequent laws or regulations.

SECTION 2. Limitations on Purposes and Powers.

- A. All the assets and earnings of the Corporation shall be used exclusively for the exempt purposes hereinabove set forth, including the payment of expenses incidental thereto. No part of the net earnings of the Corporation shall inure to the benefit of any member, director, or officer of the Corporation, or any other private individual, and no member, director, or officer of the Corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the Corporation.
- B. No substantial part of the activities of the Corporation shall be the carrying on of a program of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publication or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- C. The Corporation shall not have the power to convey, lease, pledge, or otherwise encumber assets owned by the State of Florida or the University. The Corporation shall have sole responsibility for the acts, debts, liabilities, and obligations of the Corporation in accordance with Florida law.
- D. The Corporation does not have the power to issue stock or pay dividends, and the private property of the members, directors, and officers shall not be liable for the debts of the Corporation.
- E. The Corporation shall not have the power to conduct any activities not permitted by applicable laws including without limitation the Internal Revenue Code and pertinent Treasury Regulations (or corresponding provisions of any subsequent revenue laws) (hereinafter the "Code").
- F. Persons employed by the Corporation shall not be considered employees of the University or State of Florida by virtue of such employment.

- G. The University's President shall retain the ability, powers, and duties to: monitor and control the use of University resources and the University name by the Corporation; assure that the Corporation's activities are consistent with and supportive of the mission of the University and USF Health; monitor compliance of the Corporation with federal and state laws and applicable rules, regulations and policies; approve salary supplements and other compensation or benefits paid to University faculty and staff from the Corporation's assets, consistent with applicable policies; approve salaries, benefits, and other compensation paid to employees of the Corporation, consistent with applicable policies; and otherwise supervise the Corporation as provided by Florida Board of Governors Regulation s 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, the USF Health Faculty Practice Plan, and provisions of any subsequent laws, regulations, and University policies and internal management memoranda.

SECTION 3. Special Duties as a University Faculty Practice Plan Corporate Entity and University Direct-Support Corporation

The Corporation shall comply with all requirements and perform all duties which are necessary to maintain approval and certification of the Corporation as a university faculty practice plan corporate entity and a university direct-support organization under Sections 1001.706(2)(d) and 1004.28, Florida Statutes, Florida Board of Governors Regulations 9.011 and 9.017, and University of South Florida Regulations 9.017 and 13.002, and corresponding provisions of any subsequent laws or regulations. Without limiting the foregoing:

- A. The Corporation shall comply with all conditions established by the Florida Board of Governors and the USF Board of Trustees in order to be approved and certified and to use property, facilities, or personal services at the University.

- B. The Corporation shall comply with all such additional conditions, controls and requirements as the Florida Board of Governors and the USF Board of Trustees deems appropriate to provide for budget and audit review and oversight.
- C. The Corporation's Chief Executive Officer shall report to the University's Senior Vice President for Health Science as the University's President's designee in compliance with Florida Board of Governors Regulation 9.011(2).
- D. The Corporation shall prepare an operating budget at least annually which, upon approval by the Corporation's Board of Directors, shall be submitted for approval by the USF Board of Trustees or designee. Significant changes in planned expenditures in the approved budget must be reported by the Corporation to the USF Board of Trustees or designee as soon as practicable but no later than the deadline established by the USF Board of Trustees. The Corporation may provide any salary supplements and other compensation or benefits for University faculty and staff employees only as set forth in the Corporation's budget and subject to approval by the University's President.
- E. The Corporation shall provide for an annual audit conducted pursuant to the University's regulations or policies. The annual audit report shall be submitted by the Corporation to the USF Board of Trustees or designee, the Florida Board of Governors, and the Florida Auditor General for review. The USF Board of Trustees or designee, the Florida Board of Governors, the Florida Auditor General, and the Florida Office of Program and Policy Analysis and Governmental Accountability may require and receive any records relative to the operation of the Corporation from the Corporation or its independent auditors.
- F. The Corporation shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt for Income Tax form (Form 990) to the USF Board of Trustees or designee at the times required by the applicable regulation or policy of the USF Board of Trustees.
- G. In the event of the Corporation's decertification by the USF Board of Trustees, the Corporation shall provide an accounting of its assets and liabilities to the USF

Board of Trustees or designee, and take such reasonable action as is necessary to secure the return of all University property and facilities as requested by the University.

ARTICLE III

MEMBERSHIP

The sole member of the Corporation shall be the USF Board of Trustees, a public body corporate of the State of Florida, acting for and on behalf of the University (the "Member."). The Member of the Corporation shall have no voting rights as member of the Corporation.

ARTICLE IV
BOARD OF DIRECTORS

SECTION 1. Powers and Duties:

- A. The Board of Directors (the “Board”) shall be the governing body of the Corporation exercising supervisory control over the operation, maintenance, and governance of the Corporation in accordance with applicable laws and regulations.
- B. The Board shall have the powers, duties and responsibilities vested in the board of directors of a Florida corporation not for profit, a university faculty practice plan corporate entity, and university direct-support organization under applicable Florida laws and regulations.

SECTION 2. Qualification and Composition of the Board of Directors.

The property, affairs, business, funds and operations of the Corporation shall be managed, supervised and controlled by the Board , subject to applicable law and regulations, the limitations contained in the Corporation’s Articles of Incorporation and Bylaws, and the powers and duties reserved to the University’s President and the USF Board of Trustees. The members of the Board shall serve in such capacity without compensation. The Board shall carry out the purposes of the Corporation in compliance with the Articles of Incorporation and these Bylaws. The Board shall include the incumbent holders of the following named offices and persons from the following named classes:

- A. The University’s Senior Vice President for Health Sciences (the “USF Health Senior Vice President”).
- B. One (1) Director shall be a person who is selected and appointed to the Board by the Chairperson of the USF Board of Trustees in accordance with Section 1004.28, Florida Statutes.

- C. One (1) Director shall be a person who is selected and appointed to the Board by the University's President as the President's representative (provided, the University's President may elect to appoint the USF Health Senior Vice President to serve as the President's representative for this purpose).
- D. The MCOM Dean (the "MCOM Dean"), if the person who is the MCOM Dean is not also the USF Health Senior Vice President.
- E. The USF Health Chief Operating Officer (the "USF Health COO").
- F. The MCOM Vice Dean for Clinical Affairs (the "MCOM Vice Dean").
- G. Four (4) Chairpersons of MCOM clinical departments who are each elected to serve on the Board for a term of three (3) years, as follows:
 - (i) One (1) Chairperson of a Procedural clinical department who is elected by majority vote of the Chairpersons of all Procedural clinical departments. As used in the preceding sentence, the term "Procedural clinical department" means the following MCOM clinical departments and units: Cardiovascular; Dermatology; Ophthalmology; Pathology; Physical Therapy; Radiology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
 - (ii) One (1) Chairperson of a Surgical clinical department who is elected by majority vote of the Chairpersons of all Surgical clinical departments. As used in the preceding sentence, the term "Surgical clinical department" means the following MCOM clinical departments and units: Obstetrics/Gynecology; Orthopaedic Surgery; Otolaryngology/ENT; Neurosurgery; Surgery; Urology; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.
 - (iii) One (1) Chairperson of a Cognitive clinical department who is elected by majority vote of the Chairpersons of all Cognitive clinical departments. As

used in the preceding sentence, the term “Cognitive clinical department” means the following MCOM clinical departments and units: Internal Medicine; Neurology; Pediatrics; Psychiatry; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

(iv) One (1) Chairperson of a Primary Care clinical department who is elected by majority vote of the Chairpersons of all Primary Care clinical departments. As used in the preceding sentence, the term “Primary Care clinical department” means the following MCOM clinical departments and units: Family Medicine; and other MCOM clinical departments and units as may be designated by the MCOM Dean from time to time.

H. Up to three (3) additional persons who are each selected and appointed to the Board by the USF Health Senior Vice President.

I. The Chairperson of the Corporation’s Audit Committee.

SECTION 3. Removal and Resignation of Directors.

Directors may be removed by the University’s President in his/her sole discretion; provided, the Director who is appointed to the Board by the Chairperson of the USF Board of Trustees may be removed only by action of the Chairperson of the USF Board of Trustees. Any Director may resign at any time by giving written notice to the Chairperson of the Board or to the Board. Any such resignation shall take effect at the time specified therein or, if no time is specified therein, upon its acceptance by the Chairperson of the Board or the Board.

SECTION 5. Conflict of Interest.

The Board shall adopt and keep in full force and effect a substantial conflict of interest policy for its Directors and principal officers in accordance with the rules and regulations of the Internal Revenue Service applicable to tax exempt organizations.

ARTICLE V
OFFICERS

SECTION 1. Officers of the Board of Directors.

The officers of the Board shall consist of a Chairperson, a Vice-Chairperson, a Secretary/Treasurer, and such other officers as the Board may provide by resolution. All of said officers, with the exception of the Chairperson, Vice-Chairperson and Secretary/Treasurer, shall be elected by the Board from the membership of the Board. The same person may not hold more than one office. The Board shall have authority to fill any vacancy in any office except the Chairperson, Vice-Chairperson, and Secretary/Treasurer. All officers shall hold office until their successors are appointed and have qualified.

Section 1.1 Chairperson.

The individual who serves as the USF Health Senior Vice President shall be the Chairperson of the Board (the "Chairperson"). The Chairperson shall have the right to vote in the decisions and actions of the Board. The Chairperson shall:

- A. Exercise overall supervision of Board affairs and preside at meetings of the Board.
- B. Provide leadership to the Board and its committees in formulating, developing and evaluating the Corporation's policies and goals;
- C. Appoint special committees from time to time for the sole purpose of advising the Chairperson on such matters as may be deemed necessary and appropriate at the time;
- D. Develop, coordinate, and supervise all operating policies and procedures of and for the Board;
- E. Sign written instruments of the Corporation except as the Board shall provide otherwise;
- F. Control the budget and funds of the Corporation;
- G. Prepare annual operating and capital budgets; develop performance reports comparing actual operations with approved budgets; and submit reports on the financial condition of the Corporation to the Board at its regular meetings; and

- H. Submit all information and reports to the University's President as required by Florida Board of Governors Regulations 9.011 and 9.017, University of South Florida Regulations 9.017 and 13.002, and the USF Health Faculty Practice Plan.
- I. Perform all the duties incident to his/her office and such other duties as may be designated by the University's President or the Board.

Section 1.2 Vice-Chairperson.

The USF Health Senior Vice President shall appoint an individual who is a member of the Board to serve as Vice-Chairperson of the Board (the "Vice Chairperson").

The Vice-Chairperson shall:

- A. In the absence of the Chairperson, preside at meetings of the Board. The Vice Chairperson shall vote in the decisions and actions of the Board.
- B. Perform such duties as may be designated by the Chairperson or the Board.

Section 1.3 Secretary/Treasurer.

The USF Health Senior Vice President shall appoint an individual who is a member of the Board to serve as Secretary/Treasurer of the Board (the "Secretary/Treasurer"). Subject to the approval of the Board, the Secretary/Treasurer, unless some other person is specifically authorized by vote of the Board, shall:

- A. Keep accurate records of attendance, votes, and minutes of all proceedings of the Board;
- B. Have charge of and affix the corporate seal to instruments as appropriate;
- C. Consider the type of financial information to be provided to the Board when evaluating the financial affairs of the Corporation; and
- D. Perform all the duties incident to his/her office and any other such duties as may be designated by the Chairperson or the Board.

SECTION 2. Officers of the Corporation.

Section 2.1 Appointment and Election of Officers.

The officers of the Corporation shall consist of (i) a Chief Executive Officer (the “CEO”), and (ii) such other positions as from time to time are elected or appointed by the Board. The CEO shall be appointed by and serve at the pleasure of the USF Health Senior Vice President. All other officers shall hold office until the next annual meeting of the Board of Directors or until their successors are elected or appointed by the Board.

Section 2.2 Chief Executive Officer (“CEO”).

The CEO is the direct representative of the Board in the management of the Corporation. The CEO’s duties shall include, but not be limited to, the following:

- A. Direct and oversee performance of the Corporation.
- B. Create and supervise the Corporation’s administrative management structure and staff.
- C. Develop, coordinate, implement and supervise the Corporation’s operating policies and procedures.
- D. Perform all the duties incident to his/her office and such other duties as may be designated by the USF Health Senior Vice President or the Board.

SECTION 3. Resignation and Removal.

Any officer of the Corporation may resign at any time by giving written notice to the Chairperson or the Secretary/Treasurer. Any such resignation shall take effect at the time specified in the notice, or, if no time is specified therein, upon its acceptance by the Chairperson or the Board. The Chairperson or the Board may, with or without cause, remove from office any officer or agent of the Corporation except the Chairperson, Vice-Chairperson and Secretary/Treasurer.

The Chairperson may, with or without cause, remove from office the Vice- Chairperson or the Secretary/Treasurer. The Chairperson or the Board shall have authority to make appointments to fill vacancies in officer positions, subject to the provisions of these Bylaws.

ARTICLE VI
MEETINGS OF THE
BOARD OF DIRECTORS AND ITS COMMITTEES

SECTION 1. Regular Meetings.

The Board shall hold regular meetings as called by the Chairperson. One regular meeting of the Board, to be held in October of each year, shall be designated the annual meeting of the Board for the purpose of electing officers of the Corporation as applicable, appointing new committee members as applicable, and the transaction of other business. The Chairperson and the chairpersons of other committees shall fix the time and place of regular meetings of such Board or committee, respectively.

SECTION 2. Special Meetings.

The Chairperson and the chairpersons of other committees shall have authority to call special meetings of such Board or committee respectively whenever he/she deems necessary or desirable. In addition, the Chairperson and the chairpersons of other committees shall call a special meeting whenever requested in writing to do so by a majority of the members of the Board or other committee.

SECTION 3. Participation in Meetings by Telephone.

Members of the Board and other committees may participate in meetings of the Board and other committees by means of a conference telephone or similar communications equipment by which all persons participating can hear each other at the same time, and participation by such means shall constitute presence in person at such meeting.

SECTION 4. Notice, Agendas and Minutes.

- A. Unless waived as provided by law, written notice of the place, date, time, and purpose of regular Board and committee meetings shall be given to each member thereof by personal delivery, mail, facsimile, telegram or email at least one (1) day prior to said meetings, and similar notice of any special meetings shall be given to all Board or committee members as soon as practicable prior to said meetings.

Either a regular or special meeting may be held without notice if all Board or committee members waive, in writing, the right to receive notice. Notice of a meeting need not be given to any member who signs a waiver of notice either before or after the meeting. Attendance of any Board or committee member at any meeting shall be deemed a waiver of notice of such meeting and a waiver of any and all objections to the place of the meeting, the time of the meeting, or the manner in which it has been called or convened, except when a member states at the beginning of the meeting or promptly upon arrival at the meeting, any objection to the transaction of affairs because the meeting is not lawfully called or convened.

- B. The Chairperson of the Board and the chairpersons of other committees may elect to provide notices of Board and committee meetings to individuals other than members of such Board or committee, respectively. The Chairperson shall provide notices of all Board meetings to the USF Chief Financial Officer and the USF Health Chief Financial Officer who shall each have the right to attend all meetings of the Board.
- C. A written agenda of the matters to be considered at a Board or committee meeting shall be delivered to members thereof prior to such meeting, provided, however, that Board and committee proceedings shall not be limited to matters set forth in such agenda.
- D. Written minutes of the proceedings of the Board and committees shall be maintained and all actions taken at Board and committee meetings shall be properly recorded in the minutes. Minutes shall, where reasonably possible, be delivered to the members of the Board or committee in advance of its next scheduled meeting.

SECTION 5. Quorum and Voting.

- A. The presence of a majority of the members of the Board shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of the Board.
- B. The presence of a majority of the members of any Board committee shall be necessary and sufficient to constitute a quorum for the transaction of business at all meetings of committees of such Board committee.
- C. In the absence of a quorum, a majority of members present at the meeting of the Board or committee may adjourn the meeting until a quorum is present for the transaction of business.
- D. The vote of a majority of the members of the Board or any Board committee present at a meeting of the Board or committee shall constitute the action of the Board or Committee except as otherwise provided by these Bylaws.

SECTION 6. Parliamentary Rules.

The most recent edition of “Roberts Rules of Order” shall be followed in conducting the meetings of the Board and committees unless otherwise provided by resolution of the Board.

ARTICLE VII

COMMITTEES OF THE BOARD OF DIRECTORS

SECTION 1. Appointment to and Removal from, Composition, and Term of Committees.

- A. The chairpersons and members of all standing and special committees of the Board shall be appointed as provided by these Bylaws. A committee chairperson or member may be removed from a committee, only by the Board.
- B. All committees of the Board shall consist of not less than three (3) members, at least one (1) of whom shall be a Director. Individuals other than Directors shall be eligible to serve on committees. However, the chairperson of each committee shall be a Director.
- C. The chairpersons and members of standing committees shall continue in these capacities until their successors have been appointed. Special committees shall be discharged by the Chairperson upon completion of the task for which they are established.

SECTION 2. Standing and Special Committees.

A. Composition.

The Board may by resolution appoint one or more other standing or special committees, which shall perform specific functions and tasks as provided in the resolution, except that a delegation of power to such committees shall not include any of the following powers:

- (i) approve or recommend to members actions or proposals required by Chapter 617, Florida Statutes, to be approved by members;
- (ii) fill vacancies on the Board or any committee thereof;
- (iii) adopt, amend, or repeal these Articles of Incorporation or the Bylaws of the Corporation;

- (iv) sell, lease, exchange, or otherwise dispose of all or substantially all of the property and assets of the Corporation;
- (v) adopt a plan of voluntary dissolution of the Corporation;
- (vi) amend or repeal any resolution approved by the Board; or
- (vii) exercise any other powers specifically provided in the Bylaws as being reserved for the Board.

In addition, if such a committee includes a member who is not a Director, the committee shall not be delegated any powers of the Board. The Chairperson shall have the authority to appoint a special committee from time to time for the sole purpose of advising the Chairperson on such matters as may be deemed necessary and appropriate at the time.

B. Meetings, Quorum and Minutes.

Meetings of standing and special committees may be called by the chairperson of the committee, by the Board, or by the Chairperson, and notice of any committee meeting shall be given in the manner provided in these Bylaws for notices of special meetings of the Board. Each committee shall keep regular minutes of its proceedings. The Chairperson, and his/her designees, shall have the right to attend any meeting of any special and standing committee.

ARTICLE VIII

ADOPTION AND AMENDMENTS

The Board shall adopt these Bylaws and may from time to time modify, alter, amend or repeal the Bylaws by an affirmative vote of two-thirds (2/3) of the members of the Board present and voting at any duly held regular or special meeting of the Board, or by all Directors signing a written statement manifesting their intention that the Bylaws be adopted, amended or repealed; provided, with respect to such meetings, notice thereof, which shall include the text of the proposed change to the Bylaws, shall be furnished in writing to each member of the Board at least seven (7) days prior to the meeting at which the change to the Bylaws is to be voted upon; provided further, the adoption, amendment or repeal of the Bylaws shall not be effective without the written concurrence of the University's President, the USF Board of Trustees, and such other approvals as may be required by law or regulation.

ARTICLE IX
INDEMNIFICATION

The Corporation shall indemnify each director, officer, employee and agent of the Corporation, and may indemnify any other person, to the full extent permitted by the Florida Not For Profit Corporation Act and other applicable laws. The rights conferred by this Article shall not be exclusive of any other right that any director, officer, employee, agent or other person may have or hereafter acquire under the Florida Not For Profit Corporation Act, any other statute or agreement, pursuant to a vote of disinterested directors, or otherwise. No repeal or modification of this Article shall limit the rights of any director, officer, employee or agent to indemnification with respect to any action or omission occurring prior to such repeal or modification.

ARTICLE X

DEDICATION OF ASSETS AND DISSOLUTION

The Corporation dedicates all assets which it may acquire to the charitable purposes as set forth in Article III hereof. In the event that the Corporation shall dissolve or otherwise terminate its corporate existence, subject to the provision of Chapter 617, Florida Statutes, the Corporation shall distribute all its existing assets as provided in the Articles of Incorporation.

ARTICLE XI

USF HEALTH FACULTY PRACTICE PLAN

The Corporation shall conduct its affairs and operations in strict compliance with the Florida Board of Governors Regulation 9.017, University of South Florida Regulation 9.017, and the applicable Agreement between the Corporation and the University, and any successor agreement and related policies adopted and approved as part of the USF Health Faculty Practice Plan.

ARTICLE XII

ACCESS TO CORPORATE RECORDS

Public access to all records of the Corporation shall be governed by Section 1004.28, Florida Statutes and the Corporation's policy on disclosure of records.

Agenda Item: FL 113

USF Board of Trustees
March 9, 2017

Issue: 2017-2018 Presidential Contract

Proposed action: Approval of the President's annual contract for 2017-2018 and authorize the Board Chair to finalize the final contract with President Genshaft upon BOG confirmation

Executive Summary:

President Genshaft's 2016-2017 annual contract ends June 30, 2017. The Chair has worked with the President on renewing her contract and the governance committee reviewed and is recommending approval with the following salary increases:

Recommended changes to salary:
2.5% increase in base to \$505,837
\$300,000 performance based compensation from \$275,000

Other than salary, there are no other substantive changes to the contract.

Authorize the Board Chair to finalize the final contract with President Genshaft upon BOG confirmation.

Strategic Goal(s) Item Supports: All

Committee Review and Approval: Governance on February 16, 2017

Supporting Documentation Online (please circle): **Yes** **No**

Contract

Salary and Historical Record

USF System or Institution specific: USF System

Prepared by: Cindy Visot, Ed.D. and Gerard Solis, Esq.

PRESIDENTIAL CONTRACT

This Employment Agreement ("Agreement"), executed this ____ day of ~~March~~ 2017~~6~~, and effective as of July 1, 201~~6~~~~7~~, is entered into by and between the University of South Florida Board of Trustees, a public body corporate of the State of Florida for the University of South Florida System (the "University," the "Board," or the "Board of Trustees"), 4202 East Fowler Avenue, CGS 401, Tampa, Florida 33620, and Dr. Judy L. Genshaft, President of the University of South Florida (the "President" or "Dr. Genshaft"), 4202 East Fowler Avenue, CGS 401, Tampa, Florida 33620.

WHEREAS, Dr. Genshaft has served as President of the University since June 30, 2000 and has led the University through sustained growth to its present success;

WHEREAS, the Board of Trustees, acting on behalf of the University, has the current legal authority to determine the terms and conditions of employment of the President of the University;

WHEREAS, the Board of Trustees desires to continue the employment of Dr. Genshaft as President on the terms and conditions provided herein;

WHEREAS, both the University and Dr. Genshaft desire to set forth their respective rights and obligations in this Agreement;

WHEREAS, both the University and Dr. Genshaft intend this Agreement to become effective upon the termination or expiration of the current the Employment Agreement between the University and Dr. Genshaft dated ~~March 31, y-12~~, 201~~6~~~~4~~ (the "Prior Agreement");

WHEREAS, this Agreement has been duly approved and its execution has been duly authorized by the Board of Trustees; and

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is agreed as follows:

1.0 Appointment as President

1.1 The University, on the terms specified in this Agreement, shall continue the appointment and employment of Dr. Judy Lynn Genshaft as its President of the University and to serve as the Chief Executive Officer of the University subject to the rules, regulations, policies, and supervision of the Board of Trustees. Dr. Genshaft accepts and agrees to such continued employment.

1.2 **The President shall perform all duties required by law, by this Agreement,** 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:

- 1.2.1 Operating the University and the USF System;
- 1.2.2 Providing institutional, faculty, and educational leadership;
- 1.2.3 Strategic planning;
- 1.2.4 Fundraising;
- 1.2.5 Acting as corporate secretary to the Board;
- 1.2.6 Preparing a budget request and operating budget;
- 1.2.7 Establishing and implementing policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel;

Commented [A1]: The highlighted language in the current contract allows for pending changes to BOG and university regulations/policies regarding delegations of authority.

- 1.2.8 Governing admissions;
- 1.2.9 Approving, executing, and administering contracts for the acquisition of commodities, goods, equipment, services, lease of real and personal property, and planning and construction;
- 1.2.10 Acting as custodian of all University property, including the authority to prioritize the use of University space, property, equipment, and resources;
- 1.2.11 Implementing approved programs for the University;
- 1.2.12 Establishing the internal academic calendar of the University;
- 1.2.13 Administering the University's program of intercollegiate athletics;
- 1.2.14 Recommending the establishment and termination of undergraduate and master's level degree programs within the approved role and scope of the University;
- 1.2.15 Awarding degrees;
- 1.2.16 Administering the schedule of tuition and fees to be charged by the University;
- 1.2.17 Entering into agreements for student exchange programs;
- 1.2.18 Approving the internal procedures of student government organizations and providing purchasing, contracting, and budgetary review processes for those organizations;
- 1.2.19 Adjusting property records and disposing of state-owned tangible property;

- 1.2.20 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;
- 1.2.21 Ensuring compliance with federal and state laws, regulations, and other requirements applicable to the University;
- 1.2.22 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;
- 1.2.23 Organizing the University to achieve the goals of the University efficiently and effectively; and
- 1.2.24 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.

2.0 Best Efforts as President

- 2.1 Dr. Genshaft agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, and subject to Section 2.3 below, devote her full-time attention and energies to her duties as President of the University.
- 2.2 Those duties shall be performed for the University of South Florida System including at the three (3) campuses of the System, 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.

- 2.3 The University recognizes that it is both appropriate and beneficial for the President to engage in outside activities, such as serving on for-profit and non-profit boards of directors, consulting, delivering speeches, and writing. The expenditure of reasonable amounts of time for personal or outside activities, as well as charitable and professional development activities which are permitted provided such activities do not interfere with the services required to be rendered to the University under the provisions of this Agreement.
- 2.4 The President shall not engage in any activity that may be competitive with and adverse to the best interests of the Board and the University or that interferes with the duties set forth in Section 1.2 of this Agreement.
- 2.5 The President shall seek approval from the Board Chair, who may confer with the Governance Committee, prior to agreeing to serve on any board of directors of any entity or to engage in any substantial outside business activity, including authorship of books. Any and all income or other compensation earned by the President in connection with approved outside business activities shall be paid to and retained by her, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits she is otherwise entitled to receive under this Agreement.

3.0 Effective Date; Term of Appointment; Renewal; Leave; and Evaluation

- 3.1 The Board has previously employed Dr. Genshaft as President under the terms and conditions of the Prior Agreement for a term ending on June 30, 201~~7~~⁶. The term of this Agreement shall be for a period of one (1) year, commencing on July 1, 201~~7~~⁶ (the "Effective Date") and ending on June 30, 201~~8~~⁷. This Agreement

may be extended for additional one year terms upon mutual agreement of the parties following review of the President's performance by the Board and confirmation of reappointment of President Genshaft by the Florida Board of Governors in accordance with the Constitution and laws of the State of Florida.

- 3.2 Upon termination of her service as President, Dr. Genshaft shall be entitled to a 12-month professional development leave with the title of President Emeritus and compensated at her then current Base Salary and Benefits as stated in Section 4.0 (but not Section 5.0) of this Agreement. Professional development leave shall not be available if this Agreement is terminated due to termination for cause, death or disability under Sections 12 or 14 of this Agreement. This professional development leave is to permit President Genshaft to retool her teaching and research prior to resuming a fulltime faculty assignment on the Tampa campus of the University of South Florida System. In the event that Dr. Genshaft accepts full-time employment with an entity other than the University prior to the conclusion of her professional development leave, then such professional development leave shall immediately cease effective on the date that the new employment commences and no further compensation for professional development leave will be owed. An approved outside activity will not constitute employment for the purposes of this Section. At the conclusion of professional development leave Dr. Genshaft may transfer to a full-time 9-month faculty position or administrative position as a tenured Full Professor in the College of Education with her rate of compensation then in effect converted to a 9-month salary and adjusted as provided by USF System Regulation 10.103.

- 3.3 On or before August 15, ~~2017~~, the President shall provide the Board Chair with a list of proposed goals and objectives based upon the University's strategic plan. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the ~~Executive Governance~~ Committee of the Board of Trustees for consideration. Following consideration by the ~~Executive Governance~~ Committee, the proposed goals and objectives shall be presented for review and approval by the Board in a special or regularly scheduled Board meeting.
- 3.4 On or before September 30, 201~~7~~⁶, the President shall initiate the evaluation process for the period that began on July 1, 201~~6~~⁵ and ended on June 30, 201~~7~~⁶ by submitting to the Board Chair and ~~Compensation Governance~~ Committee a self-appraisal of her performance during said period. This appraisal shall address performance related to each of the goals and objectives determined for July 1, 201~~6~~⁵ ~~through June~~ ~~through June~~ 30, 201~~7~~⁶. At a special or regularly scheduled Board meeting after the President has submitted this self-appraisal the Board shall evaluate Dr. Genshaft's performance for the July 1, 201~~6~~⁵ through June 30, 201~~7~~⁶ period based on her achievement of the mutually agreed upon specified goals and objectives and other mutually agreed criteria. To aid the Board in its performance review, the President agrees to furnish such oral and written reports as may be requested by the Board Chair or ~~Compensation Governance~~ Committee Chair. The President shall be eligible to receive a discretionary ~~performance stipend based compensation~~ for the period from July 1, 201~~6~~⁵ to June 30, 201~~7~~⁶. Said ~~stipend~~ ~~performance based compensation~~ shall be determined and awarded by the

Commented [A2]: On 2/16/17 the Governance Committee discussed replacing "performance stipend" with "performance based compensation" to better convey the at-risk nature of the payment. The same change is proposed in section 5.2.

Board of Trustees in a special or regularly scheduled meeting no later than December 15, 201~~7~~⁶ and determined pursuant to the ~~Prior Agreement July 1, 2011 - June 30, 2016~~ Employment Agreement between the University and Dr. Genshaft (i.e. section 5.2 of the ~~March 31, 2016 - July 1, 2011 - June 30, 2016~~ Employment Agreement).

- 3.5 The effectiveness of this Agreement is contingent upon Dr. Genshaft being employed by the University on June 30, 201~~7~~⁶. If Dr. Genshaft is not so employed on June 30, 201~~7~~⁶, this Agreement shall be of no force or effect.

4.0 Compensation: Base Salary and Benefits

- 4.1 As compensation for the services to be performed by Dr. Genshaft pursuant to this Agreement the Board shall pay the President an initial base salary of ~~five four~~ hundred ~~and five ninety three~~ thousand ~~eight hundred and thirty seven five~~ hundred dollars and zero cents (~~\$493,500.00~~^{\$505,837.00}). No more of this amount than is allowed by Florida Statutes shall be paid from public funds. This amount shall be payable according to the pay plan for administrative faculty employees with appropriate deductions for taxes and benefits.
- 4.2 The President's salary shall be reviewed annually and may be increased, but not decreased, at the discretion of the Board. Such annual salary review will be accomplished in conjunction with the Board's evaluation of job performance, as set forth in Section 3.4 of this Agreement.
- 4.3 The President shall be responsible for any personal income tax liability incurred as a result of this Agreement or any provision herein.

Commented [A3]: 2016-17 base salary is \$493,500.00. On 2/16/17 the Governance Committee voted to recommend a 2.5% increase to 2016-17 base salary, which, if approved by the full Board, would make the base compensation \$505,837.00

4.4 The Board authorizes all standard employment benefits for the President, based on her annual base salary as set forth in Section 4.1 of this Agreement.

5.0 Additional Compensation and Benefits

5.1 The Board authorizes the USF Foundation to contribute to an annuity for the President's benefit in an amount not exceeding twenty percent (20%) of her then current annual base salary per contract year. This additional compensation shall be treated as deferred compensation in accordance with and as allowed by applicable tax laws and regulations.

5.2 The President shall be eligible to receive a discretionary annual performance ~~stipend~~ performance based compensation for the period from July 1, 201~~6~~⁷ to June 30, 201~~8~~⁷. Said ~~stipend~~ performance based compensation shall be determined and awarded by the Board of Trustees in a special or regularly scheduled meeting no later than December 15, 2017. The President's entitlement to said ~~stipend~~ performance based compensation, if and to the extent awarded by the Board, shall survive the termination of this Agreement. Seventy (70) % of the ~~stipend~~ performance based compensation shall be awarded by the Board based upon the President's performance with respect to the goals and objectives determined and fixed pursuant to the provisions of Section 3.3 of this Agreement taking into account the ~~Compensation~~ Governance Committee's evaluation thereof. The remaining percentage of the ~~stipend~~ performance based compensation shall be within the sole discretion of the Board Chair. The Board Chair, upon consultation with the ~~Compensation~~ Governance Committee Chair, shall also determine the weighting to be accorded to each goal and objective for the purposes of determining the

annual ~~stipend~~performance based compensation for the President. Said performance ~~stipend~~based compensation shall not exceed not exceed ~~threetwo~~ hundred ~~and seventy five~~ thousand dollars and zero cents (~~\$300275,000.00~~).

Commented [A4]: The 2016-17 Maximum Performance Stipend is \$275,000.00. On 2/16/17 the Governance Committee voted to recommend an increase to the 2016-17 performance based compensation (formerly stipend), which, if approved by the full Board, would be \$300,000.00

6.0 Use of State-owned Facility

6.1 The Board will authorize and provide a facility, either Lifsey House or some other comparable facility, to the President to enable her to carry out her duties more efficiently, including its use for official University functions, meetings with faculty, staff, students, and community leaders and for official entertainment.

7.0 Automobile

7.1 The University shall provide the President with an automobile allowance of nine hundred and eighty eight dollars (\$988.00) suitable for her role as President.

7.2 The Board will authorize and provide insurance for the President's automobile in an amount not to be less than current property and casualty insurance package limits to the President. The President and other approved drivers shall be named insureds.

8.0 Professional Dues and Meetings

8.1 The Board will authorize and provide annually for reasonable expenses incurred by the President to attend University-related events, educational conferences, conventions, courses, seminars, and other similar professional growth activities, including membership in professional organizations.

9.0 Entertainment and Travel

9.1 The Board will authorize and provide for reasonable expenses incurred by the President for University-related entertainment and travel.

9.2 To further enable the President to carry out her duties, the Board shall provide the cost of annual dues and membership fees in the Tampa Palms Country Club and the University Club.

10.0 Memberships in Service Organizations

10.1 The Board will authorize and provide the President with membership dues or fees for organizations that would further the interests of the University.

11.0 Expense Receipts and Documentation

11.1 The President agrees to maintain and furnish to the Board Chair or his/her designee an accounting of expenses provided for in this Agreement in reasonable detail on no less than an every six (6) month basis.

12.0 Termination of the Agreement for Cause

12.1 Notwithstanding anything in this Agreement to the contrary, the parties agree that the Board may terminate this Agreement at any time for Cause. For purposes of this Agreement, "Cause" shall mean conduct reasonably determined by a majority of the Board of Trustees to be: (a) malfeasance or gross negligence by the President in the performance of her duties; or (b) actions or omissions by the President that are undertaken or omitted and are criminal or fraudulent or involve material dishonesty or moral turpitude; or (c) the indictment of the President in a court of law for any felony, or any other crime involving misuse or misappropriation of University resources; or (d) misconduct connected with work; or (e) a material breach of this Agreement that damages the University. In the event this Agreement is terminated for Cause, Dr. Genshaft's employment as

President shall cease immediately, and she shall not be entitled to any further employment. In addition, she shall not be entitled to any further compensation or benefits as President, except as set forth in the University's benefit plans with respect to vested rights and rights after termination of employment.

13.0 Termination of the Agreement Without Cause

13.1 Notwithstanding anything herein to the contrary, the parties agree that the Board may terminate this Agreement without cause at any time upon the lesser of: (i) 90 days; or (ii) the number of days remaining in the then current term of the President's employment prior written notice ("Notice Period") to the President. During the Notice Period compensation will be paid to the President in accordance with the provisions of Section 15 as authorized by this Agreement. The provisions of Section 3.2 hereof shall be applicable in the event of a termination pursuant to the provisions this section. Termination of this Agreement by virtue of the President's permanent disability or death shall not be construed as termination without cause.

14.0 Termination Due to President's Death or Permanent Disability

14.1 The President's death or permanent disability prior to the expiration of this Agreement shall terminate this Agreement, subject to the provisions of this Section.

14.2 In the event of the President's death while she is the President of the University, the President's Base Salary shall cease immediately and this Agreement shall terminate effective on the date of death. The President's estate shall be entitled to

receive all benefits to which she is entitled under the University's various insurance plans and this Agreement.

- 14.3 If the President becomes permanently disabled during her service as President, this Agreement shall terminate effective on the date of permanent disability and she shall receive all benefits to which she is entitled pursuant to the University's disability insurance plan. Her annual base salary and benefits hereunder shall continue until such time as the long term disability insurance policy or policies purchased by the University and/or the USF Foundation begin to pay her benefits. For purposes of this Agreement, "Permanent Disability" shall mean the inability of the President to perform the essential functions of the job for a period of six (6) months in any one (1) year period, with or without "reasonable accommodations" as such term is defined in 42 U.S.C. §12111 (9) as amended and interpreted by courts of competent jurisdiction.

15.0 Compensation During Notice Period

- 15.1 If the Board terminates this Agreement without cause pursuant to Section 13.0 of this Agreement and the President continues her service as President during the Notice Period, the Board shall pay the President compensation as authorized by Sections 4.0 and 5.0 of this Agreement for her service as President during the Notice Period.
- 15.2 The President will be entitled to continue the health insurance plan and life insurance at the President's expense upon separation from employment with the University in accordance with applicable federal law, specifically COBRA. She will not be entitled to any other benefits except as otherwise provided or required

by applicable law. In no event shall the Board be liable for the loss of any business opportunities or any other benefits or income from any sources that may result from the Board's termination of this Agreement without cause.

- 15.3 If the President accepts full-time employment with an employer other than the University during the Notice Period provided for in Section 13.1, the Board's financial obligations under this Agreement (other than pursuant to Section 15.2 hereof) shall cease.

16.0 Resignation by the President

- 16.1 This Agreement may be terminated by the President by her giving the Board the lesser of: (i) ninety (90) days; or (ii) the number of days remaining in the then current term of the President's employment advance written notice of her resignation as President of the University.
- 16.2 If the President exercises this provision, her employment as President shall cease on the effective date of her resignation and her salary and benefits as President shall cease upon termination of this Agreement.

17.0 Dispute Resolution

- 17.1 The Board and Dr. Genshaft agree that if any dispute arises concerning this Agreement that they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the parties agree that any controversy or claim that either party may have against the other arising out of or relating to the construction, application or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right

relating to or arising from Dr. Genshaft's employment and/or termination of her employment shall be submitted to non-binding mediation. Within fifteen (15) days after delivery of a written notice of request for mediation from one party to the other, the dispute shall be submitted to a single mediator chosen by the parties in Tampa, Florida. The costs and fees associated with mediation shall be borne by the University. The parties agree to pay their own attorney's fees and costs. The University and Dr. Genshaft will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons who have a good faith need to know basis to receive the disclosed information (Dr. Genshaft's spouse will be deemed to have a need to know any information disclosed to him) and will use their best efforts to ensure that such persons do not further disclose any such information. The University and Dr. Genshaft agree that no mediator may be a University faculty member or have any material ongoing relationship with the University.

- 17.2 If mediation, as described in Section 17.1, is unsuccessful, any controversy between the University and Dr. Genshaft involving the construction, application or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to or arising from Dr. Genshaft's employment and/or termination of her employment shall, on the written request of either party served on the other, be submitted to binding arbitration before a single arbitrator. The American Arbitration Association shall provide a list of three arbitrators who are National Academy of Arbitration members. Within ten (10) days of receipt thereof, each party shall strike one name from the list, The

President shall strike first and notify the University of such choice and the University shall strike last. Notwithstanding the foregoing the parties may mutually agree upon a qualified arbitrator or upon a mutually agreed upon neutral to select the arbitrator for them. Dr. Genshaft and the University stipulate and agree that any arbitration will be held in Tampa, Florida, pursuant to the Employment Arbitration Rules and Mediation Procedures of the American Arbitration Association (or any comparable rules then in existence) (the "Rules"). Pursuant to the Rules, discovery may include depositions, interrogatories and document production. In any controversy between the University and Dr. Genshaft involving the construction, application or enforcement of this Agreement, the arbitrator must base his/her decision upon the written Agreement and he/she shall not have power to modify, add to or ignore terms of the Agreement. The written decision of the arbitrator shall be final and conclusive upon both parties and may be entered in any court having jurisdiction thereof. Arbitrator compensation and administrative fees shall be borne equally by the parties. The parties agree to pay their own attorney's fees and costs.

18.0 Notice

18.1 Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University:

Chair, USF Board of Trustees
4202 East Fowler Avenue, CGS 401
Tampa, Florida 33620

With a copy to:

Office of the General Counsel
4202 E. Fowler Avenue, CGC 301
Tampa, Florida 33620

If to the President:

Dr. Judy L. Genshaft
4202 East Fowler Avenue, CGS 401
Tampa, Florida 33620

With a copy to:

Thomas Cicarella
Calfee, Halter & Griswold LLP
1405 East Sixth Street
Cleveland, OH 44114

19.0 Entire Agreement; Modification

19.1 This Agreement constitutes the entire understanding of the parties and supersedes any and all prior or contemporaneous representations or agreements as of the Effective Date, whether written or oral, including the Prior Agreement, between the parties. There are no other promises, understandings, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement or explicitly referenced herein. ~~(i.e. section 3.4 of this Agreement references section 5.2 of the July 1, 2011–June 30, 2016 Employment Agreement).~~

19.2 This Agreement cannot be amended, modified or changed other than by express written agreement by the parties hereto.

20.0 Severability

20.1 The terms of this Agreement are severable, meaning that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or

unenforceable, the remainder of the provisions shall continue to be valid and enforceable to the extent possible.

21.0 Governing Law and Venue

21.1 This Agreement shall be interpreted and construed in accordance with the laws of the State of Florida.

21.2 Venue for any action seeking enforcement of an order pursuant to Section 17.2 of this Agreement shall be in Hillsborough County, Florida.

22.0 Understanding of the Agreement

22.1 Both parties represent that they have thoroughly read this Agreement, that they have had full opportunity to consult with legal counsel of their choice and that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

23.0 Public Disclosure of the Agreement

23.1 Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.

24.0 Waiver

24.1 No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.

25.0 Assignability

25.1 This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.

26.0 Counterparts

26.1 This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument.

27.0 Insurance and Indemnification

27.1 The President shall be protected by indemnification agreements on the same terms and conditions enjoyed by Trustees and University employees, said coverage to survive termination as to matters relating to her presidency.

28.0 No Trust Fund

28.1 Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that the President acquires a right to receive payments from the University hereunder, such rights shall be no greater than the right of any unsecured, general creditor of the University.

29.0 Miscellaneous

29.1 The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, officer, or

employee of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

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IN WITNESS WHEREOF, the President and the authorized representative of the University of South Florida Board of Trustees have executed this Agreement on this ____ day of March 2016.

WITNESS:

UNIVERSITY OF SOUTH FLORIDA

By: _____
~~Brian D. Lamb~~ ~~Harold "Hal" W.~~
~~Mullis~~ (Date)
Chair, USF Board of Trustees

WITNESS:

By: _____
Judy L. Genshaft, Ph.D. (Date)
President & CEO

Historical Record at USF Dr. Judy Genshaft

Hired July 1, 2000 under the Board of Regents structure by the SUS Chancellor Adam Herbert.

2001 – Board of Trustees established

2002 – Board of Trustees re-established under Constitutional Amendment

January 6, 2003 5 year contract signed effective December 1, 2002 – November 20, 2007

May 15, 2007 5 year contract signed effective July 1, 2007 – June 30, 2012

May 12, 2011 5 year contract signed effective July 1, 2011 – June 30, 2016 (Board negotiated contract a year in
advance of expiration date)
Last outside consultant presidential salary review occurred 2011.

March 3, 2016 1 year contract signed effective July 1, 2016 – June 30, 2017

New contract currently being negotiated. 1-year contract upon approval will be effective July 1, 2017 – June 30, 2018.

President Genshaft's Evaluations for Current Contract

	<u>SALARY</u>	<u>PERFORMANCE BASED STIPEND</u>
		<u>AWARDED</u>
12/12	\$470,000	\$172,375
12/13	\$470,000	\$172,375
12/14	\$470,000	\$168,875
12/15	\$470,000	\$175,000
12/16	\$470,000	\$168,000
12/17	\$493,500	TBD

Plus each year the President receives deferred compensation equal to 12% (prior to 2016/17 contract) 20% (2016/17 and proposed 2017/18) of salary. The USF Foundation contributes to an annuity for these payments.

NOTE: Only \$200,000 of total compensation for President comes from E&G funds.

Performance based stipend for current contract allows for up to \$275,000. Contract determines breakdown: 70% governance committee awards based on goals and evaluation; 30% is at the Chair's discretion (determined after consulting with the SUS Chancellor, BOG Chair and other members, local and state leaders)

Standard benefits provided include: automobile stipend (President chose to purchase her automobile therefore she receives a stipend to cover expenses; automobile insurance; professional dues and expenses; annual dues and membership fees at Tampa Palm Country Club and University Club; and university-related entertainment and travel. *President Genshaft chose not to live in the university-owned Lifsey House therefore she receives no housing allowance. The various benefits provided in Dr. Genshaft's contract are relatively standard for university presidents.

SUS Comparison:

		<u>Pay Component</u>	<u>Annual Value</u>	<u>Comments</u>
University of Florida Enrollment: 54,854 Research: \$739,522M AAU/FL Preeminence	President Fuchs Hired in 2014	Base Salary	\$953,747	<i>Retention for each year served</i> <i>Retirement for each year served</i> <i>4% increase if meets short term goals and shows progress toward its long term goals; 3% if only meeting 75% of short term goals</i> <i>1-year salary of base for last year of contract (cash payment ok)</i> <i>5-year Contract (2014-2019)</i>
		Deferred Comp.	\$160,000	
		Deferred Comp.	\$150,000	
		Performance	3 or 4% of base	
		Prof. Development		

University of Florida has 1 campus in Gainesville.

Florida State University Enrollment: 41,867 Research: \$256,449M FL Preeminence	President Thrasher Hired in 2014	Base Salary	\$521,210	<i>Retention (\$225k at 5 years)</i> <i>15% total salary</i> <i>Retirement – state plan</i> <i>Capital Campaign Performance Goals</i> <i>1-year salary of base for last year of contract</i> <i>5-year Contract (2014-2019)</i>
		Deferred Comp.	\$45,000	
		Deferred Comp.	\$42,944	
		Deferred Stipend	\$17,500	
		Performance	\$100,000	
		Prof. Development		

Florida State University has the main campus in Tallahassee; 2 regional campuses in Florida; 7 medical sites for 3rd/4th year students around Florida; 4 international sites.

Florida Atlantic University Enrollment: 30,000 Research: @\$21,214M	President Kelly Hired in 2014	Base Salary	\$400,000	<i>Retention stipend @10% of base salary</i> <i>Retirement – 15% of base salary</i> <i>Up to 20% of salary (\$80,000)</i> <i>1-year salary of 90% of base for last year of contract</i> <i>5-year Contract (2014-2019)</i>
		Deferred Comp.	\$40,000	
		Deferred Stipend	\$60,000	
		Performance		
		Prof. Development		

Florida Atlantic University has the main campus in Boca Raton; 5 regional campuses in Florida.

Florida International Univ.	President Rosenberg	Base Salary	\$502,578	
Enrollment: 55,000	Hired 2009	Deferred Comp.	\$75,000	<i>Insurance subsidy</i>
Research: \$163,033M		Deferred Comp.	\$80,000	<i>Retirement supplement annually</i>
		Performance		<i>Awarded up to \$100,000</i>
		Retention	\$20,000/year	<i>\$100,000 paid upon completion of contract</i>
		Prof. Development		<i>1-year salary of base for last year of contract (research leave)</i>
				<i>5-year Contract (2013-2019)</i>

Florida International University has 2 “major” campuses in Miami; 4 regional sites in Miami area; 1 international site.

University of Central Florida	John Hitt	Base Salary	\$505,739	
Enrollment: 63,016	Hired in 1992	Deferred Comp.	\$83,646	<i>20% total compensation</i>
Research: \$215,519M		Deferred Comp.	\$17,500	<i>Retirement – state plan</i>
FL Emerging Preeminence		Performance	\$360,000	<i>Maximum value awarded for 2011-14 (3-year goal stipend)</i>
		Prof Development		<i>1-year at \$260,000 salary plus requirement to return for 1 year upon completion of sabbatical or return salary</i>
				<i>Annual Contract (2016-2017)</i>

University of Central Florida has the main campus in Orlando; 10 regional campuses/sites in Florida.

University of South Florida	Judy Genshaft	Base Salary	\$493,500	2016-17 contract
Enrollment: 49,591	Hired in 2000	Deferred Comp.	\$98,700	<i>20% of salary per 2016-17 contract</i>
Research: \$485,354M		Deferred Comp.	\$17,500	<i>Retirement – state plan</i>
FL Emerging Preeminence		Performance	\$275,000	<i>Awarded up to \$275,000</i>
		Prof. Development		<i>1-year salary of base for last year of contract</i>
				<i>Annual Contract (2016-2017)</i>

Proposed and recommended by Gov. Comm.		Base Salary	\$505,873	<i>if approved - 2017-18 contract</i>
		Performance	\$300,000	<i>Award up to \$300,000 based on annual evaluation</i>
		Deferred Comp.	\$101,174	<i>20% of base salary (if approved)</i>
		Deferred Comp.	\$17,500	<i>Retirement – state plan</i>
		Prof. Development		<i>1-year salary of for last year of contract (if approved)</i>
				<i>Annual Contract (2017-2018)</i>

University of South Florida has the main campus in Tampa; 2 separately accredited regional campuses in Florida.

Agenda Item: FL 114

USF Board of Trustees
March 9, 2017

Issue: Board of Governors Performance-Based Funding Data Integrity Certification and Internal Audit

Proposed action: Acceptance of Performance-Based Funding Data Integrity Audit and Approval of Data Integrity Certification.

Executive Summary: Pursuant to Board of Governors' Chair Kuntz's letter to President Genshaft and Board of Trustees Chair Lamb dated June 23, 2016, UAC has conducted an internal audit of Performance-Based Funding (PBF) Data Integrity. Our primary audit objectives were to:

- Determine whether the processes and internal controls established by the university ensure the completeness, accuracy, and timeliness of data submissions to the BOG which support the PBF measures.
- Provide an objective basis of support for the President and Board of Trustees Chair to sign the representations included in the Performance-Based Funding Data Integrity Certification.

The Board of Governors requires the acceptance of the Performance-Based Funding Data Integrity Audit results and the approval of the Data Integrity Certification by the Board of Trustees, with submittal to the Board of Governors by March 1, 2017. (USF requested and received an extension from the Board of Governors deadline until March 9, 2017, to align with the Board of Trustees Meeting).

The scope and objectives of the audit were set jointly by the University of South Florida Board of Trustees, the Audit & Compliance Committee via its Audit Liaison, and the university's Chief Audit Executive. UAC followed its standard risk assessment, audit program, and reporting protocols.

Conclusion:

UAC's overall conclusion was that there was an adequate system of internal controls in place to meet our audit objectives, assuming corrective actions are taken timely to address the two medium-priority risks appearing in the Management Letter.

Both medium-risk recommendations have been resolved.

Financial Impact: The USF System received \$72 million in PBF allocations in 2016-2017, including a return of the institutional investment of \$39 million.

Strategic Goal(s) Item Supports: Goal 4: Sound financial management to establish a strong and sustainable economic base in support of USF's continued academic advancement.

Committee Review Date: None

Supporting Documentation Online (please circle): Yes No

17-010 Performance-Based Funding Data Integrity Audit

17-010 Management Letter – Performance-Based Funding Data Integrity Audit

Data Integrity Certification Form

Slides-PBF

USF System or Institution specific: USF System

Prepared by: Kate Head, Associate Director

PERFORMANCE-BASED FUNDING DATA INTEGRITY AUDIT

March 9, 2017





SCOPE & OBJECTIVES

Scope was limited to identifying and evaluating any material changes to the controls and processes which were in place during the prior audit period.

Included:

- Retention File (Measure 6)
 - Automation of file creation
- Hours to Degree (Measure 9)
 - Optimization of DegreeWorks coursework
- Postdoctoral Scholars (Measure 10)
 - Enhanced monitoring



SCOPE & OBJECTIVES

Primary audit objectives:

- To determine whether the processes and internal controls established by the university ensure the completeness, accuracy, and timeliness of data submissions to the BOG which support the PBF measures
- To provide an objective basis of support for the President and Board of Trustees Chair to sign the representations included in the Data Integrity Certification



CONCLUSION

No high risk issues

- Adequate system of internal controls
- Two recommendations for improvement in Management Letter
 - Measure Nine: Percent of Bachelor's Degrees without Excess Hours was the only metric impacted
 - Both recommendations have been implemented



RECOMMENDATION ONE

The script used to populate the derived field, “Credit Hour Usage Indicator”, contained logic flaws.

Recommendation:

Correct the logic errors contained in the script and resubmit the Hours to Degree (HTD) file.

Resolution:

The HTD algorithm’s programming logic was rewritten. The HTD file was resubmitted and was accepted by the BOG on February 21, 2017.



RECOMMENDATION TWO

Audit logging needs to be enhanced to ensure all critical fields are captured.

Recommendation:

Enhance audit logging on the SWBHGRP and SWRHCTD tables. At a minimum, the log should track what attribute was changed, the date and time of the change, and who made the change.

Resolution:

Adequate audit logging has been implemented.





MEMORANDUM

TO: Dr. Ralph Wilcox, Provost & Executive Vice President of Academic Affairs
Dr. Terry Chisolm, Vice Provost for Strategic Planning, Performance & Accountability

FROM: Kate M. Head, CPA, CFE, CISA
Interim Executive Director

DATE: February 26, 2017

SUBJECT: 17-010 Performance-Based Funding Data Integrity Audit

University Audit and Compliance performed an audit of the university's processes and internal controls that ensure the completeness, accuracy, and timeliness of data submissions to the Board of Governors (BOG). These data submissions are relied upon by the board in preparing the measures used in the performance-based funding process. This audit will also provide an objective basis of support for the President and Board of Trustees Chair to sign the representations included in the Performance-Based Funding Data Integrity Certification to be filed with the BOG on March 9, 2017. This project is part of the approved UAC 2016-2017 Work Plan.

Measures One through Nine were based on data submitted through the State University Database System (SUDS) utilizing a state-wide data submission process for BOG files.

Measure Ten was based on data submitted to the National Science Foundation/National Institutes of Health through their annual survey of Graduate Students and Postdoctorates in Science and Engineering (GSS). This data is published annually by The National Center for Science and Engineering Statistics.

UAC's overall conclusion was that there was an adequate system of internal controls in place to meet our audit objectives, assuming corrective actions are taken timely to address the two medium-priority risks communicated separately in our management letter. **As of the date of this report, the two issues have been resolved.**

One of the two risks identified had a direct impact on the achievement score of the USF System for Measure Nine: Percent of Bachelor's Degrees without Excess Hours. **No other measure within the Board of Governors performance-based funding model was impacted.** Had this issue been identified and corrected earlier, it would likely have increased the USF System performance score in 2013-2014 and 2014-2015 for Measure Nine.

UNIVERSITY AUDIT AND COMPLIANCE
3702 Spectrum Blvd. Suite 180 • Tampa, FL 33612-9444
(813) 974-2705 • FAX (813) 974-3735

OVERALL CONCLUSION	
<input type="checkbox"/> Adequate System of Internal Control	Findings indicate that, as a whole, controls are adequate. Identified risks, if any, were low-priority requiring timely management attention within 90 days.
<input checked="" type="checkbox"/> Adequate System of Internal Control – with reservations	Medium-priority risks are present requiring urgent management attention within 60 days.
<input type="checkbox"/> Inadequate System of Internal Control	High-priority risks are present requiring immediate management attention within 30 days.

We received outstanding cooperation throughout this audit. Please contact us at 974-2705 if you have any questions.

cc: President Judy Genshaft, USF System
 Chair Brian D. Lamb, USF Board of Trustees
 John Long, Senior Vice President, Business and Finance and Chief Operating Officer
 Dr. Charles Lockwood, Senior Vice President, USF Health
 Dr. Paul Sanberg, Senior Vice President, Research, Innovation & Economic Development
 Dr. Sophia Wisniewska, Regional Chancellor, USF St. Petersburg
 Dr. Sandra Stone, Regional Chancellor, USF Sarasota-Manatee
 Nick Trivunovich, Vice President, Business and Finance and CFO
 Sidney Fernandes, Vice President & CIO, Information Technology

SCOPE AND OBJECTIVES

Our audit focused on the processes and internal controls established by the University of South Florida System as of September 30, 2016, to ensure the completeness, accuracy, and timeliness of data submissions to the BOG, which support the Performance-Based Funding (PBF) measures.

The primary objectives of our audit were to:

- Determine whether the processes and internal controls established by the university ensure the completeness, accuracy, and timeliness of data submissions to the BOG which support the PBF measures.
- Provide an objective basis of support for the President and Board of Trustees Chair to sign the representations included in the Performance-Based Funding Data Integrity Certification, which will be submitted to the Board of Trustees and filed with the BOG on March 9, 2017.

The scope and objectives of the audit were set jointly by the Chair of the University of South Florida Board of Trustees, the Audit & Compliance Committee via its Audit Liaison, and the university's Chief Audit Executive. UAC followed its standard risk assessment, audit program, and reporting protocols.

PROCEDURES PERFORMED

We followed a disciplined, systematic approach using the *International Standards for the Professional Practice of Internal Auditing*. The information system components of the audit were performed in accordance with the *ISACA (Information Systems Audit and Control Association) Standards and Guidelines*. The COSO and COBIT Control Frameworks were used to assess control structure effectiveness.

Testing of the control processes was performed on the most recent data file submissions as of September 30, 2016, unless a more recent submission was more representative of the control structure in place on September 30, 2016. Our testing focused on the tables and data elements in the files which are utilized by the BOG to compute the performance measure. The BOG provided specific mapping of data submissions to the PBF measures. (See [Appendix A](#).)

UAC performed a comprehensive review of the controls and processes established by the university to ensure the completeness, accuracy, and timeliness of data submissions to the BOG which supported the Performance-Based Funding (PBF) metrics during our audit in FY 2014-2015. In addition, we reviewed any changes to the controls and processes in our audit in FY 2015-2016. As a result, the scope of the PBF audit this year was to identify and evaluate any material changes to the controls and processes which were in place during the prior audit period.

The following procedures were performed:

1. Identified and evaluated any changes to key processes used by the data administrator and data owners/custodians to ensure the completeness, accuracy, and timely submission of data to the BOG. This included verification of the new controls put into place to resolve

deficiencies identified in the prior year and review of the appointment of a new Data Administrator by the President.

2. Reviewed 2016 BOG SUDS workshop proceedings to identify any changes to data definitions used for the BOG PBF metrics.
3. Reviewed all User Service Requests (USRs) to modify data elements and/or file submission processes to ensure they followed the standard change management process and are consistent with BOG expectations.
4. Reviewed the Data Administrator's data resubmissions to the BOG since January 1, 2016, to ensure these resubmissions were both necessary and authorized, and evaluated that controls were in place to minimize the need for data resubmissions and were functioning as designed.
5. Updated the prior year Risk Assessment and Fraud Risk Assessment to reflect changes identified.
6. Reviewed the new application manager process implemented in Fall 2015 for the January 2016 Retention File submission.
7. Verified that data submitted to the BOG for Measure Nine - Percent of Bachelor's Degrees without Excess Hours, via the Hours to Degree file, is accurate, complete, and consistent with BOG expectations.

PRIOR UAC PROJECTS

UAC performed an audit during FY 2015-2016 of the controls and processes established by the university to ensure the completeness, accuracy, and timeliness of data submissions to the BOG which supported the Performance-Based Funding (PBF) metrics (UAC 16-010, issued February 29, 2016). The one recommendation was reported as implemented by management as of February 29, 2016.

During this year's audit, UAC verified that the new documentation procedures implemented in Spring 2015 for Measure Ten had been implemented and was effectively mitigating the risks identified. The recommendation for Measure Ten listed in UAC 16-010 was implemented in Spring 2016. These procedures were in effect for the Fall 2015 reporting period, which will be reported by the NSF in Spring 2017. As a result, the new procedures cannot be verified until next year.

BACKGROUND

USF SUB-CERTIFICATION/EXECUTIVE REVIEW PROCESS

- ✓ **A formal Sub-certification and Executive Review process is in place to ensure that institutional data submitted to the BOG accurately reflects the data contained in the primary systems of record. Data Stewards, Sub-certifiers and Executive Reviewers who had operational and/or administrative responsibility for the institutional data are assigned key roles and responsibilities.**

KEY ROLES AND RESPONSIBILITIES

Key Role	Performed By	Appointed By	Responsibilities
Institutional Data Administrator (DA)	Associate Vice President of Resource Management & Analysis (RMA)	President	Responsible for certifying and managing the submission of data to the Board of Governors (BOG). Appointed by the President.
Back-Up Data Administrator	Assistant Director of RMA	President	Responsible for managing and supporting BOG state reporting activities. The activities include, but are not limited to, file generation, certification, and executive review meeting oversight, submission, and resubmission for mandatory reports of the BOG.
Executive Reviewer	Executive level administrator	Data Administrator, with approval of the Provost and Chief Operating Officer	Responsible for reviewing and approving the file submission prior to requesting that the Data Administrator submit the file to the BOG. Role is assigned based on the area of responsibility in relationship to the data source.
Sub-certifier	A senior-level employee, responsible for the institutional data contained in a submission.	Executive Reviewer	Oversees the definition, management, control, integrity, and maintenance of institutional data. Responsible for coordinating the data collection process, monitoring the data to ensure current processing procedures are effective, and certifying the data represents facts based on accurate data from programs and offices.
Data Steward¹	An employee, who has administrative and/or operational responsibility over institutional data.	Sub-certifier	Responsible for ensuring that the data has been collected systematically, entered accurately, and reviewed by the Sub-certifier; controlling data definitions to ensure consistent definitions over the life of the data, and resolving discrepancies in information. Collaborates with other offices and programs responsible for producing data and information impacting the submission.

¹An enterprise application may have teams of Data Stewards, each responsible for varying functions.

In 2008, USF put a formal review process in place for all BOG file submissions which is managed by Resource Management & Analysis (RMA). This process ensures that each submission has been assigned to at least one Sub-certifier who is responsible for the data contained in the submission and who must certify the data accurately reflects the data contained in the related primary system(s) of record. If a file has multiple systems of record, then multiple Sub-certifiers may be assigned to the file. Sub-certifiers are assisted by Data Stewards who have administrative and/or operational responsibility for the institutional data used in the submission. Data Stewards are responsible for ensuring that the data has been collected systematically, entered accurately, and monitored for referential integrity within the primary systems of record.

✓ **USF has developed several tools to assist the Sub-certifiers and Data Stewards in fulfilling these obligations:**

- DocMart. The USF Documentation Mart (DocMart) portal is maintained as a central repository to manage and maintain detailed information regarding data elements for each BOG SUDS file, called data derivations. In addition, data steward groups are set up in the DocMart to facilitate communication among the Data Stewards assigned to a BOG submission. Changes to data derivations are managed and approved through DocMart.
- State Reporting Portal. The USF BOG State Reporting Portal houses important information and resource links for Data Stewards and Sub-certifiers and others involved with state reporting. User guides, policies and procedures, work activities documentation, and executive review documentation are located in the reporting portal.
- HubMart. The BOG schema contains a series of tables and database views that are designed to exactly mirror the BOG's desired reporting formats. The HubMart is a view-only tool, created by Information Technology, to allow Data Stewards and Sub-certifiers read-only access to the BOG submission table content to assist with data validation. A BOG data request schedule for USF is also maintained in HubMart.

✓ **There are controls integrated within our operational processes to ensure the integrity of the data.**

Ensuring the validity of the data in the BOG submissions begins with ensuring the validity of data in the primary systems of record. Data Stewards are responsible for ensuring that the data has been collected systematically, entered accurately, and monitored for referential integrity within the various modules contained in the student information system (OASIS), human resources system (GEMS), and financial system (FAST). Data quality reports are generated throughout the year to identify data inconsistencies and correct errors as they are identified. As data from these systems are fed into the Faculty Academic Information Reporting system (FAIR), data completeness reconciliations are performed. Since these systems are paramount to the operation of the USF System, there are numerous individuals who review the data daily and would be in a position to identify and report discrepancies.

BOG SUBMISSIONS AND USF FILE GENERATION PROCESSES

Submission	System of Record	File Generation Process	Table	Measures Impacted	Term Reviewed
Operating Budget (OB)	FAST	Application Manager	Operating Budget	3	2015-2016 ¹
Hours to Degree (HTD)	OASIS, Degree Works	Application Manager	Hours to Degree	9	2015-2016 ¹
			Courses to Degree	9	2015-2016 ¹
Student Financial Aid (SFA)	OASIS	Application Manager	Financial Aid Awards	7	2015-2016 ¹
Student Instructional File - Degree (SIFD)	OASIS	Application Manager	Degrees Awarded	1, 2, 4, 6, 8	Spring 2016
Student Instructional File (SIF)	OASIS, GEMS	Application Manager	Person Demographics	1, 2	Spring 2016
			Enrollments	4, 5, 7	Spring 2016
Student Instructional File - Preliminary (SIFP)	OASIS, GEMS	Application Manager	Person Demographics	1, 2	Fall 2016
			Enrollments	4	Fall 2016
Expenditure Analysis (EA)	BOG ²	Application Manager	Expenditure Analysis Extract	3	2015-2016 ¹
Retention File (RET)	BOG ³	SQL Script	Retention Cohort Change	4	2014-2015 ³
Instructional & Research Database (IRD)	FAIR	Application Manager	Workload Activities	3	2015-2016 ¹

¹Since these files were produced annually, UAC chose to use the October 2016 submissions, which were more representative of the control structure in place as of September 30, 2016.

²The Budget Extract file is generated by the BOG annually based on data in the OB and IRD files. USF generates the Expenditure Analysis file based on the BOG Budget Extract file.

³The Retention File is generated by the BOG annually from the SIF, SIFP, and SIFD. USF generates the Retention Cohort Change file based on the BOG Retention file. The 2014-2015 file generated in January 2016 was the latest available file.

FILE GENERATION PROCESSES

Application Manager Process

USF utilizes an automated process, Application Manager, to extract data files from the original system of record and to reformat and redefine data to meet the BOG data definition standards. This process was initiated in 2008 in order to provide a consistent and secure method for generating the BOG submission files.

The only data derivation used by the PBF model, not generated by the Application Manager process, is “person years” used by the IRD file. The FAIR system computes “person-years” from the data

input by faculty and instructional personnel. The IRD files are then generated based on views of data extracted from the FAIR workload activity module. All other processing occurs within the Application Manager process.

- ✓ **The Application Manager jobs can be launched by authorized Data Stewards; however, individuals responsible for the collection and validation of the data have no ability to modify the Application Manager jobs.**
- ✓ **The Retention File and Expenditure Analysis File are generated by the BOG and are download from the BOG SUDS portal by RMA to the HubMart. The Data Stewards and Sub-certifiers cannot change the files.**

BOG File Creation

Each BOG file submission has two Application Manager jobs associated with it:

- Hub Load Job. The Hub Load job is used to extract data from the original system of record based on the BOG file submission table requirements. A historic file of all data extracted is maintained in Hub tables stored in the Data Warehouse. Access to these tables is restricted and is read-only. Data quality reports are generated by the Application Manager jobs which are automatically emailed to the Data Steward groups defined in the DocMart. These reports mimic many of the BOG SUDS edit checks and are used to clean data prior to the data being loaded into SUDS.
- ✓ **All corrections are made to the original system(s) of record and the Hub Load job is rerun until the file is free of material errors. The only data files that can be impacted outside of the Application Manager process is the Hours to Degree submission.**
- BOG-OUT Job. The BOG_OUT job populates BOG target tables in the Data Warehouse under the BOG schema from the Hub tables. Access to these tables is restricted. The BOG_OUT job also produces statistical reports used to verify that the record counts for the Hub table and BOG table match. The BOG_OUT job also extracts the data from the BOG schema and saves the data in a read-only flat file on a server maintained by IT. The file is then transferred by the Application Manager job to the transfer server for upload by RMA via the SUDS portal. **Individuals with access to these files cannot modify them.**

There are two areas where Application Manager jobs can impact data integrity:

- Required data derivations occur within the Application Manager jobs. These data derivations include: (1) general reformatting of the original source data to meet BOG data consistency standards among state institutions, (2) populating static fields, which include data such as reporting institution, reporting term, and data source, and (3) creating a limited number of calculated fields. Data derivations are only changed at the request of the BOG Information Resource Management (IRM).
- Application Manager jobs are also used to filter out any excluded populations per the BOG reporting requirements. For example, individuals receiving their second bachelor's degree are excluded from the Hours to Degree (HTD) file.

- ✓ **Any changes to the data derivations, data elements, or table layouts in the Application Manager jobs are tightly controlled by RMA and Information Technology utilizing a formal change management process.**

This process includes the development of business system requirement documentation, which includes documentation to demonstrate that the change is consistent with the BOG data definitions, approval of the User Service Request (USR) by Sub-certifiers, and user acceptance testing by Data Stewards. Sub-certifiers must approve the Application Manager job changes prior to implementation.

There are IT controls designed to ensure that changes to the Application Manager jobs are approved via the standard USF change management process and that access to BOG submission-related data at rest or in transit is appropriately controlled.

Hours to Degree Verification Process

The Hours to Degree file submission has two primary tables: 1) Hours to Degree (HTD) that contains information regarding the students and the degree issued and 2) Course to Degree (CTD) that includes information regarding the courses taken and utilization of the courses to degree.

Data in the HTD and CTD files comes from USF's student records system (Banner) and degree certification and advising system (DegreeWorks) that utilizes student information obtained from Banner. DegreeWorks does not contain a specific data element that indicates whether the courses are "used to degree" or "not used to degree". The CTD file element 01489 – Credit Hour Usage Indicator must be derived from DegreeWorks scribe "blocks" and course utilization logic.

The Office of the Registrar utilizes custom Banner forms to refine the HTD population and to manually verify and correct attributes that are derived from elements in Banner and DegreeWorks in the CTD file.

- ✓ **Only the Data Steward and two Data Custodians in the Office of the Registrar can change data utilizing the custom Banner forms.**

BOG File Upload and Verification Process

Once all data integrity steps are performed and the file has been loaded into the SUDS portal, additional edit reports are run to ensure the file will pass the BOG IRM data validity checks.

- **Only RMA and IT server administrators have access to the transfer server. Only RMA staff can upload a file from the transfer server to SUDS, edit submissions, generate available reports, or generate reports with re-editing.**

RMA logs onto the transfer server using Windows Remote Desktop and opens an internet browser which is locked down to only access the SUDS portal. RMA uploads BOG_OUT job files into SUDS through the SUDS portal, then notifies the Data Steward and Sub-certifier that the file has been uploaded and that edits have been requested.

Any underlying errors identified during that process which cannot be explained must also be corrected at the primary system of record, and the same Application Manager process is used to regenerate the file for upload to the SUDS portal. No changes can be made to SUDS file loads via the SUDS portal. Once all errors are corrected or explained and the Data Steward and Sub-certifier are ready to request approval to submit the file to the BOG, the Executive Review process is initiated.

Prior to holding an Executive Review meeting, the Data Steward and Sub-certifier must prepare and approve an Executive Review form. The Executive Review form is designed to provide information regarding the file's purpose, explainable errors, historical trends, recent submission issues, as well as assurance that the data has validity. Data Stewards and Sub-certifiers are expected to provide a summary of the key data elements, including a comparison of data for at least three to five previous reporting periods. The Sub-certifier(s) and Data Steward(s) present the results to the Executive Reviewer and the Data Administrator or Backup Data Administrator present at an Executive Review Committee meeting.

- **The file will not be submitted to the BOG by the Data Administrator until the meeting is held and the Executive Reviewer(s) approve the file.**

Measure Ten – Number of Postdoctoral Appointees

The BOG developed a ten-metric Performance Funding Model of which one metric is chosen by the university Board of Trustees. The list of metrics from which the Board of Trustees can select is associated with the accountability reports submitted annually by each SUS institution. At the October 23, 2013 board meeting, the Number of Postdoctoral Appointees was selected as the chosen metric. This metric was held to be representative of resources focused on the university's research mission and is generally representative of the maturity of that mission. The source of the data is the annual NSF/NIH GSS Survey.

Survey Background

The Graduate Students and Postdoctorates in Science and Engineering (GSS) survey is an annual census of all U.S. academic institutions granting research-based master's degrees or doctorates in science, engineering, and selected health (SEH) fields as of Fall of the survey year. The survey, sponsored by the National Science Foundation and the National Institutes of Health, collects the total number of graduate students, postdoctoral appointees, and doctorate-level non-faculty researchers by demographic and other characteristics, such as source of financial support.

Data is collected separately for each SEH unit (academic departments, programs, research centers, or health care facilities) within an institution. In addition, Morsani College of Medicine's SEH units are reported in a separate survey than other SEH disciplines. A web survey is the primary mode of data submission. Respondents report aggregate counts on graduate students, postdocs, and doctorate-holding non-faculty researchers in each eligible unit, as of the Fall term of the academic year.

The SEH units submit rosters of reported postdocs to the primary Data Steward for verification.

Our audit was based on the most recent survey results published in April, 2016. The survey is completed in the Spring of each year based on data from the previous Fall term. Survey results are not published until the following Spring. As a result, the results published in April 2016 were from Fall 2014 data.

Definition of a Postdoctoral Appointment

The GSS survey instructs respondents to utilize their institutional definition when reporting postdoctoral appointments.

The Office of Postdoctoral Affairs (OPA) publishes an annual Postdoctoral Scholar Handbook which contains a uniform definition of a postdoctoral scholar. The handbook in place at the time the Fall 2014 data was compiled states:

“A postdoctoral scholar is an individual holding a doctoral degree who is engaged in a temporary period of mentored research and/or scholarly training for the purpose of acquiring the professional skills needed to pursue a career path of his or her choosing. Postdoctoral appointees can pursue basic clinical or translational projects so long as their primary effort is devoted toward their own scholarship. Postdocs are essential to the scholarly mission of the mentor and host institution, and thus are expected to have the freedom to publish the results of their scholarship.”

In Fall 2014, USF utilized three postdoctoral job codes (9180, 9194, and 9195) in GEMS with a benefit-earning salary plan (08) and an uncompensated salary plan (98) to permit tracking of visiting scholars and other externally-funded postdoctoral appointments. Postdoctoral research appointments are limited to three to five years.

USF Reporting Structure

The Office of Postdoctoral Affairs serves as the institutional coordinator for the USF System. SEH units are given the choice to either complete the survey using the web application or to submit a written copy of the survey to the Office of Postdoctoral Affairs who enters the data on their behalf. The individual responders from each SEH unit were responsible for the completeness and accuracy of the data they submitted in the survey.

The Division of Research, Innovation, and Economic Development provides the Office of Postdoctoral Affairs with data on externally-funded postdoctoral scholars affiliated with USF research who are employed by tenants of the USF Research Park.

The USF Morsani College of Medicine has an affiliation with the Moffitt Cancer Center in which Moffitt-ranked faculty are concurrently appointed in non-compensated positions at USF. The postdoctoral scholars appointed by Moffitt are often mentored by these dual-appointed faculty. As a result, Moffitt assisted with the reporting of postdoctorates appointed by Moffitt but affiliated with the USF Morsani College of Medicine.

Data Verification

The primary Data Steward in OPA verifies the accuracy and completeness of the SEH-prepared rosters. If errors are identified by the primary Data Steward, the SEH Unit Coordinator (Data Steward) is requested to change the survey data online. There may be cases where the primary Data Steward may make changes to the unit submitted data or report a unit's data if there is no department coordinator available. All of these changes must be approved by the Sub-certifier. In these cases, the primary Data Steward will provide justification for the change using the roster form for that department. A copy of the completed roster will be given to departments to update their records.

Prior to final submission of the GSS survey, the data goes through a Sub-certifier review process. The Data Steward will provide a master roster of reported postdocs, along with a report of the aggregated data contained in the GSS system. The Sub-certifier will verify that the roster data conforms to the criteria for postdoctoral appointees listed in the Guidelines for Reporting Postdocs and Non-Faculty Researchers.

Measure Ten utilizes the same Executive Review process as the other nine measures.

Beginning in FY 2015-2016, new procedures were implemented to enhance oversight and monitoring of the GSS survey responses from affiliates. These procedures were in effect for the Fall 2015 reporting period, which will be reported by the NSF in Spring 2017.

APPENDIX A**PERFORMANCE MEASURES DATA SOURCES**

Measure	Description	University Provided Data Source	Data Used/Created by the BOG
One	Percent of bachelor's graduates employed full-time in Florida or continuing their education in the U.S. one year after graduation	BOG submission: SIFP, SIF, SIFD	National Student Clearing house, Florida Education and Training Placement Information Program
Two	Median wages of bachelor's graduates employed full-time in Florida one year after graduation	BOG submission: SIFP, SIF, SIFD	Unemployment Insurance wage data
Three	Average cost per bachelor's degree	BOG submission: OB, IRD, EA	BOG created Budget Extract File
Four	Six year FTIC graduation rate	BOG submission: SIF, SIFP, SIFD, Retention Cohort Change File	BOG created Retention File
Five	Academic progress rate	BOG submission: SIF	
Six	Bachelor's degrees awarded within programs of strategic emphasis (includes STEM)	BOG submission: SIFD	
Seven	University access rate	BOG submission: SFA, SIF	
Eight	Graduate degrees awarded within programs of strategic emphasis	BOG submission: SIFD	
Nine	Percent of bachelor's degrees without excess hours	BOG submission: HTD	
Ten	Number of postdoctoral appointments in science and engineering	NSF/NIH survey data completion	NSF/NIH Survey of Graduate Students and Postdoctorates in Science and Engineering



MEMORANDUM

TO: Dr. Ralph Wilcox, Provost & Executive Vice President of Academic Affairs
Dr. Terry Chisolm, Vice Provost for Strategic Planning, Performance & Accountability

FROM: Kate M. Head, CPA, CFE, CISA
Interim Executive Director

DATE: February 26, 2017

SUBJECT: 17-010 Management Letter – Performance-Based Funding Data Integrity Audit

University Audit and Compliance performed an audit of the university's processes and internal controls that ensure the completeness, accuracy, and timeliness of data submissions to the Board of Governors (BOG). These data submissions are relied upon by the board in preparing the measures used in the performance based funding process.

UAC's overall conclusion was that there was an adequate system of internal controls in place to meet our audit objectives, assuming corrective actions are taken timely to address the two medium-priority risks appearing in this Management Letter. As UAC audit reports are focused only on high-priority risks, these medium-priority risks were not addressed in our audit report.

The two medium risk issues identified for management attention related to Performance Measure Nine: Percent of Bachelor's Degrees without Excess Hours. Issue One was not considered high risk because the issue was resolved in time to resubmit the 2015-2016 Hours to Degree file. The resubmitted file was accepted by the BOG on February 21, 2017. Had this issue been identified and corrected earlier, it would likely have increased the USF System performance score in 2013-2014 and 2014-2015 for Measure Nine.

The risks identified had no impact on the awarding of degrees or the excess hours surcharge, as the error occurred outside the DegreeWorks system.

As of the date of this report, both issues have been resolved.

Please contact us at 974-2705 if you have any questions.

UNIVERSITY AUDIT AND COMPLIANCE
3702 Spectrum Blvd. Suite 180 • Tampa, FL 33612-9444
(813) 974-2705 • FAX (813) 974-3735

cc: President Judy Genshaft, USF System
Chair Hal Mullis, USF Board of Trustees
John Long, Senior Vice President, Business and Finance and Chief Operating Officer
Dr. Charles Lockwood, Senior Vice President, USF Health
Dr. Paul Sanberg, Senior Vice President, Research, Innovation & Economic Development
Dr. Sophia Wisniewska, Regional Chancellor, USF St. Petersburg
Dr. Sandra Stone, Regional Chancellor, USF Sarasota-Manatee
Nick Trivunovich, Vice President, Business and Finance and CFO
Sidney Fernandes, Vice President & CIO, Information Technology

MEDIUM PRIORITY RISKS	RESOLVED
<p>1. The script used to populate the derived field, “Credit Hour Usage Indicator”, contained logic flaws.</p> <p>The Hours to Degree file submission has two primary tables: 1) Hours to Degree (HTD) that contains information regarding the students and the degree issued and 2) Courses to Degree (CTD) that includes information regarding the courses taken and utilization of the courses to degree. While most of the data comes from Banner, one field in the Courses to Degree (CTD) table is derived from data contained in DegreeWorks, the university’s degree certification and advising system. The CTD file element “Credit Hour Usage Indicator” (#01489) is derived from DegreeWorks scribe “blocks” and course utilization logic.</p> <p>The script was written to produce the 2011-2012 HTD file, following the implementation of DegreeWorks. The HTD file was not used to support a performance measure until 2013-2014. The intent of the script logic was to review courses in the DegreeWorks blocks and determine if the course work was “used toward degree” or “not used toward degree”.</p> <p>UAC selected a random sample of 134 transfer students for testing. UAC focused on transfer students in order to validate a new process, designed to better optimize coursework in DegreeWorks, which would not impact the integrity of the HTD file submission.</p> <p>We compared the DegreeWorks degree audit to the CTD file to ensure consistency between the system of record and the CTD file submission. During this review, we identified the logic flaw in the script which affected both transfer and non-transfer students. The logic error identified only affected the “Credit Hour Usage Indicator” field. More information on the logic errors identified is located in Appendix A.</p> <p>There have been no major changes to the primary logic used by the algorithm to set the “Credit Hour Usage Indicator” to “D” or “N” since inception. The script errors identified likely have been occurring since 2011-2012.</p> <p>Recommendation: The Office of Undergraduate Studies should work with Information Technology to correct the logic errors contained in the script and resubmit the Hours to Degree file.</p> <p>Management Attention Required: <input type="checkbox"/> Immediate <input checked="" type="checkbox"/> Urgent <input type="checkbox"/> Timely</p> <p>Resources/Effort Required: <input checked="" type="checkbox"/> Significant <input type="checkbox"/> Moderate <input type="checkbox"/> Minimal</p> <p>Management’s Response: The HTD algorithm’s programming logic was rewritten to include the prefix, course number, and the term to prevent an insufficient or repeated course from being unintentionally selected. Programming corrections were also made to ensure that block comparisons accurately flagged courses identified in blocks flagged as “Used”. The resubmitted file was accepted by the BOG on February 21, 2017.</p> <p>UAC has verified that all errors identified in our testing have been resolved.</p>	<p>Yes</p>

MEDIUM PRIORITY RISKS	RESOLVED
<p>2. Audit logging needs to be enhanced to ensure all critical fields are captured.</p> <p>Changes to critical data fields must be captured and monitored for accountability.</p> <p>An Application Manager job is used to identify the HTD population. The systematically-identified population is loaded into a custom Banner table for validation (SWBHGRP). The Data Steward authorizes corrections to the initial population via a Banner form (SWAHGRP), which allows students to be added to the HTD population or removed from the HTD population as needed.</p> <p>An Application Manager job is also used to generate the Courses to Degree file, which includes all student coursework for the HTD population. The CTD file is loaded into a second custom Banner table (SWRHCTD) for validation. The course data is accessed through two separate Banner forms: SWAHCTD and SWAHPBF. The Data Custodian, and authorized Data Stewards, use the forms to add missing courses, and to update derived data elements such as course system code, course grouping codes, credit hour usage indicator, course section type, excess hours exclusion, and repeat indicator. No changes are made to the data in the primary data tables in Banner; this only affects derivations in the CTD file.</p> <p>Only the Data Stewards and two Data Custodians in the Office of the Registrar can add or remove students from the HTD population or make changes to the attributes in the CTD table. Our review determined that less than 0.4% of the HTD population and CTD course records were manually changed.</p> <ul style="list-style-type: none"> • The SWAHGRP form tracks additions and removals from the HTD population, but does not track the individual who made the change. No audit logging is occurring at the SWBHGRP table level. • The SWAHCTD and/or SWAHPBF form does not track the specific change made, but does indicate a manual change has occurred. No audit logging has been established to track changes to the SWRHCTD table. <p>Recommendation: The Office of Undergraduate Studies should work with Information Technology to enhance audit logging on the SWBHGRP and SWRHCTD tables. At a minimum, the log should track what attribute was changed, the date and time of the change, and who made the change.</p> <p>Management Attention Required: <input type="checkbox"/> Immediate <input checked="" type="checkbox"/> Urgent <input type="checkbox"/> Timely</p> <p>Resources/Effort Required: <input type="checkbox"/> Significant <input checked="" type="checkbox"/> Moderate <input type="checkbox"/> Minimal</p> <p>Management's Response: Adequate audit logging has been implemented.</p>	<p>Yes</p>

APPENDIX A

ALGORITHM LOGIC ISSUES

DegreeWorks does not contain a specific data element which indicates whether the courses are “used toward degree” or “not used toward degree”. The CTD file element 01489 – “Credit Hour Usage Indicator” must be derived from DegreeWorks scribe “blocks” and course utilization logic.

DegreeWorks utilizes “blocks” to track specific degree requirements. Ellucian consultants originally scribed the DegreeWorks blocks. As the years progressed, new degrees and degree blocks were scribed. DegreeWorks blocks were used for degree certification requirements as well as other purposes (such as tracking courses used in various GPA calculations), which has made it more difficult to clearly identify specific courses required for the degree. Blocks required for degree are referred to as “used” blocks. All other DegreeWorks blocks are referred to as “designated” blocks since the algorithm designates them as either “used toward degree” or “not used toward degree”.

“Used” blocks include state mandated, degree, major, concentration, specializations, college, or major-based core or support coursework, and general education requirements for students who did not transfer in with a Florida associates degree¹. “Used” blocks are reflected in the CTD file with a “Credit Hour Usage Indicator” of “D” (used toward degree).

Assignment of Insufficient Coursework

The “Insufficient” block in DegreeWorks stores failed or incomplete coursework, as well as the repeated coursework for courses which can only be used once toward a degree. When a course is in the DegreeWorks “Insufficient” block, the algorithm logic is designed to set the “Credit Hour Usage Indicator” to “N” (not used toward degree).

The script logic identified a course by prefix and course number, but did not consider the course term. As a result, all instances of a course were set to “N” (not used toward degree). This resulted in the course the student took to replace the insufficient course being reported as “not used toward degree”. When the repeated course was in a “Used” block, the algorithm logic incorrectly set the “Credit Hour Usage Indicator” to “N” (not used toward degree).

Assignment of Coursework to meet Maximum Catalog Hours (Electives)

When a student’s total credit hours in the DegreeWorks “Used” blocks was less than 100% of the “maximum catalog hours”², the algorithm’s logic was designed to review all remaining courses to determine if the courses were needed to meet the degree’s required total credit hours.

This step applies to elective courses for First Time in College (FTIC) students and for students transferring in without a Florida associates degree¹. This step is also used to apply lower level course work for students who transferred to USF with a Florida associates degree¹ since DegreeWorks does not automatically scribe these courses into the general education “Used” blocks³.

¹Florida college system or Florida university associate’s degree.

²As set by the BOG.

³Students who complete an associate’s degree at one of the USF System institutions and who are accepted into a degree program at another USF System institution are treated as transfer students.

When a course is selected by the algorithm logic to be “used toward degree”, the “Credit Hour Usage Indicator” is changed to “D”.

The logic identified a course by prefix and course number, but did not consider the course term. As a result, all instances of the course where a passing grade had been obtained were set to “D” (used toward degree). If the course selected by the algorithm logic was a repeated course, this resulted in multiple instances of the same course being applied to the degree when only one instance of the course was eligible.

Assignment of Coursework in both “Used” and “Designated” Blocks

A course may meet the requirements of multiple DegreeWorks blocks. In some instances, a course may be associated with a “Used” block and a “Designated” block. The logic did not do a block comparison of all uses of the course and may not have properly associated the course with the “Used” block it was assigned to.

Agenda Item: FL 115**USF Board of Trustees**
March 9, 2017**Issue:** 2015-16 SUS Accountability Reports

Proposed action: Approval of the 2015-16 Accountability Reports for USF System, USF Tampa, USF St. Petersburg, USF Sarasota-Manatee

Executive Summary:

As a part of the Board of Governors planning and accountability framework for the State University System (SUS), institutions will complete annual accountability reports (Section 1008.46, *F.S.*) that provides an institutional overview as measured by specific performance metrics within the context of SUS goals and regional and statewide needs.

The SUS Accountability Report (SUS level and individual institution reports) contains the following: Graphic dashboard highlighting performance on key measures; Key achievements; Narrative sections outlining progress on indicators related to the BOG Strategic Plan and aligned with the institution-level strategic priorities; and detailed institution-level data.

The 2015-2016 USF System Accountability Report and the reports for each of the three member institutions (USF Tampa, USF SP, and USF SM), have been completed for consideration by the BOT. The reports will reflect both narrative and data elements for annual performance reporting purposes.

Financial Impact:

The data reported in the SUS Accountability Reports serve as a core set of metrics being utilized by the BOG to reward excellence or improvement (e.g., Performance Based Funding, Preeminence), thus the role of the Board of Trustees in reviewing and approving the University of South Florida System Accountability Reports, as well as ensuring the reports are aligned with its strategic direction, has a direct impact on the amount of funding that could be allocated to the university.

Strategic Goal(s) Item Supports: All**Workgroup Review Date:** 2/16/2017 ACE**Supporting Documentation Online (please circle):** **Yes** **No****USF System or Institution specific:** USF System, USF Tampa, USF St. Petersburg, USF Sarasota-Manatee. Presentation**Prepared by:** Dr. Valeria Garcia

USF System Accountability Reports 2015-2016

Presented to the USF Board of Trustees
3/9/2017

Dr. Ralph Wilcox, USF System Provost & Executive Vice President
Dr. Sandra Stone, USFSM Regional Chancellor
Dr. Sophia Wisniewska, USFSP Regional Vice Chancellor

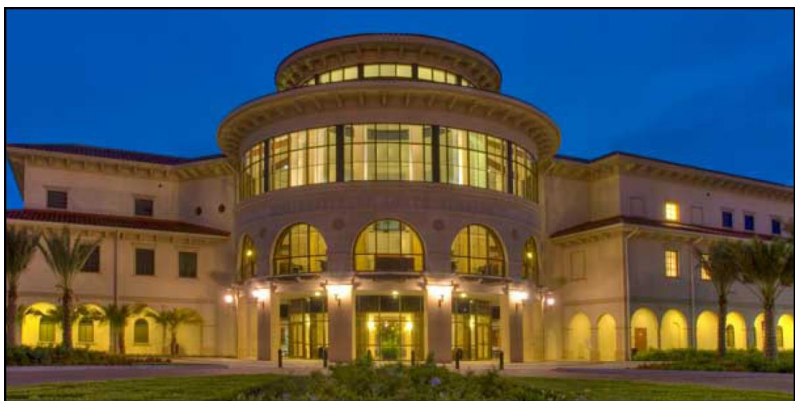


Strategic Planning & Performance – Accountability Framework



USF Sarasota-Manatee

2015-16 Accountability Report



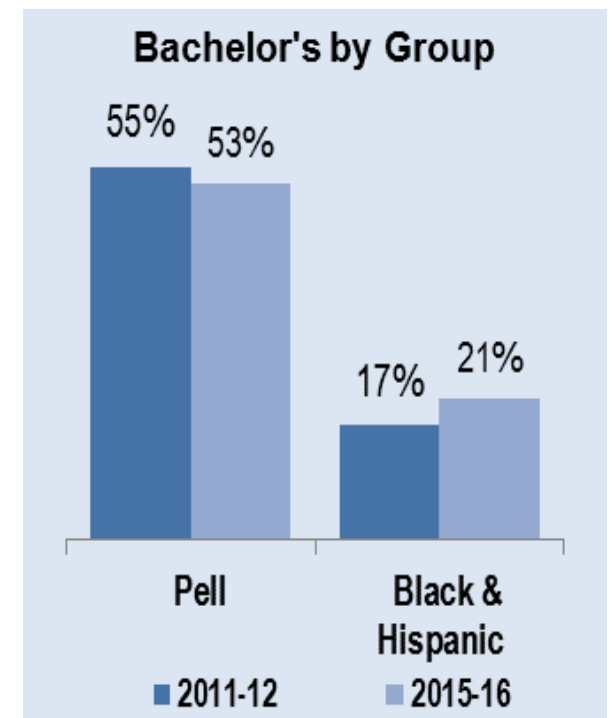
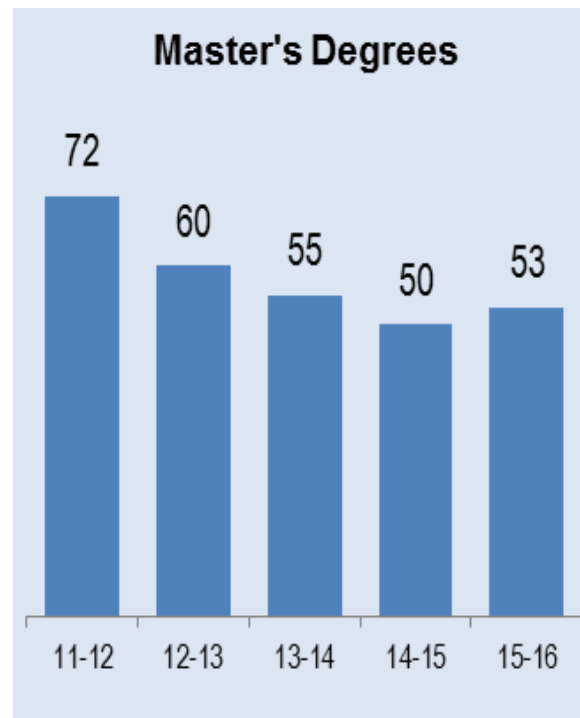
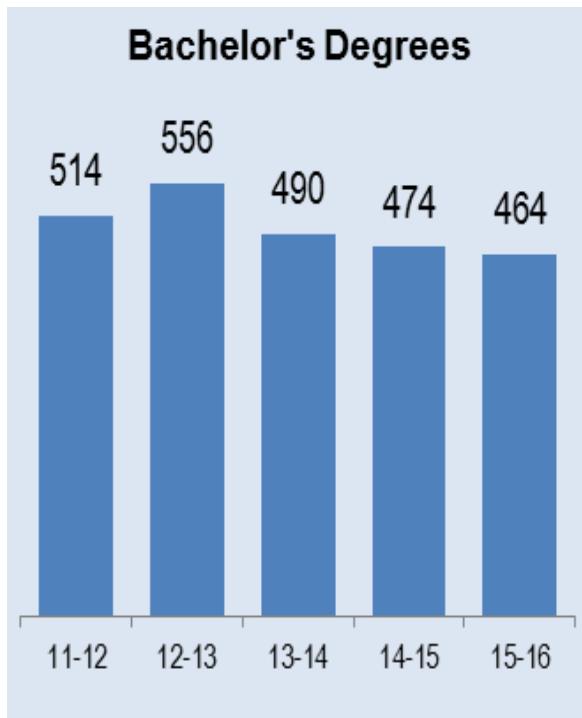
Dr. Sandra Stone, Regional Chancellor



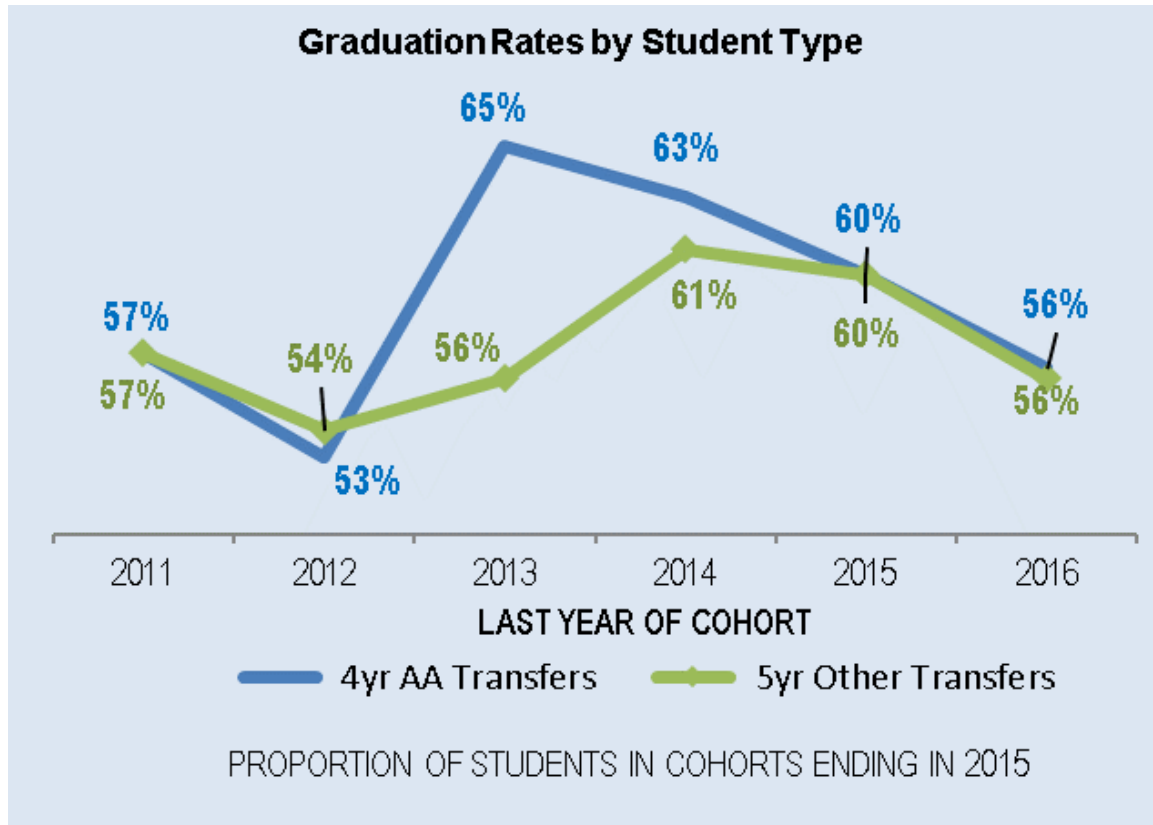
Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
				Faculty (Fall 2015)	Full-Time	Part-Time		
TOTAL	2,044	100%	7%	TOTAL <i>(as of Spring 2016)</i>	26		Basic:	Master's Colleges & Universities: Small
White	1,438	70%	5%	Baccalaureate	18		Undergraduate Instructional Program:	Balanced arts & sciences/professions, some graduate
Hispanic	292	14%	10%	Master's	8		Graduate Instructional Program:	Postbaccalaureate: Education-dominant, with other professional programs
Black	116	6%	-6%	Research Doctorate	0		Four-year, small, primarily nonresidential	Four-year, small, primarily nonresidential
Other	198	10%	21%	Professional Doctorate	0		Community Engagement:	No
Full-Time	1,042	51%	12%	TOTAL	82	61		
Part-Time	1,002	49%	1%	Tenure & Ten. Track	37	0		
Undergraduate	1,757	86%	4%	Non-Tenured Faculty	45	61		
Graduate	174	9%	45%					
Unclassified	113	6%	8%					

Degree Productivity & Program Efficiency



Graduation Rates & Academic Progress Rate (PBF #5)



PBF Metric #5:

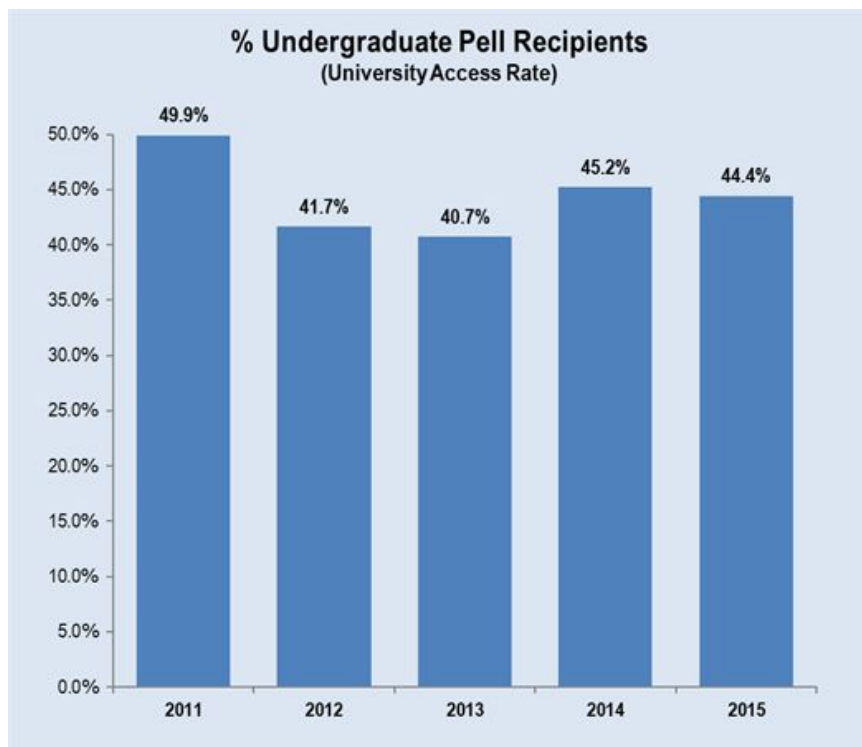
*Academic Progress Rate
(GPA Above 2.0)*

2015-16: 74.7% (LY 78.7%)

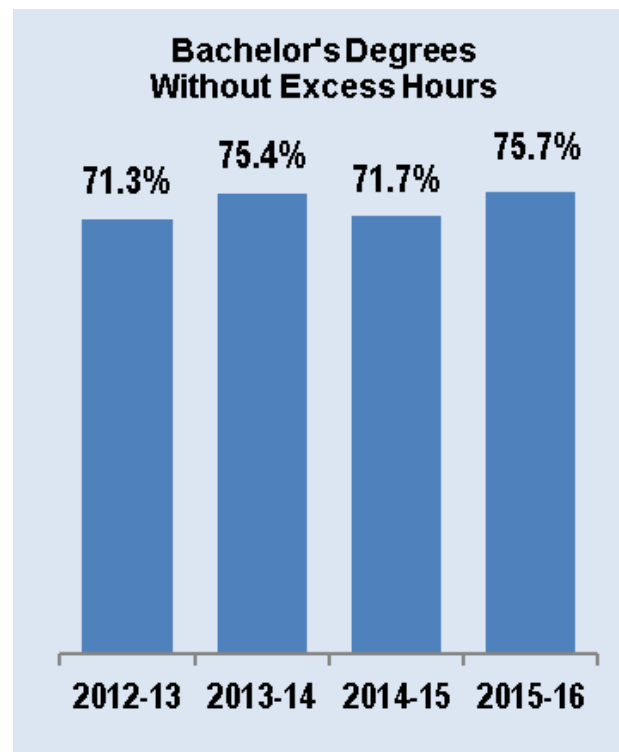
Swirl rate: 80.5% (LY 86.7%)

Percent Pell & Percent Bachelor's Degrees without Excess Hours (PBF #7,9)

PBF Metric #7

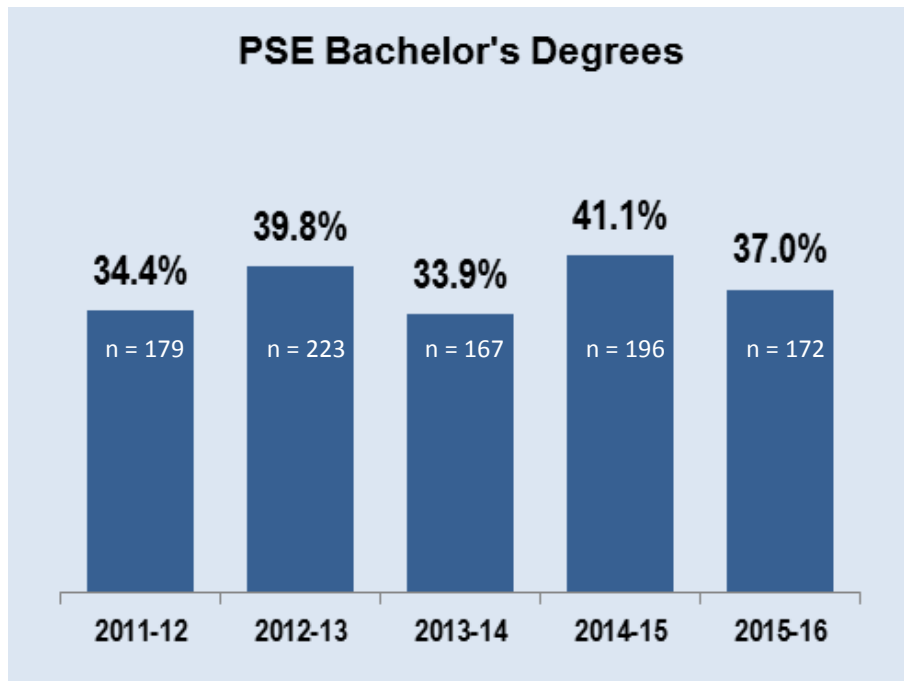


PBF Metric #9

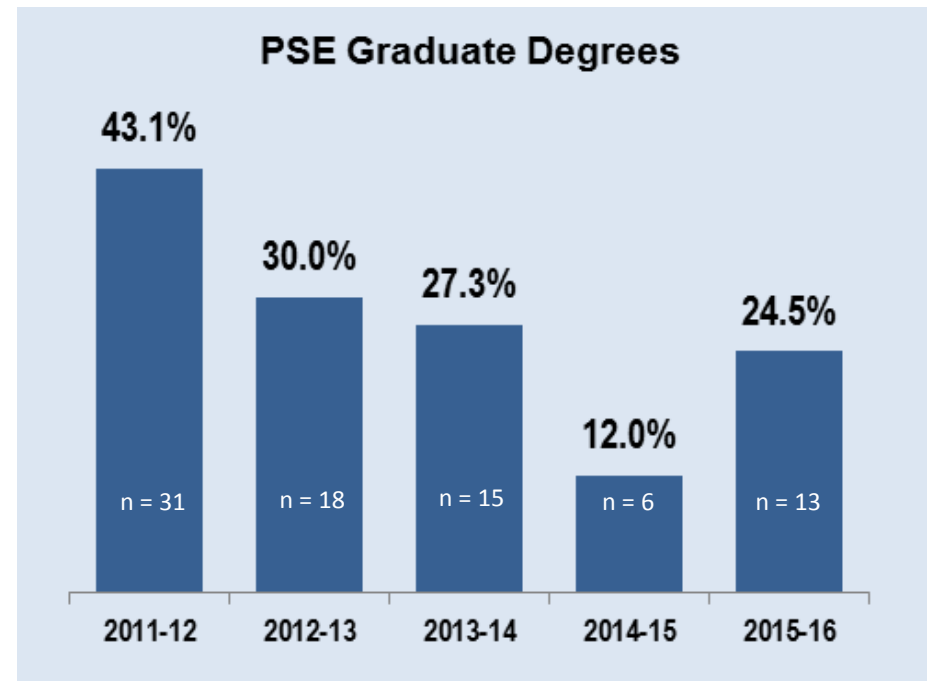


Degrees Awarded in Programs of Strategic Emphasis (PBF #6,8)

PBF Metric #6

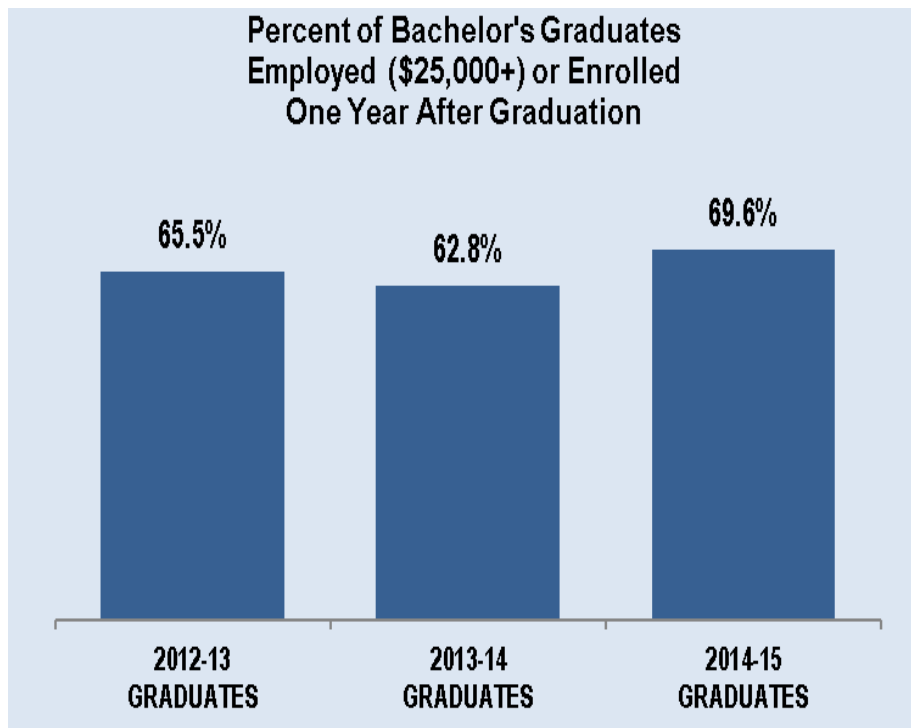


PBF Metric #8

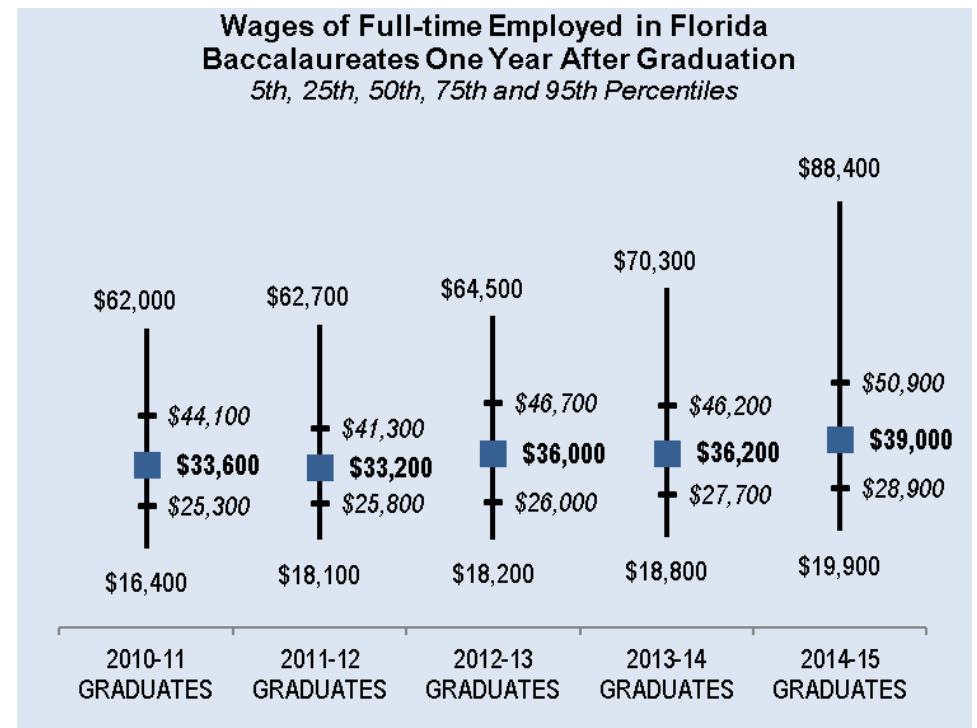


Post-Graduation Metrics (PBF #1,2)

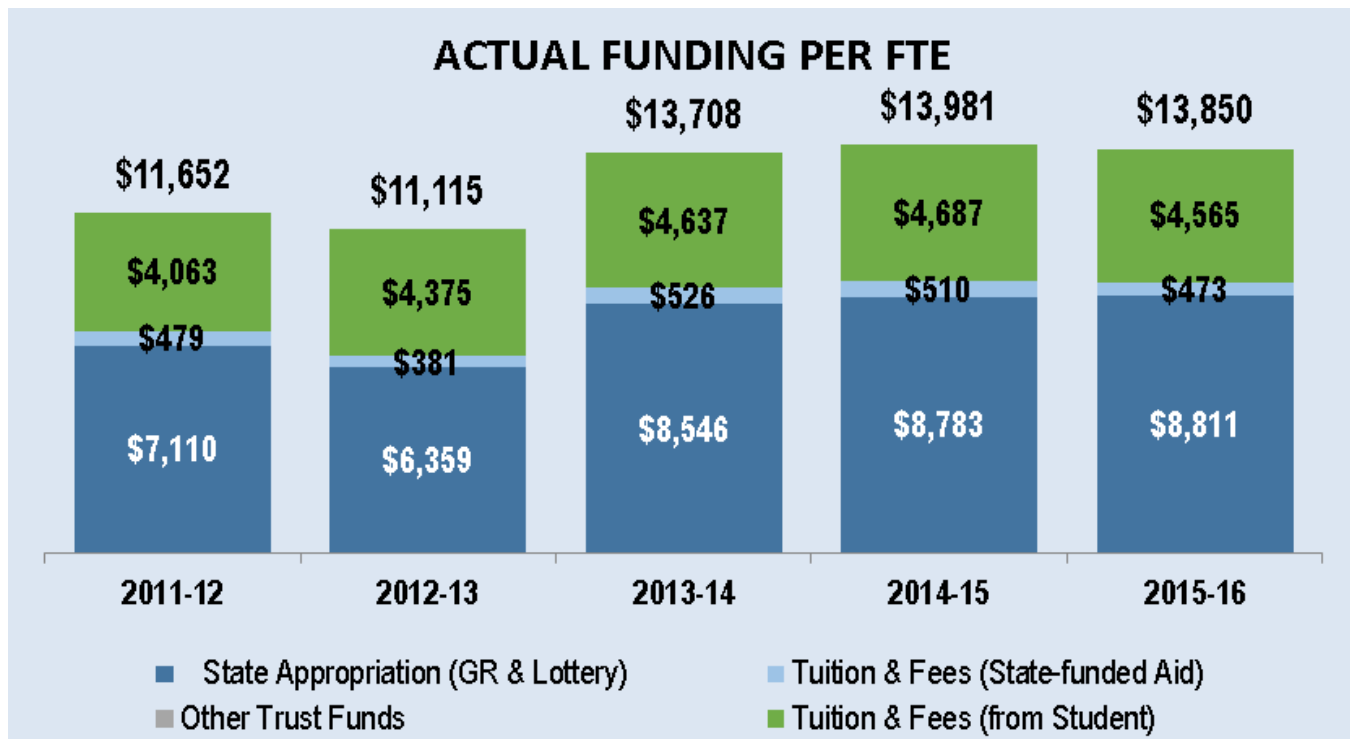
PBF Metric #1



PBF Metric #2



Resources



USF St. Petersburg

2015-16 Accountability Report



Dr. Sophia Wisniewska, Regional Chancellor

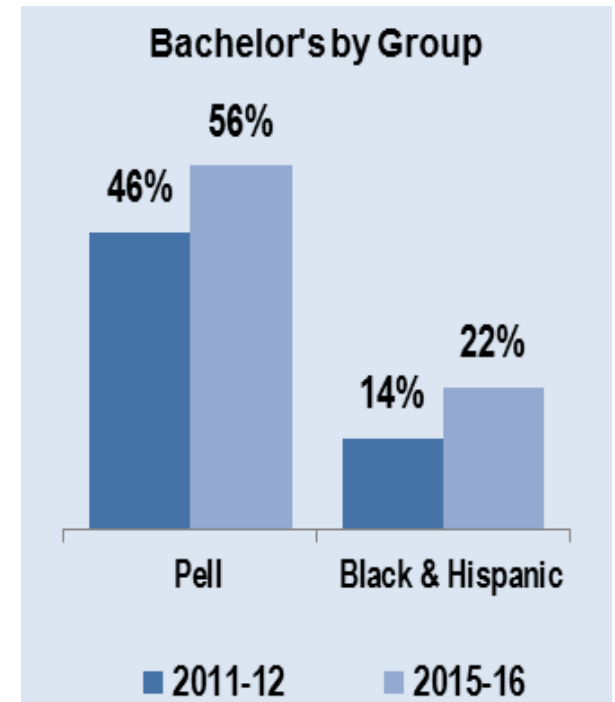
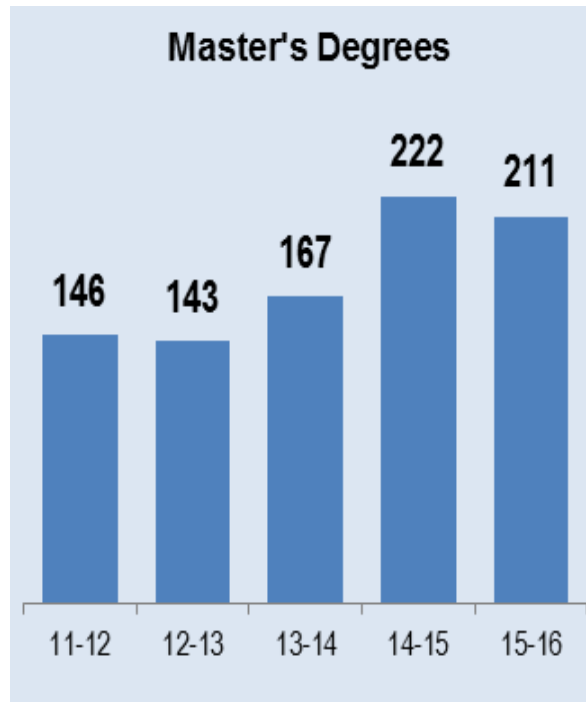
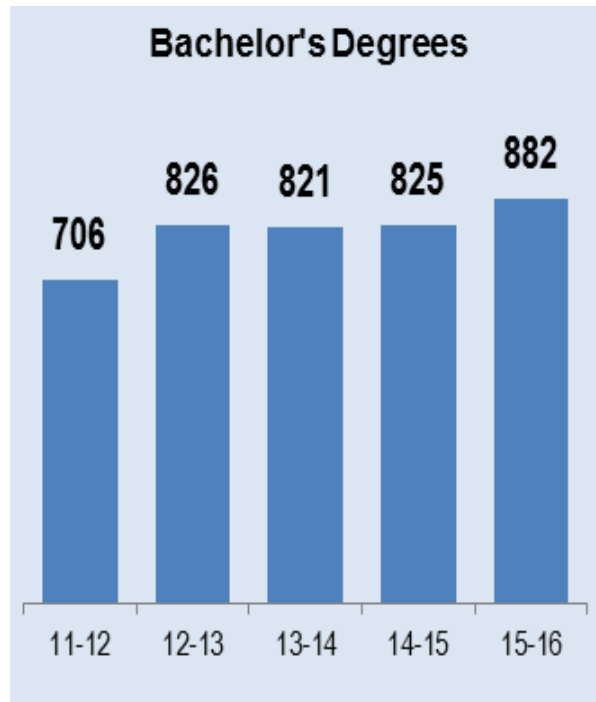


Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
TOTAL	4,749	100%	3%	TOTAL (as of Spring 2016)				
White	3,183	67%	0%	Baccalaureate		38	Basic:	Master's Colleges & Universities: Medium
Hispanic	701	15%	8%	Master's		13	Undergraduate Instructional Program:	Balanced arts & sciences/professions, some graduate
Black	368	8%	10%	Research Doctorate		0	Graduate Instructional Program:	Post-baccalaureate: Education-dominant, with Arts & Sciences
Other	497	10%	14%	Professional Doctorate		0	Size and Setting:	Four-year, medium, primarily nonresidential
Full-Time	2,828	60%	5%	Faculty (Fall 2015)				
Part-Time	1,921	40%	1%		Full-Time	Part-Time		
Undergraduate	3,945	83%	3%	TOTAL	142	137	Community Engagement:	Yes
Graduate	540	11%	2%	Tenure & Ten. Track	97	3		
Unclassified	264	6%	14%	Non-Tenured Faculty	45	134		

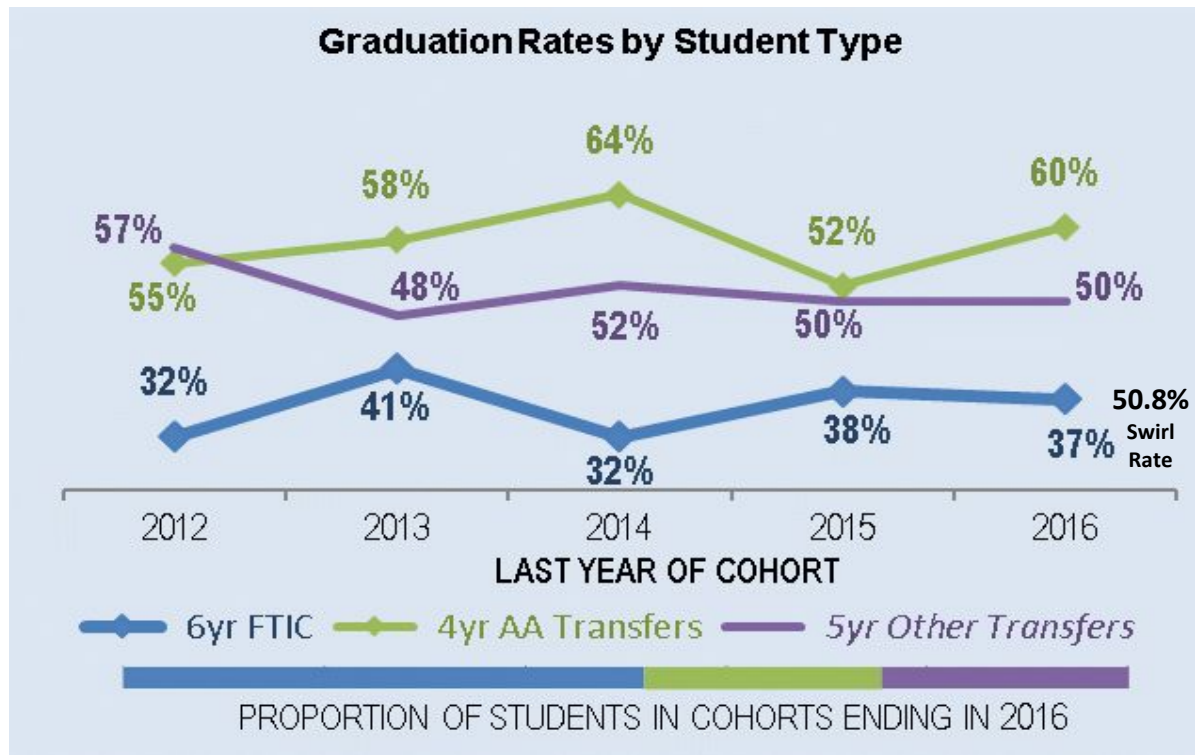
DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

Degree Productivity & Program Efficiency



Graduation Rates by Student Type & Academic Progress Rate (PBF #4,5)

PBF Metric #4



PBF Metric #5:

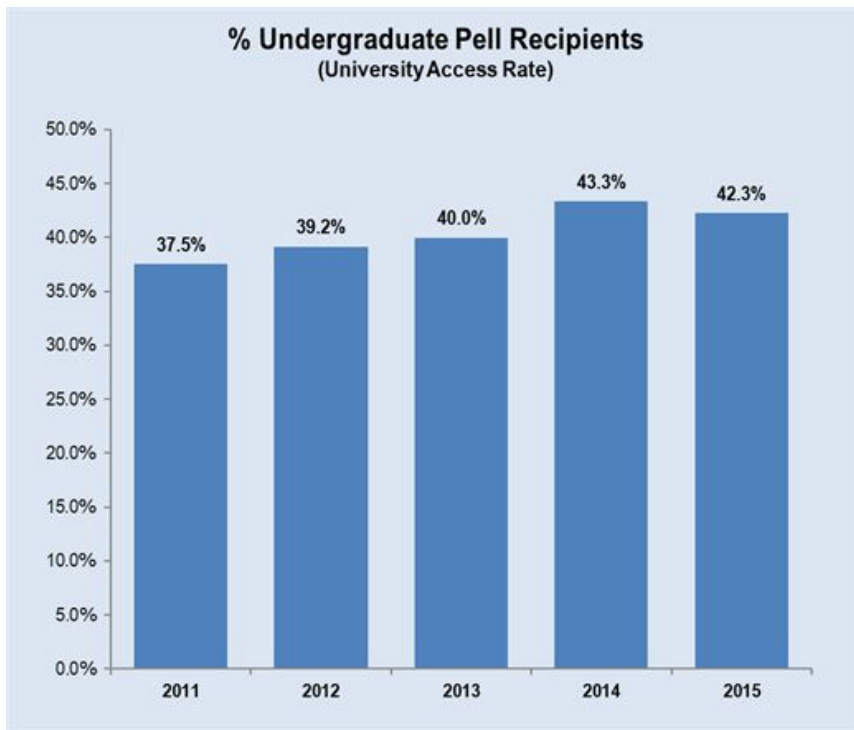
*Academic Progress Rate
(GPA Above 2.0)*

2015-16: 65.5% (LY 66.9%)

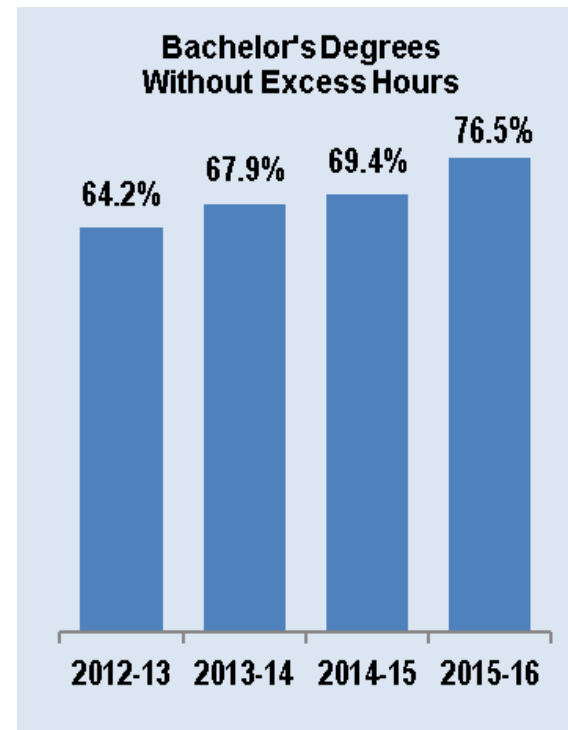
Swirl rate: 73.4% (LY 76.3%)

Percent Pell & Percent Bachelor's Degrees without Excess Hours (PBF #7,9)

PBF Metric #7

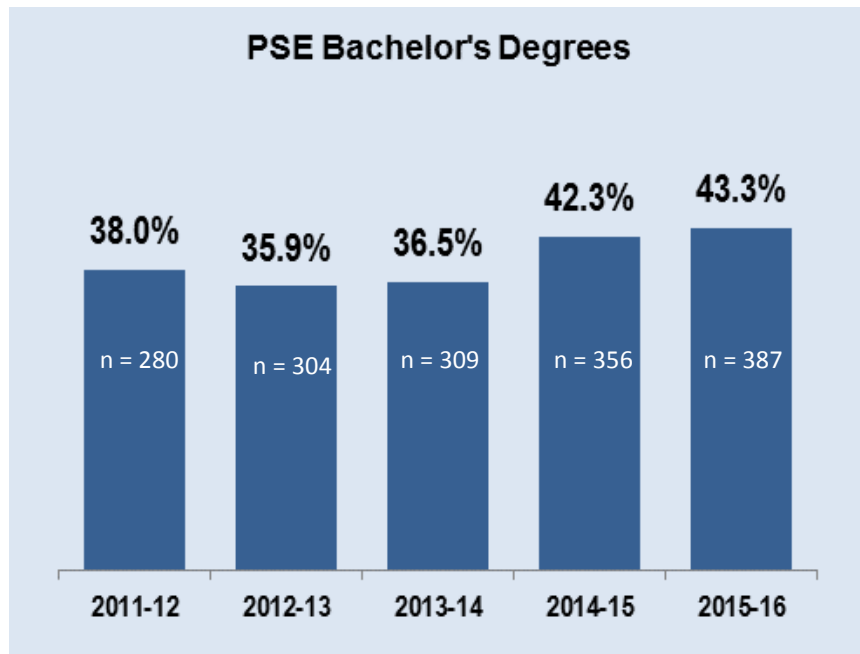


PBF Metric #9

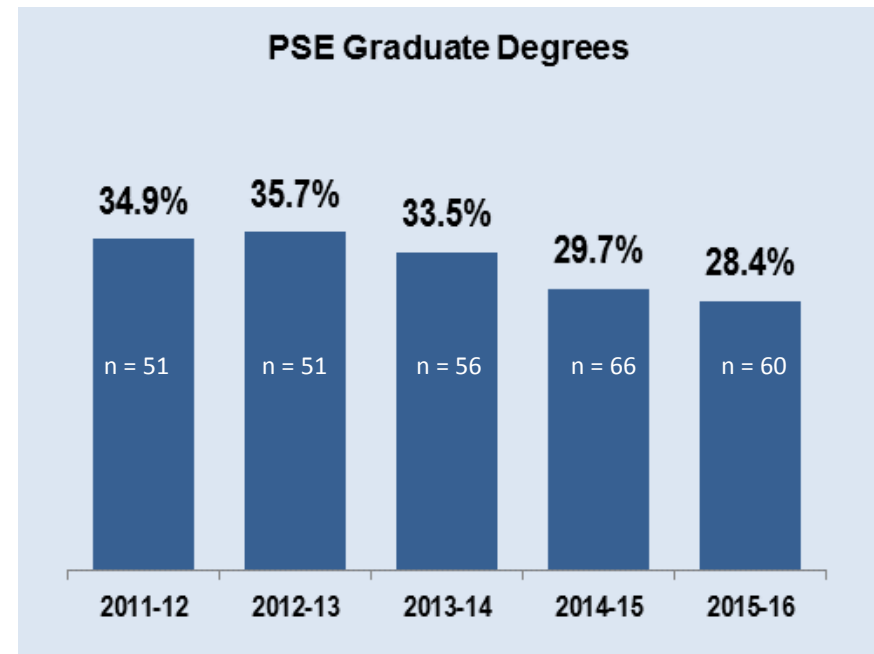


Degrees Awarded in Programs of Strategic Emphasis (PBF #6,8)

PBF Metric #6

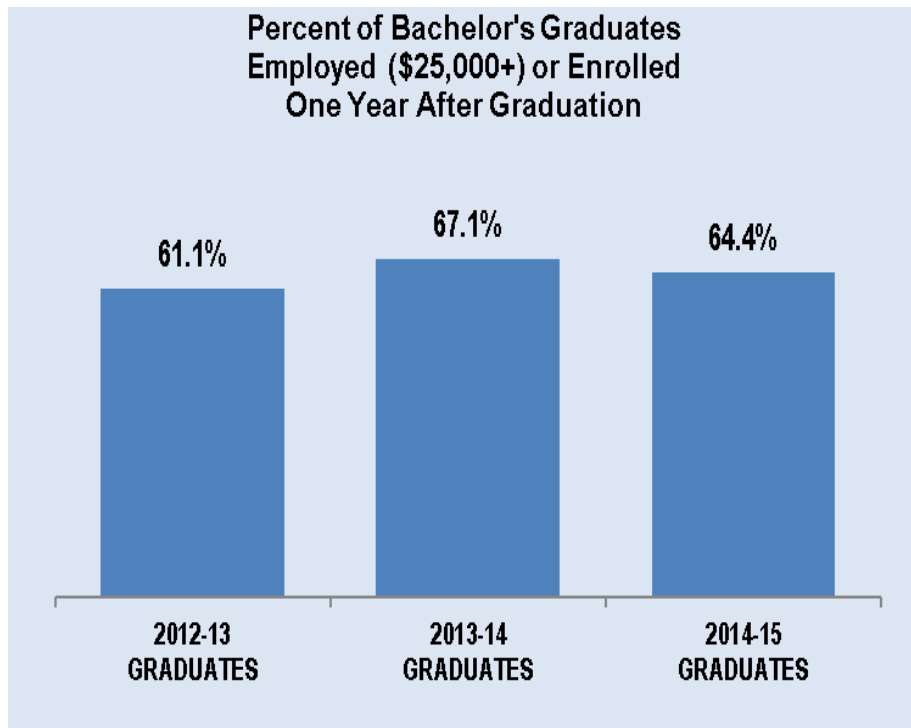


PBF Metric #8

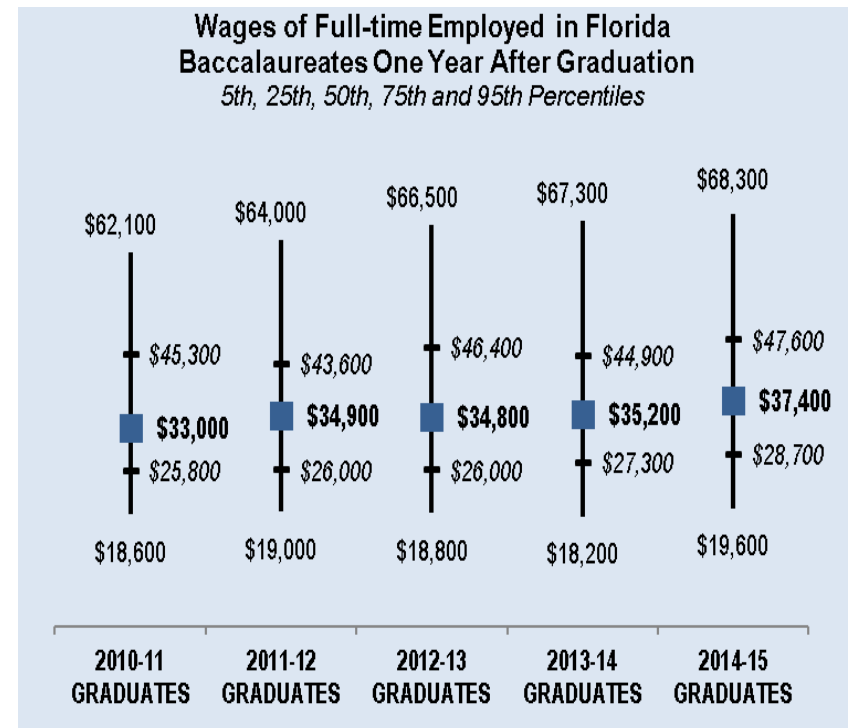


Post-Graduation Metrics (PBF #1,2)

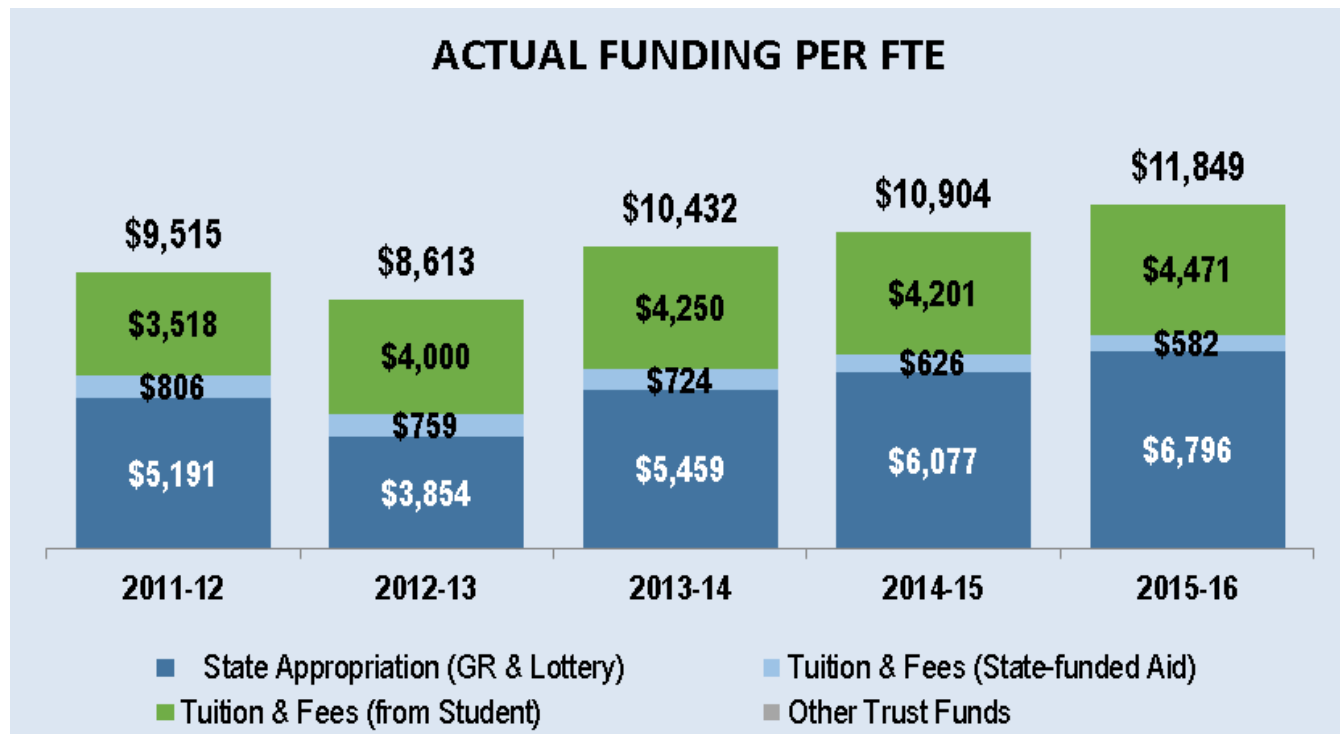
PBF Metric #1



PBF Metric #2



Resources



USF Tampa

2015-16 Accountability Report



Dr. Ralph Wilcox, Provost & Executive Vice
President

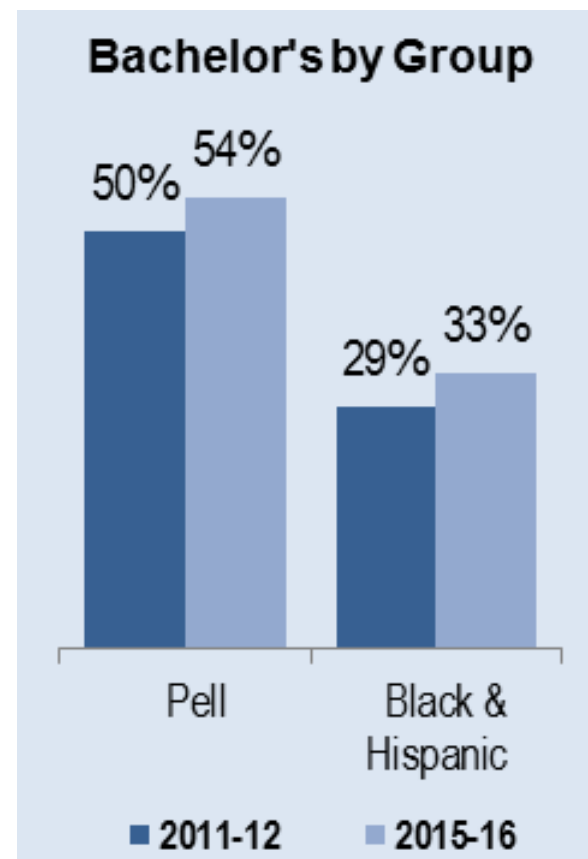
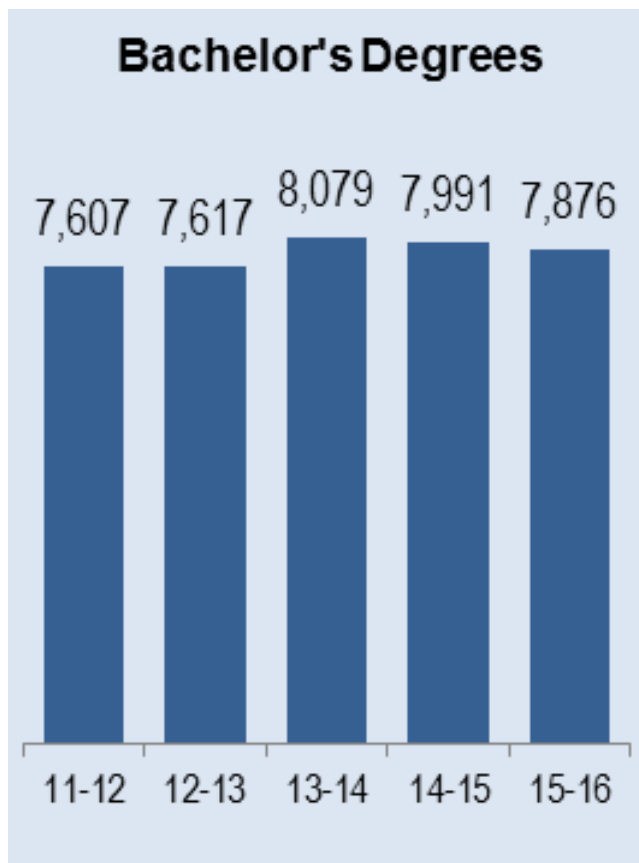


Dashboard

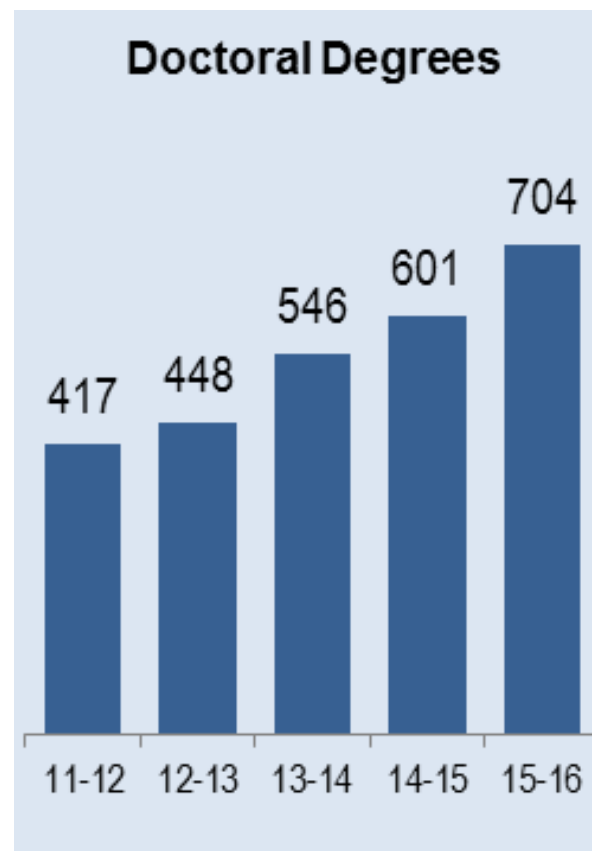
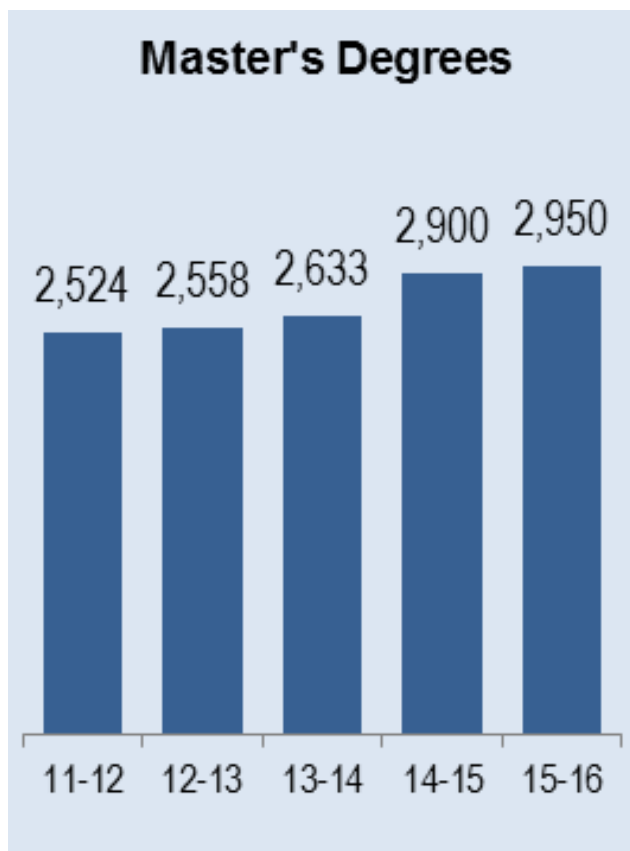
Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
				Faculty (Fall 2015)	Full-Time	Part-Time		
TOTAL	42,191	100%	0%	TOTAL (<i>as of Spring 2016</i>)	220		Basic:	Doctoral Universities: Highest Research Activity
White	21,381	51%	-3%	Baccalaureate	72		Undergraduate Instructional Program:	Balanced arts & sciences/professions, high graduate
Hispanic	7,612	18%	3%	Master's	99		Graduate Instructional Program:	Research Doctoral: Comprehensive programs, with medical/veterinary
Black	4,182	10%	-3%	Research Doctorate	45		Size and Setting:	Four-year, large, primarily nonresidential
Other	9,016	21%	9%	Professional Doctorate	4		Community Engagement:	Yes
Full-Time	29,744	70%	2%	TOTAL	1,730	614		
Part-Time	12,447	30%	-3%	Tenure & Ten. Track	1,000	38		
Undergraduate	30,288	72%	0%	Non-Tenured Faculty	730	576		
Graduate	9,984	24%	1%					
Unclassified	1,919	5%	2%					

DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

Degree Productivity & Program Efficiency (Undergraduate)

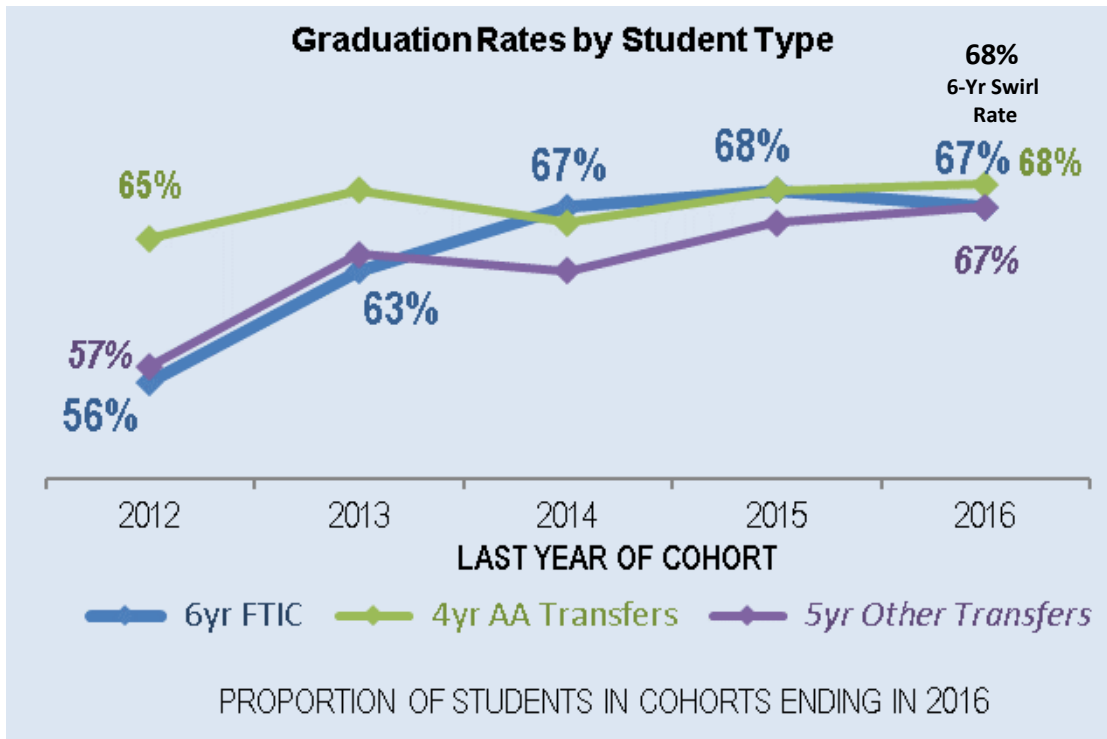


Degree Productivity & Program Efficiency (Graduate)



Graduation Rates by Student Type & Academic Progress Rate (PBF #4,5)

PBF Metric #4



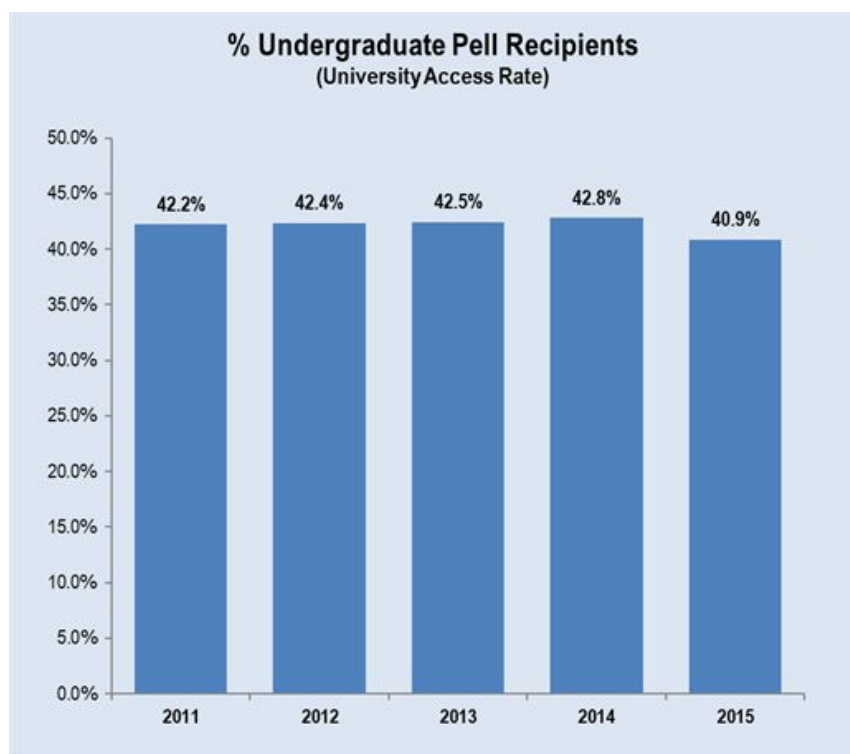
PBF Metric #5:

*Academic Progress Rate
(GPA Above 2.0)*

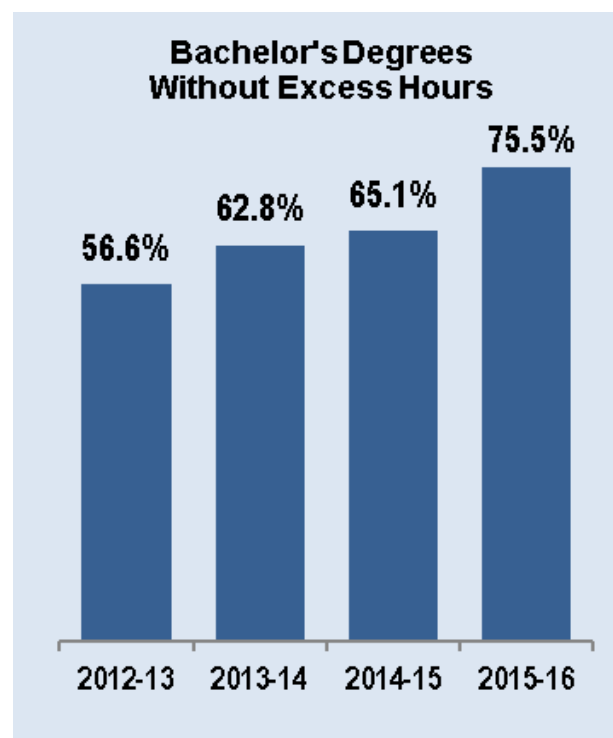
2015-16 : 87.9% (LY 85.6%)
Swirl rate: 88.0% (LY 85.9%)

Percent Pell & Percent Bachelor's Degrees without Excess Hours (PBF #7,9)

PBF Metric #7

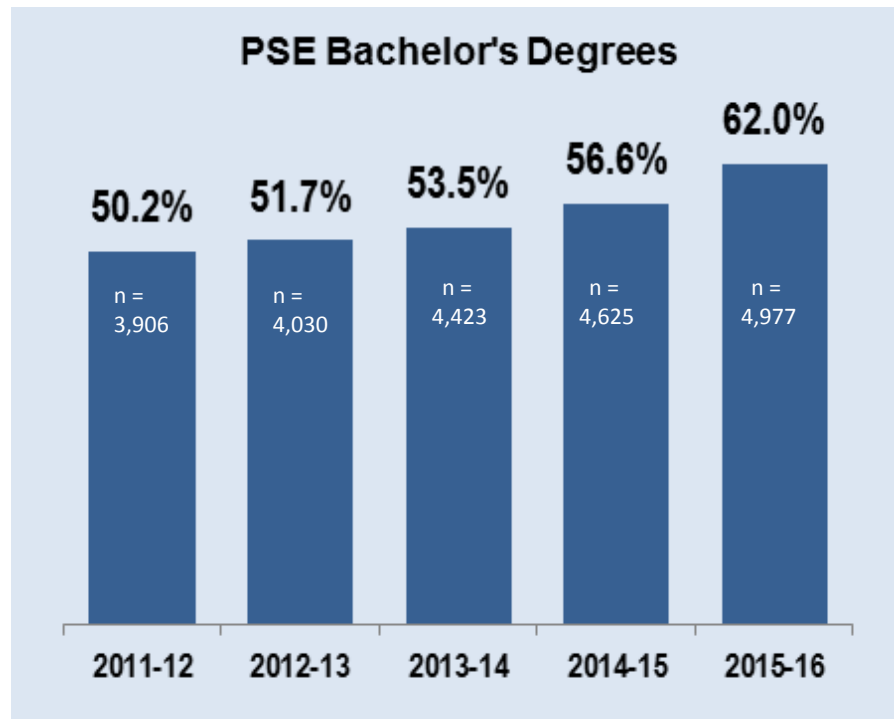


PBF Metric #9

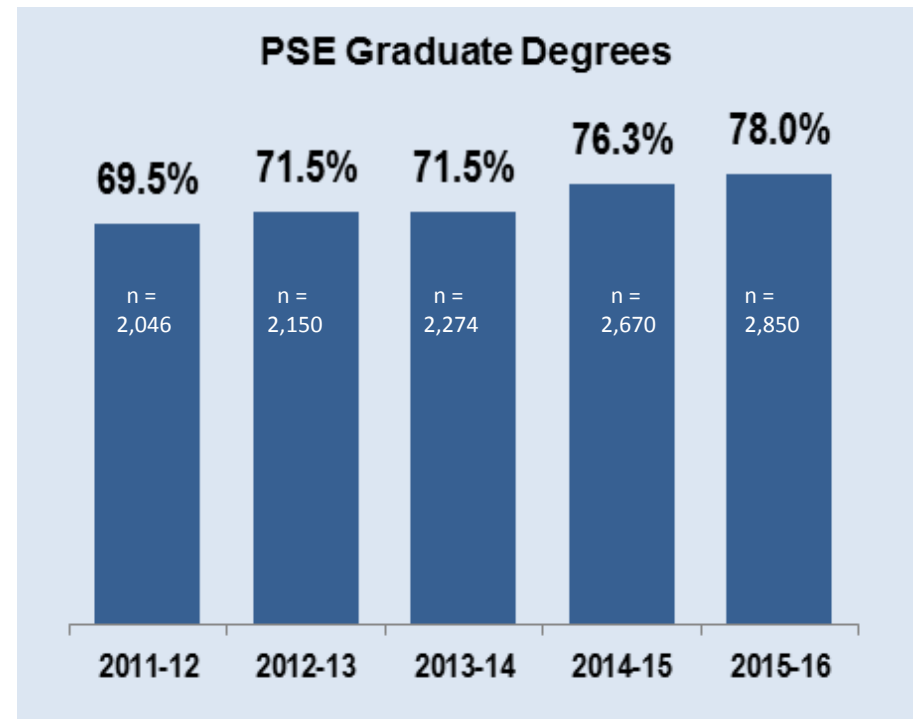


Degrees Awarded in Programs of Strategic Emphasis (PBF #6,8)

PBF Metric #6

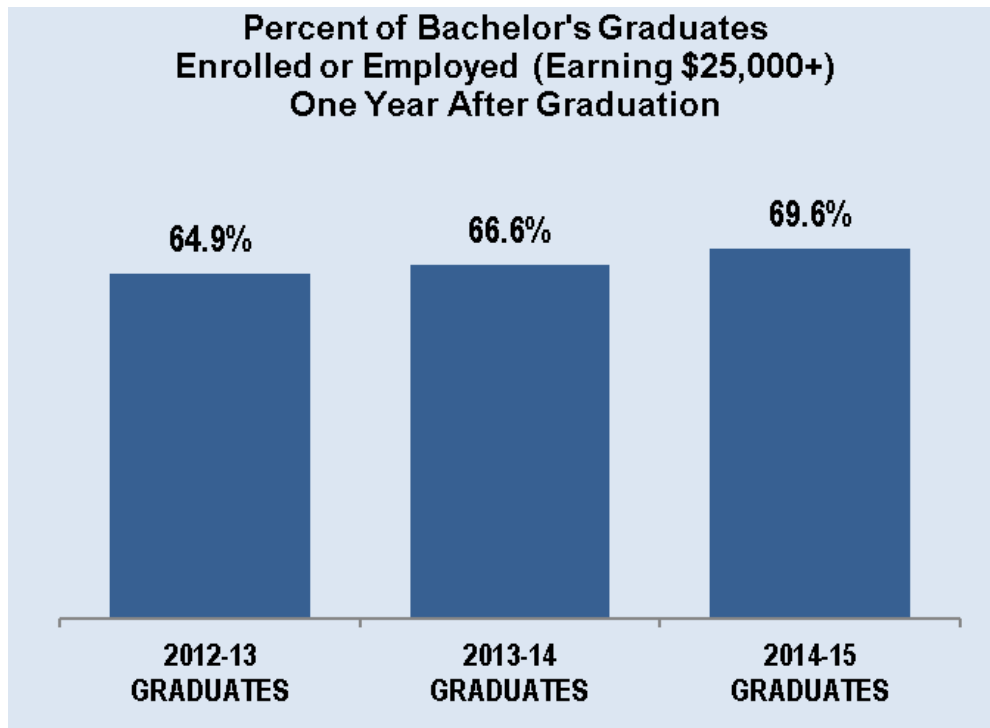


PBF Metric #8

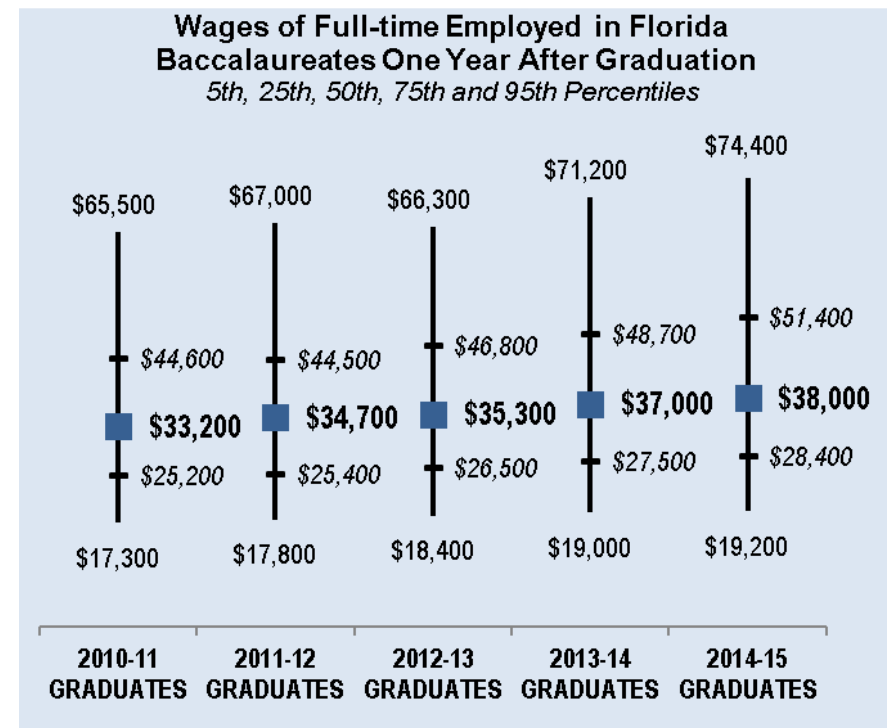


Post-Graduation Metrics (PBF #1,2)

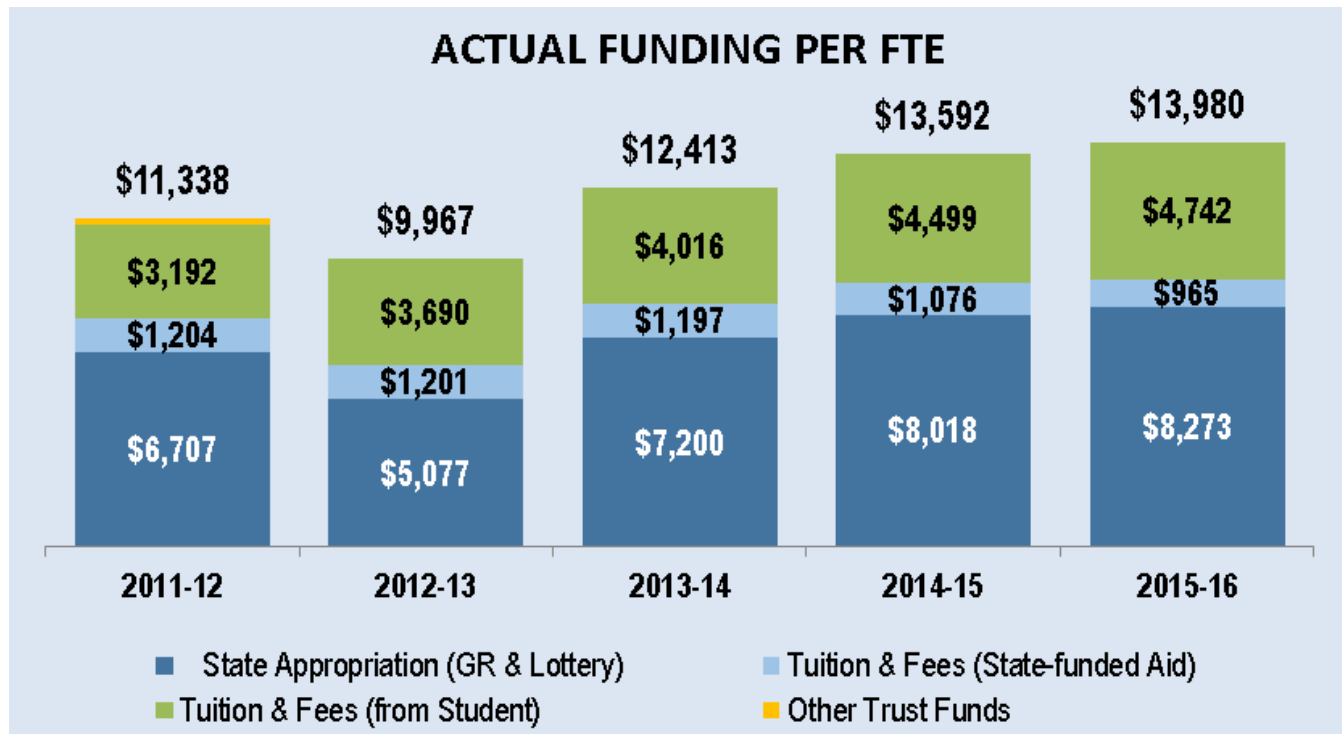
PBF Metric #1



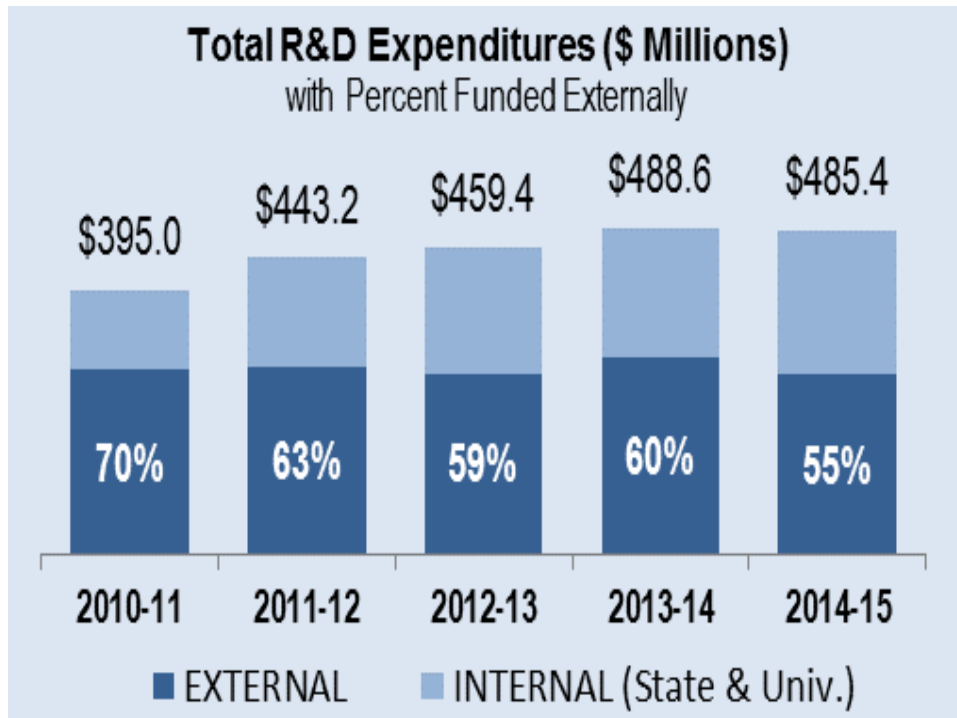
PBF Metric #2



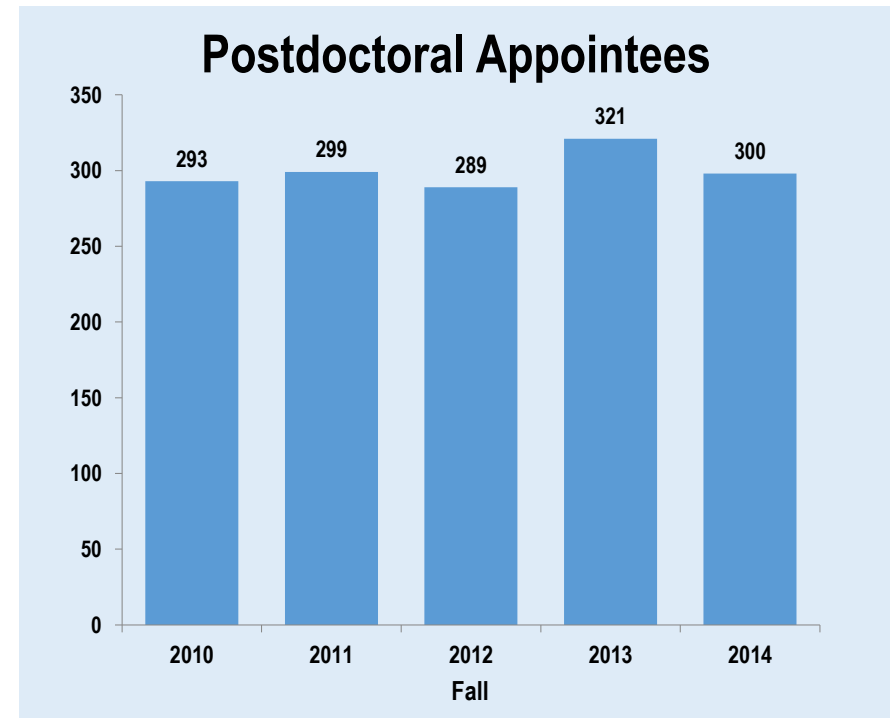
Resources



Research & Commercialization Activity (PBF #10)



PBF Metric #10



Preeminence

		2015	2016	2017	2017	2018	2019	2020	
Preeminence Metrics		BENCHMARKS	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	
Metrics Common To All Universities									
		Fall 2014	Fall 2015	Fall 2016	Fall 2016	Fall 2017	Fall 2018	Fall 2019	
A	Average GPA and SAT Score for incoming freshman in Fall semester	4.0 GPA / 1200 SAT	4.0/ 1770	4.1/ 1223	4.08 / 1227	4.0 / 1220	4.05 / 1222	4.075 / 1224	4.10 / 1226
		4/2015	4/2016	4/2017	4/2017	4/2018	4/2019	4/2020	
B	Public University National Ranking (in more than one national ranking)	Top 50	1	4	4	5	5	5	
		2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	
C	Freshman Retention Rate (Full-time, FTIC)	90%	89%	88%	90%	90%	91%	92%	93%
		2008-14	2009-15	2010-16	2010-16	2011-17	2012-18	2013-19	
D	6-year Graduation Rate (Full-time, FTIC)	70%	67%	68%	67.5%	66.5%	70.0%	72.0%	74.0%
		2015 (2014-15)	2016 (2015-16)	2017 (2016-17)	2017 (2016-17)	2018 (2017-18)	2019 (2018-19)	2020 (2019-20)	
E	National Academy Memberships	6	9	8	11	9	10	10	10
		2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19	
F	Total Annual Research Expenditures (\$M) (Science & Engineering only)	\$200 M	\$437	\$420	\$448	\$421	\$427	\$434	\$440

Preeminence

		2015	2016	2017	2017	2018	2019	2020
Preeminence Metrics	BENCHMARKS	ACTUAL	ACTUAL	PRELIM ACTUALS	GOALS	GOALS	GOALS	GOALS
Metrics Common To All Universities								
		2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M)	\$150 M	\$238	\$229	\$230	\$230	\$233	\$237	\$241
G (Science & Engineering only)								
		2012-13	2013-14	2014-15	2014-15	2015-16	2016-17	2018-19
National Ranking in S.T.E.M. Research Expenditures	Top 100 in 5 of 8 disciplines	7	7	7	7	8	8	8
H (includes public & private institutions)								
		2012-14	2013-15	2014-16	2014-16	2015-17	2016-18	2017-19
I Patents Awarded (over 3 year period)	100	292	297	310	291	273	276	279
		2013-14	2014-15*	2015-16	2015-16	2016-17	2017-18	2018-19
J Doctoral Degrees Awarded Annually	400	330	601	704	645	650	655	660
		Fall 2011	Fall 2012	Fall 2013	Fall 2013	Fall 2014	Fall 2015	Fall 2016
K Number of Post-Doctoral Appointees	200	304	289	321	321	298	277	285
		2013-14	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
L Endowment (in Millions)	\$500	\$417	\$417	\$395	\$395	\$412	\$432	\$448
NUMBER OF METRICS ABOVE THE BENCHMARK	11 of 12	5	9	10	10	11	11	11

USF System

2015-16 Performance-Based Funding



Dr. Ralph Wilcox, Provost & Executive Vice President



Performance Based Funding

Preliminary Projections for 2015-16 Accountability Reports Pending BOG Determination

	PBF Metric	PBF Funding Model 2015	Earned Points		PBF Funding Model 2016	Earned Points		PBF Funding Model 2017	Earned Points		TREND
		2012-13		CHANGE	2013-14 *		CHANGE	2014-15 ¹		CHANGE	
1	Percent Employed Full-time or Continuing their Education, One Year After Graduation (\$25,000+)	74.4%	7	+4.0%pts	67.2%	8	N/A	69.6%	8	+2.4%pts	↑
		2012-13		CHANGE	2013-14 *		CHANGE	2014-15 ¹		CHANGE	
2	Median Wages of Bachelor's Graduates Employed Full-time, One Year After Graduation	\$35,200	8	+1.7%.	\$36,700	8	N/A	\$38,000	8	+3.5%.	↑
		2010-14		CHANGE	2011-15 *		CHANGE	2012-16 ¹		CHANGE	
3	Net Tuition per Degree (New Metric #3)	\$25,490	7	+4.7%.	\$13,540	5	N/A	\$13,170	5	-2.7%	↑
		2008-14		CHANGE	2009-15		CHANGE	2010-16		CHANGE	
4	Six-Year Graduation Rate for First-time-in-College (FTIC) Students	65.6%	6	+2.8%pts	67.8%	8	+2.2%pts	66.3%	7	-1.5%pts	↓
		2013-14		CHANGE	2014-15		CHANGE	2015-16		CHANGE	
5	Academic Progress Rate	85.3%	6	+0.8%pts	85.1%	6	-0.3%pts	86.1%	6	+1%pts	↑

The BOG data point is 74.4' 5 points for scale

Score on Excellence
Score on Improvement

¹ Metric methodology modified by BOG and recast for one year of history (metrics 1,2,3,7)

Performance Based Funding

Preliminary Projections for 2015-16 Accountability Reports Pending BOG Determination

	PBF Metric	PBF Funding Model 2015	Earned Points		PBF Funding Model 2016	Earned Points		PBF Funding Model 2017	Earned Points		TREND
		2013-14		CHANGE	2014-15		CHANGE	2015-16		CHANGE	
6	Bachelor's Degrees Awarded within Programs of Strategic Emphasis	51.0%	10	+1.5%pts	54.6%	10	+3.6%pts	59.0%	10	+4.4%pts	↑
		FALL 2013		CHANGE	FALL 2014 *		CHANGE	FALL 2015 ¹		CHANGE	
7	University Access Rate	42.1%	10	+0.2%pts	43.0%	10	+0.9%pts	41.2%	10	-1.8%pts	→
		2013-14		CHANGE	2014-15		CHANGE	2015-16		CHANGE	
8	Graduate Degrees Awarded within Programs of Strategic Emphasis	69.0%	10	-0.2%pts	72.7%	10	+3.7%pts	74.6%	10	+1.9%pts	↑
		2013-14		CHANGE	2014-15		CHANGE	2015-16		CHANGE	
9	<i>Board of Governors Choice Metric:</i> Bachelor's Degrees Without Excess Hours	63.9%	6	+5.4%pts	65.8%	4	+1.9%pts	75.6%	10	+9.8%pts	↑
		FALL 2012		CHANGE	FALL 2013		CHANGE	FALL 2014		CHANGE	
10	<i>Board of Trustees Choice Metric:</i> Number of post-doctoral appointees	289	10	-4.9%	321	10	+11.1%	300	10	-6.5%	→
	TOTAL POINTS		80			79			84		

Score on Excellence

Score on Improvement

¹ Metric methodology modified by BOG and recast for one year of history (metrics 1,2,3,7)

2015-16

Annual Accountability Report

UNIVERSITY OF
SOUTH FLORIDA
SYSTEM

DRAFT

PENDING USF BOT APPROVAL

Submitted to the BOG, 2/27/2017



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors



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Annual Accountability Report 2015-2016



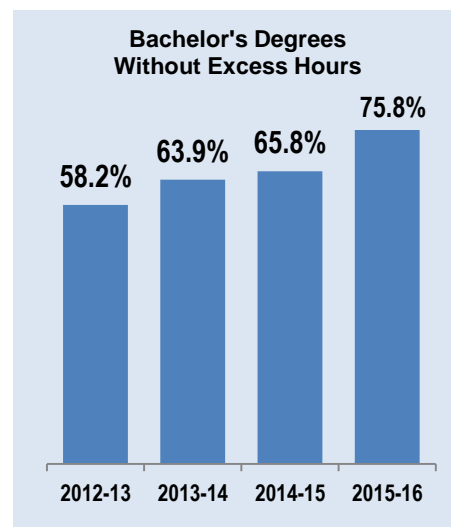
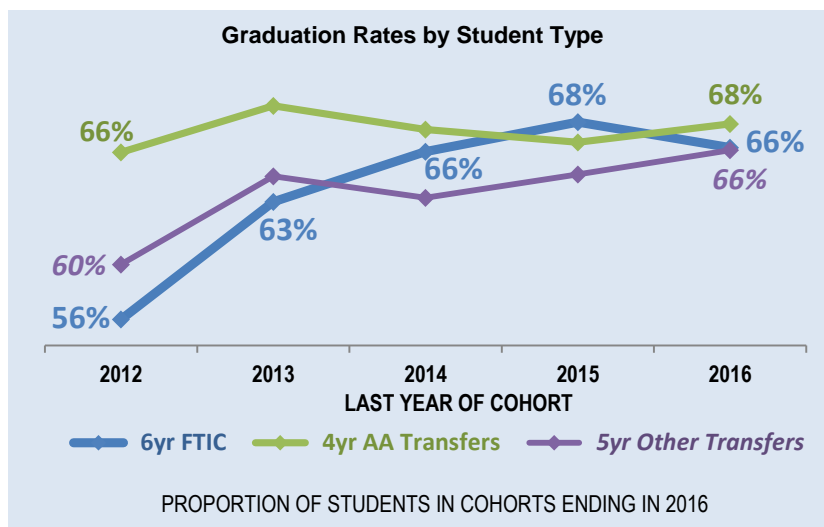
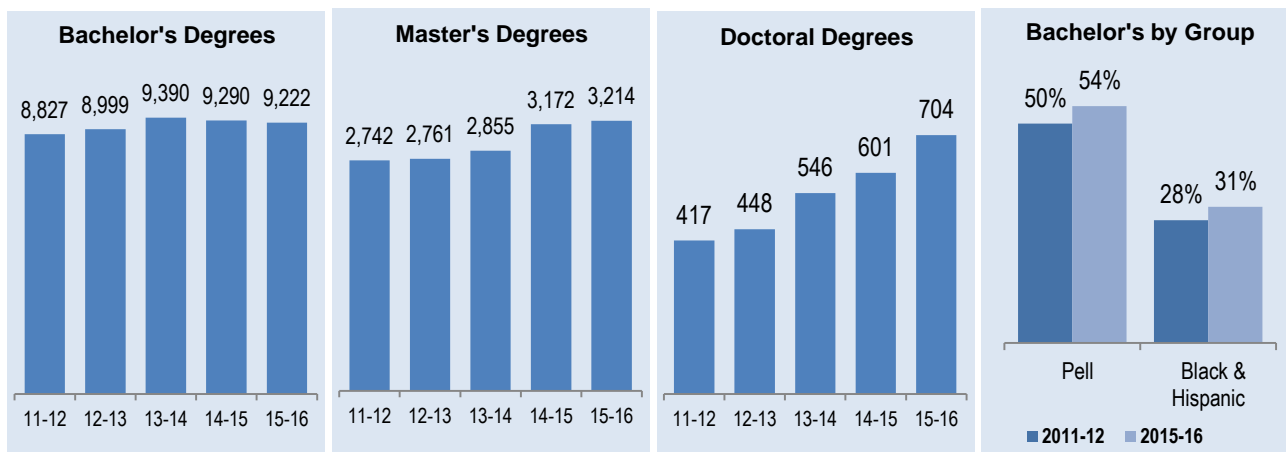
UNIVERSITY OF SOUTH FLORIDA-SYSTEM

DRAFT – PENDING BOT APPROVAL
Submitted to the BOG, 2/27/2017

Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
				Faculty (Fall 2015)	Full-Time	Part-Time	Basic:	The USF System is not classified by the Carnegie Foundation. The individual campus reports provide these classifications.
TOTAL	48,984	100%	1%	TOTAL (as of Spring 2016)	306			
White	26,002	53%	-2%	Baccalaureate	115			
Hispanic	8,605	18%	3%	Master's	142			
Black	4,666	10%	-2%	Research Doctorate	45			
Other	9,711	20%	10%	Professional Doctorate	4			
Full-Time	33,614	69%	2%					
Part-Time	15,370	31%	-3%					
Undergraduate	35,990	73%	1%	TOTAL	1,954	812		
Graduate	10,698	22%	1%	Tenure & Ten. Track	1,134	41		
Unclassified	2,296	5%	4%	Non-Tenured Faculty	820	771		

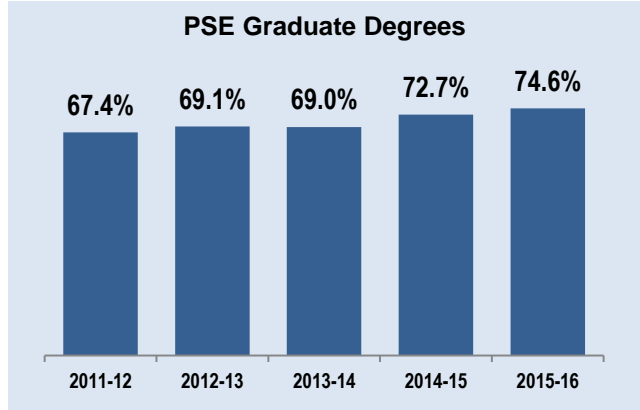
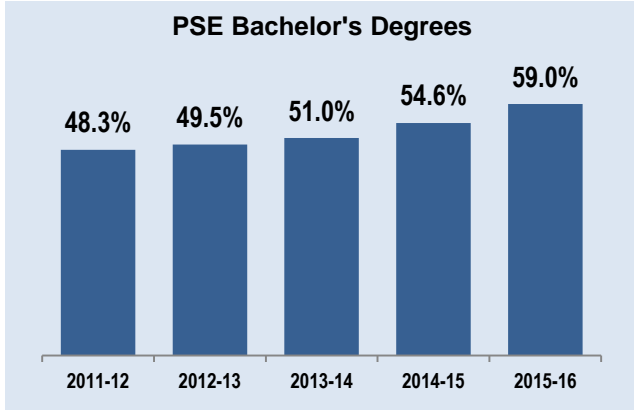
DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY



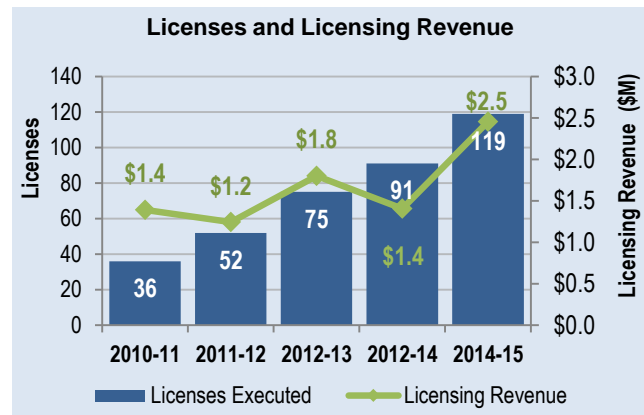
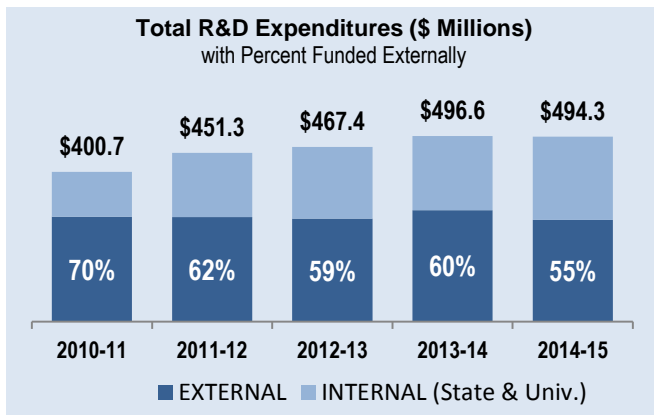


Dashboard

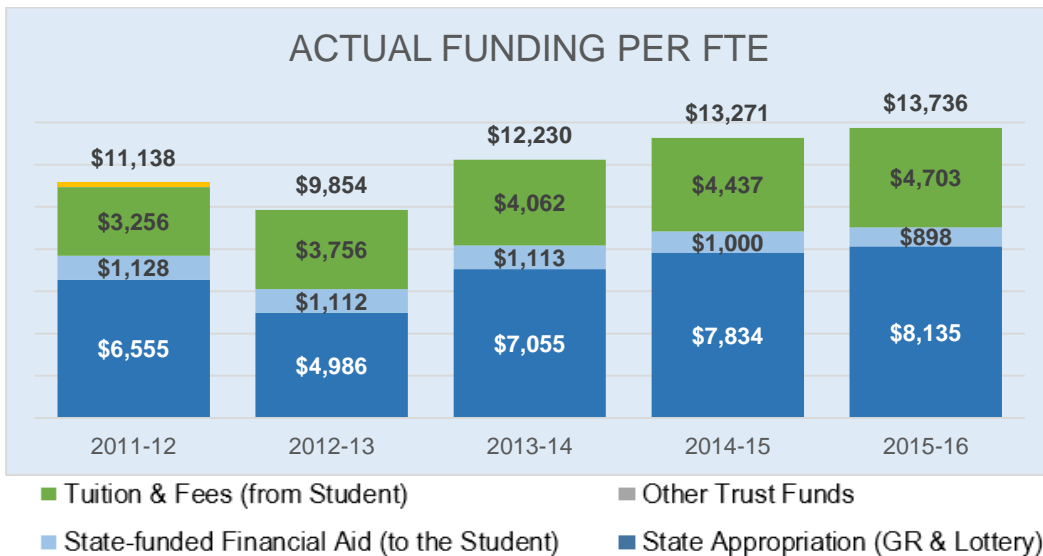
DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS



RESEARCH AND COMMERCIALIZATION ACTIVITY



RESOURCES

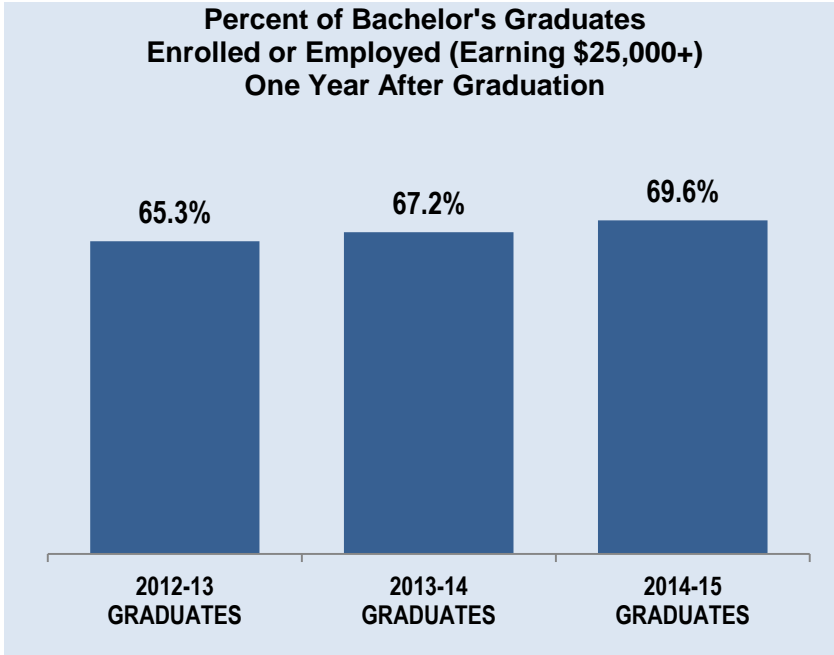


Note: Tuition and Fee revenues include tuition, tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines) based on the actual amount collected (not budget authority) by universities as reported in their Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here. Please note that a portion of the Tuition & Fees is supported by federal SFA programs (i.e., Pell grants). State-funded Student Financial Aid amounts include the 11 SFA programs that OSFA reports annually. State Appropriations includes General Revenues, Lottery and Other Trust funds (i.e., Federal Stimulus for 2009-10 and 2010-11 only) that are directly appropriated to the university as reported in Final Amendment Package. Student FTE are actual and based on the standard IPEDS definition of FTE (equal to 30 credit hours for undergraduates and 24 for graduates). This data does not include funds or FTE from special units (i.e., IFAS, Health-Science Centers or Medical Schools). Not adjusted for inflation.



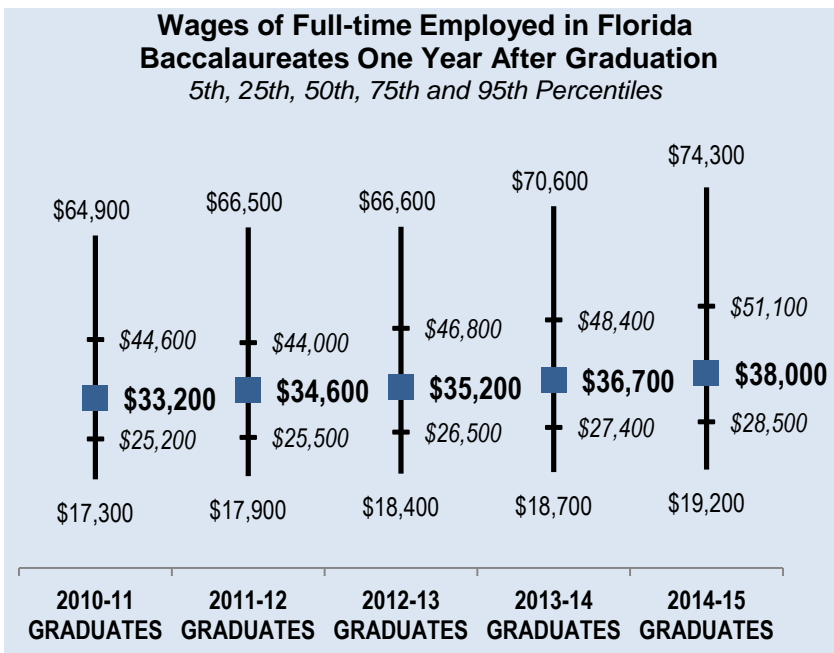
Dashboard

POST-GRADUATION METRICS



Notes: Percentages are based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education in the U.S. (based on the National Student Clearinghouse data). Full-time employment is based on those who earned more than a full-time (40hrs a week) worker making minimum wage. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. Board of Governors staff found 93% of the total 2014-15 graduating class.

See Table 40 within this report for additional information about this metric.



Notes: Wage data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned more than a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed by the military or federal government, or those without a valid social security number. In 2014-15, these data accounted for 60% of the total graduating class. This wage data includes graduates who were employed full-time (regardless of their continuing enrollment). Wages are provided for 5th, 25th, 50th, 75th and 95th percentiles. Median wages are identified by bolded values. The interquartile range (shown in italics) represents 50% of the wage data. Wages rounded to nearest hundreds.



Performance Based Funding Metrics

		2013-14	2014-15	CHANGE
1	Percent Employed (\$25,000+) or Enrolled One Year After Graduation	67.2%	69.6%	2.4%
		2013-14	2014-15	CHANGE
2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$36,700	\$38,000	3.5%
		2011-15	2012-16	CHANGE
3	Cost to the Student: Net Tuition & Fees per 120 Credit Hours	\$13,540	\$13,170	-2.7%
		2009-15	2010-16	CHANGE
4	Six-Year Graduation Rate for First-time-in-College (FTIC) Students	67.75%	66.3%	-1.5%
		2014-15	2015-16	CHANGE
5	Academic Progress Rate	85.05%	86.14%	1.1%
		2014-15	2015-16	CHANGE
6	Bachelor's Degrees Awarded within Programs of Strategic Emphasis	54.59%	58.99%	4.4%
		FALL 2014	FALL 2015	CHANGE
7	University Access Rate	43.01%	41.21%	-1.8%
		2014-15	2015-16	CHANGE
8	Graduate Degrees Awarded within Programs of Strategic Emphasis	72.67%	74.60%	1.9%
		2014-15	2015-16	CHANGE
9	<i>Board of Governors Choice Metric:</i> Bachelor's Degrees Without Excess Hours	65.77%	75.58%	9.8%
		FALL 2013	FALL 2014	CHANGE
10	<i>Board of Trustees Choice Metric:</i> Number of post-doctoral appointees	321	300	-6.5%



Key Achievements (2015 –2016)

STUDENT AWARDS/ACHIEVEMENTS

1. The USF System was home to 50 national scholarship winners and fellowship student awardees during the 2015-16 academic year including Boren, Fulbright, Gilman, and Goldwater.
2. USFSM welcomed its first Fulbright scholar, Nefike Gunden, a master's student in Hospitality and Tourism Management.
3. Research on the impact of climate change led USFSP graduate student Adam Flanery to Cameroon on a 20-day trip to collect thesis data on the forest communities in the country's southwest region.

FACULTY AWARDS/ACHIEVEMENTS

1. Dr. Kathy Black, Professor of Social Work at USFSM, was named the director of Age-Friendly Sarasota and addressed a committee of the World Health Organization in Geneva, Switzerland, through a presentation about the multi-partner initiative to make Sarasota County friendlier for people across their lifespans.
2. Drs. Kathryn and John Arthur of USFSP made an anthropological discovery of an ancient skeleton in the highlands of Ethiopia and it was confirmed by scientists at Cambridge University to contain the world's first, complete African genome – news that was covered by *Science*, the National Science Foundation and *The New York Times*, among other publications.
3. USF Tampa microbiologist Dr. Lindsey N. Shaw and USF chemistry professor Dr. Bill Baker discovered an Antarctic Sponge Extract that can help kill MRSA.

PROGRAM AWARDS/ACHIEVEMENTS

1. USF was ranked #1 Best College for Veterans by Military Times (2016), up from #2 in 2015's rankings.
2. Using data reported by the National Center for Education Statistics (NCES), AffordableSchools.net ranked USFSP in its "25 Most Exclusive Public Bachelor's College by Admission Rate", alongside the U.S. Naval Academy, the University of California Berkeley and the University of North Carolina at Chapel Hill.
3. USFSM opened a Student Veteran Success Center supported by an anonymous \$50,000 donation.

RESEARCH AWARDS/ACHIEVEMENTS

1. Dr. James McHale, director of the USFSP Family Study Center, and his team were awarded a \$2.9 million grant from the National Institutes of Health (NIH) to examine the role of co-parenting and family group dynamics.
2. USF ranks 9th in the nation among public universities and 21st worldwide for granted U.S. patents among all universities according to the Intellectual Property Owners Association/NAI. In 2015/16 USF registered 105 new patents, 133 licenses/options, and nine new startups.
3. Dr. Fawn Ngo, Associate Professor of Criminology, USFSM, was named editor of a criminologist journal.

INSTITUTIONAL AWARDS/ACHIEVEMENTS

1. USFSP marked the mid-point of construction (topping-out) of the Kate Tiedemann College of Business with a \$1 million gift from businesswoman Ellen Cotton, followed closely by a \$5 million gift from former Raymond James executive Lynn Pippenger.
2. USF Tampa was designated as a Florida Emerging Preeminent Research University in June 2016.



Narrative

Limit narrative to one page per section (a 9pg max). Arial 11 point font.

Teaching and Learning

STRENGTHEN QUALITY AND REPUTATION OF ACADEMIC PROGRAMS AND UNIVERSITIES

USF Tampa continues to strengthen the quality and reputation of our programs – evidenced by the record setting fall FTIC student profile. With SAT scores of 1226/HS and an average GPA of 4.08, this is the highest achieving freshman class in USF history.

To better serve the higher education needs of our surrounding communities USFSM established a College of Science & Mathematics (CSM), realigning four colleges and strengthening the quality of academic programs. Additionally, the new College of Liberal Arts & Social Sciences includes three distinct areas: a School of Education, a Department of Liberal Arts, and a Department of Social Sciences. The combination of these three departments will provide hands-on research and learning opportunities at the undergraduate and graduate levels.

The department of Journalism and Media Studies at USFSP received accreditation for its new Digital Journalism and Design Program by The Accrediting Council on Education in Journalism and Mass Communication (ACEJMC), making it one of fewer than 10 programs nationally to have the accreditation. At the same time, ACEJMC re-accredited the existing bachelor's and traditional master's degrees.

INCREASE DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

The USF System is highly ranked in the SUS for employment, with nearly 78 percent of undergraduates employed (full-time) or enrolled one year after graduation. USF System is also a leader in median wages at \$38,000.

In November 2015, USFSP opened a new Military Veterans Success Center, serving an estimated 300 student veterans, active military and dependents.

At USFSM students are benefitting from a new personal system of advising that includes a “Career Success Map” and teams of professionals to guide them during their education, assist with job choices, and help as they transition toward meaningful new careers. This career-centric approach to student advising showcases the commitment to high levels of excellence and career preparedness that is part of the fabric of all institutions throughout the USF System.

INCREASE THE NUMBER OF DEGREES AWARDED IN S.T.E.M. AND OTHER PROGRAMS OF STRATEGIC EMPHASIS

USF System continues to be a leader in the state for degrees awarded in Areas of Strategic Emphasis, with 59 percent of the USF System's undergraduate degrees and 74 percent of our graduate degrees awarded in areas of strategic emphasis, including 40 percent in STEM in 2015-16.

In spring 2016, the USFSM College of Science and Mathematics (CSM) and USF Tampa's College of Engineering partnered to develop a 2+2 pathway for aspiring engineering students, while, USFSP added new concentrations in Healthcare and Business Analytics to their highly ranked MBA program.



Narrative

Scholarship, Research, and Innovation

STRENGTHEN QUALITY AND REPUTATION OF SCHOLARSHIP, RESEARCH, AND INNOVATION

USF Tampa is classified by the Carnegie Foundation for Advancement of Teaching in the Doctoral Universities: Highest Research Activity category, a distinction shared by only 2.5 percent of all universities.

In order to assist in the identification, securing and administering of the scholarly, research, and innovation initiatives USFSM has hired a grant support specialist, along with the continued appointment of a research coordinator. USFSP has developed a new Minority Post-Doctoral Program to increase diversity among faculty while providing research support to current team members.

USFSP professor of Psychology, Dr. V. Mark Durand, was elected President of the American Psychological Association's Division 33. This division focuses on Intellectual and Developmental Disabilities/Autism Spectrum Disorder (ASD).

INCREASE RESEARCH AND COMMERCIALIZATION ACTIVITY

As a leading metropolitan research university in the State of Florida, USF is dedicated to high-impact research and innovation. A commitment realized in the USF Tampa Bay Technology Incubator which is home to over 60 companies with \$73.2M in funding, \$37.1M in sales, and 230 jobs created. Additionally, the USF Innovation Enterprise infuses \$400 Million yearly into Florida's economy.

Further affirming our dedication; is the USFSP Geo-Spatial Analytics Lab, under the leadership of Dr. Barnali Dixon, which was commissioned to provide a complete analysis of vegetation and habitat change within the Seminole Tribe reservation of Florida from 1940 to 2014, using GIS and remote sensing techniques.

While USFSM formed a consortium with New College of Florida Manatee-Sarasota, Ringling College of Art and Design, and Eckerd College. This newly formed Consortium of Colleges on the Creative Coast (C4) is pursuing opportunities to collaboratively increase research and commercialization.

INCREASE COLLABORATION AND EXTERNAL SUPPORT FOR RESEARCH ACTIVITY

The College of Business at USFSM engaged with local businesses, and non-profits to allow their students the opportunity for hands-on research and valuable experience. From marketing studies to the development of business plans, students work side-by-side with the businesses to fill the needs of the community while also developing connections with the community, and experience they can add to their resumes.

James McHale, director of the USFSP Family Study Center, was funded for \$395,680 by the Juvenile Welfare Board of Pinellas County to support the work of infant family mental health. McHale also received approximately \$40,000 from Pinellas County to support the efforts.

With seven teams selected, USF Tampa ranked 1st in Florida (and 3rd in the nation behind the University of Michigan and Georgia Tech), in the National Science Foundation's (NSF) I-Corps program which translates technology into commercial products.



Narrative

Community and Business Engagement

STRENGTHEN QUALITY AND REPUTATION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT

USFSM established an Office of Community Engagement to cultivate strategic partnerships throughout the region including government entities, schools, non-profits, service clubs, local businesses, and community organizations.

Working closely with the City of St. Petersburg, USFSP's Sustainability Office created a Climate Action Plan, pledging to reduce baseline Greenhouse Gas emissions by 50 percent by 2035 and to achieve carbon neutrality by 2050.

USF Tampa has been recognized as a "Top Producer" of Peace Corps Volunteers, ranking 16th in the Nation (among universities larger than 15K) for Peace Corps Volunteers in 2016.

INCREASE LEVELS OF COMMUNITY AND BUSINESS ENGAGEMENT

The Florida Legislature named the Center for Partnerships for Arts-Integrated Teaching (PAInT) at USFSM as a state-wide Center in Florida. PAInT partners with the Circus Arts Conservatory, a 501c3 located in Sarasota and currently serves approximately 4,000 students and continues to strengthen STEM education.

USF Tampa has established the largest P3 (public, private partnership) in the history of the SUS, by announcing the construction of The Village, a new student housing project on the USF campus. This district will be home to over 2,000 students, recreation facilities, as well as a Publix grocery store.

USFSP has expanded its role in St. Petersburg's new Innovation District. Regional Chancellor Wisniewska was named President, leading District partners through a strategic planning process to include identifying opportunities for growth, a signage and way-finding program and branding.

INCREASE COMMUNITY AND BUSINESS WORKFORCE

A total of 162 employers were on the USFSP campus during 2015-2016, taking part in events, programs, and job fairs in collaboration with the Career Center, representing a 2 percent increase over 2014-15.

Continuing their efforts to ensure that graduates are well-prepared for the workforce, USF Tampa implemented new programs such as; Suit-A-Bull, a free suit rental service for students, Handshake a career services platform that allows students and employers to connect seamlessly and Revature, a leading technology talent development company, that provides online Coding programs to all USF System students and alumni.

USFSM leverages community partnerships to bridge the gap between the classroom and the workforce. As an example, the ongoing collaboration between Mote Marine Laboratory, a world-renowned aquarium and research center, and the USF Sarasota-Manatee Biology program focuses on the discovery process and a learning environment that engages students outside of the classroom.



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Section 1 – Financial Resources

TABLE 1A. University Education and General Revenues

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Estimates	2016-17 Estimates
MAIN OPERATIONS					
Recurring State Funds	\$230,779,497	\$248,172,676	\$276,107,424	\$269,856,524	\$276,143,999
Non-Recurring State Funds	-\$48,242,853	\$4,203,604	\$2,066,536	\$24,966,845	\$34,808,363
Tuition	\$141,487,748	\$148,736,779	\$156,109,761	\$164,385,077	\$178,059,907
Tuition Differential Fee	\$33,908,713	\$33,418,653	\$33,242,501	\$34,039,814	\$34,440,300
Misc. Fees & Fines	\$2,810,903	\$2,969,679	\$3,698,982	\$4,558,890	\$4,513,532
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$360,744,008	\$437,501,391	\$471,225,204	\$497,807,150	\$527,966,101
HEALTH SCIENCE CENTER / MEDICAL SCHOOL					
Recurring State Funds	\$65,793,008	\$71,529,136	\$72,577,386	\$72,910,072	\$74,243,025
Non-Recurring State Funds	\$0	\$1,409,562	\$2,100,000	\$1,000,000	\$250,000
Tuition	\$48,203,644	\$51,733,993	\$47,109,158	\$51,663,328	\$61,002,027
Tuition Differential Fee	\$2,956,633	\$3,248,580	\$3,339,071	\$3,282,304	\$3,288,193
Misc. Fees & Fines	\$41,978	\$83,414	\$107,281	\$389,424	\$407,400
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$116,995,263	\$128,004,685	\$125,232,896	\$129,245,128	\$139,190,645
TOTAL	\$477,739,271	\$565,506,076	\$596,458,100	\$627,052,278	\$667,156,746

Recurring State Funds: include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums for the estimated year. This does not include technical adjustments or transfers made by universities after the appropriation. Please note: 2013-14 revenues include the non-recurring \$300M system budget reduction. *Sources: SUS Final Amendment Packages were used for actual years; and, the latest SUS University Conference Report and various workpapers were used for the estimated year.* **Non-Recurring State Funds:** include general revenue and lottery education & general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. *Source: non-recurring appropriations section of the annual Allocation Summary and Workpapers that include all other non-recurring budget amendments allocated later in the fiscal year.* **Note on Performance Funding:** the State investment piece of performance funding is reported in the 'Non-Recurring State Funds' and the Institutional investment piece is reported within 'Recurring State Funds'. **Tuition:** Actual resident & non-resident tuition revenues collected from students, net of fee waivers. *Source: Operating Budget, Report 625 – Schedule I-A.* **Tuition Differential Fee:** Actual tuition differential revenues collected from undergraduate students. *Source: Operating Budget, Report 625 – Schedule I-A.* **Miscellaneous Fees & Fines:** Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees. *Source: Operating Budget, Report 625 – Schedule I-A.* **Phosphate/Other Trust Fund:** State appropriation for the Florida Industrial and Phosphate Research Institute at the University of South Florida (for history years through 2012-13); beginning 2013-14 the Phosphate Research Trust Fund is appropriated through Florida Polytechnic University. Other Operating Trust Funds. For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Funds and Operations & Maintenance Trust Fund are provided by the University of Florida. *Source: Final Amendment Package. This data is not adjusted for inflation.*

Annual Accountability Report
2015-2016



UNIVERSITY OF SOUTH FLORIDA-SYSTEM

DRAFT – PENDING BOT APPROVAL
Submitted to the BOG, 2/27/2017

Section 1 – Financial Resources *(continued)*

TABLE 1B. University Education and General Expenditures *(Dollars in Millions)*

	2011-12*	2012-13	2013-14	2014-15	2015-16
MAIN OPERATIONS					
Instruction/Research	\$237,707,579	\$287,236,489	\$291,847,040	\$306,815,335	\$327,426,088
Administration and Support	\$23,893,443	\$32,410,560	\$30,296,584	\$36,591,191	\$43,525,885
PO&M	\$35,141,676	\$41,615,990	\$39,965,797	\$44,188,957	\$52,794,254
Student Services	\$18,207,622	\$16,781,322	\$12,004,895	\$26,773,012	\$28,949,026
Library/Audio Visual	\$13,297,996	\$10,411,967	\$14,004,521	\$14,235,047	\$14,978,164
Other	\$6,470,660	\$6,957,842	\$5,869,392	\$7,862,423	\$8,531,424
SUBTOTAL	\$334,718,976	\$395,414,170	\$393,988,229	\$436,465,965	\$476,204,841
HEALTH SCIENCE CENTER / MEDICAL SCHOOL					
Instruction/Research	\$76,382,108	\$95,673,445	\$102,295,643	\$116,949,551	\$116,505,565
Administration and Support	\$5,076,837	\$8,132,708	\$6,263,326	\$7,116,200	\$6,317,189
PO&M	\$1,800,847	\$7,019,397	\$7,391,135	\$11,558,700	\$6,893,395
Library/Audio Visual	\$3,043,160	\$2,921,295	\$2,587,261	\$2,961,575	\$2,818,268
Teaching Hospital & Clinics	\$0	\$0	\$0	\$0	\$0
Student Services, and Other	\$0	\$0	\$0	\$4,686	\$533,836
SUBTOTAL	\$86,302,952	\$113,746,845	\$118,537,365	\$138,590,712	\$133,068,253
TOTAL	\$374,342,907	\$509,161,015	\$512,525,594	\$575,056,677	\$609,273,094

The table reports actual expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (e.g., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (e.g., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Note*: FY 2012-2013 reflects a change in reporting expenditures from prior years due to the new carry-forward reporting requirement as reflected in the 2013-2014 SUS Operating Budget Reports. Since these expenditures will now include carry-forward expenditures, these data are no longer comparable to the current-year revenues reported in table 1A, or prior year expenditures in table 1B. *This data is not adjusted for inflation.*

Instruction & Research: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectiveness; individual or project research; academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **Administration & Support Services:** Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **PO&M:** Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification. **Student Services:** Includes resources related to physical, psychological, and social well-being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. **Other:** includes Institutes and Research Centers, Radio/TV, Museums and Galleries, Intercollegiate Athletics, Academic Infrastructure Support Organizations. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).

Section 1 – Financial Resources *(continued)*

TABLE 1C. Funding per Full-Time Equivalent (FTE) Student

	2011-12	2012-13	2013-14	2014-15	2015-16
State Appropriation <i>(GR & Lottery)</i>	\$6,555	\$4,986	\$7,055	\$7,834	\$8,135
Tuition & Fees <i>(State-funded Aid)</i>	\$1,128	\$1,112	\$1,113	\$1,000	\$898
Tuition & Fees <i>(from Student)</i>	\$3,256	\$3,756	\$4,062	\$4,437	\$4,703
Other Trust Funds	\$199	\$0	\$0	\$0	\$0
TOTAL	\$11,138	\$9,854	\$12,230	\$13,271	\$13,736

Notes: **State Appropriations** includes General Revenues and Lottery funds that are directly appropriated to the university as reported in Final Amendment Package. This does not include appropriations for special units (e.g., IFAS, Health Science Centers, and Medical Schools). **Tuition and Fee** revenues include tuition and tuition differential fee and E&G fees (e.g., application, late registration, and library fees/fines) as reported on the from the Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003). To more accurately report the full contribution from the State, this table reports the state-funded financial aid separately from the tuition and fee payments universities receive from students (which may include federal financial aid dollars). The state-funded gift aid includes grants and scholarships as reported by universities to Board during the academic year in the State University Database (SUDS). **Other Trust funds** (e.g., Federal Stimulus for 2009-10 and 2010-11 only) as reported in Final Amendment Package. **Full-time Equivalent enrollment** is based on actual FTE, not funded FTE; and, does not include Health-Science Center funds or FTE. This data is based on the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates. *This data is not adjusted for inflation.*

TABLE 1D. Cost per Bachelor's Degree

	2008-12	2009-13	2010-14	2011-15	2012-16
Cost to the Institution	\$23,280	\$24,340	\$25,490	\$26,990	\$29,220
[NEW]	2011-12	2012-13	2013-14	2014-15	2015-16
Net Tuition & Fees per 120 Credit Hours	.	.	\$14,490	\$13,540	\$13,170

Notes: **Cost to the Institution** reports the Full expenditures include direct instructional, research and public service expenditures and the undergraduate portion of indirect expenditures (e.g., academic administration, academic advising, student services, libraries, university support, and Plant Operations and Maintenance). For each year, the full expenditures were divided by undergraduate fundable student credit hours to calculate the full expenditures per credit hour, and then multiplied by 30 credit hours to represent the annual undergraduate expenditures. The annual undergraduate expenditures for each of the four years was summed to provide an average undergraduate expenditures per (120 credit) degree. **Source:** State University Database System (SUDS), Expenditure Analysis: Report IV. **Net Tuition & Fees per 120 Credit Hours** represents the average tuition and fees paid, after considering gift aid (e.g., grants, scholarships, waivers), by resident undergraduate FTICs who graduate from a program that requires 120 credit hours. This data includes an approximation for the cost of books. For more information about how this metric is calculated please see the methodology document at the Board's webpage, at: http://www.flbog.edu/about/budget/performance_funding.php. *This data is not adjusted for inflation.*



Section 1 – Financial Resources (continued)

TABLE 1E. University Other Budget Entities (Dollars in Millions)

	2011-12	2012-13	2013-14	2014-15	2015-16
Auxiliary Enterprises					
Revenues	\$166,196,465	\$179,066,877	\$183,113,399	\$204,184,437	\$212,151,945
Expenditures	\$136,665,180	\$145,862,330	\$155,430,500	\$174,301,754	\$179,301,182
Contracts & Grants					
Revenues	\$253,155,100	\$277,146,064	\$280,938,042	\$281,293,065	\$310,861,310
Expenditures	\$309,631,943	\$309,533,722	\$322,685,124	\$335,670,724	\$366,958,129
Local Funds					
Revenues	\$445,195,358	\$447,961,430	\$452,561,412	\$434,954,904	\$431,958,738
Expenditures	\$444,874,604	\$451,386,947	\$456,000,627	\$435,058,108	\$436,513,886
Faculty Practice Plans					
Revenues	\$194,997,543	\$199,933,005	\$212,976,074	\$229,157,514	\$237,163,547
Expenditures	\$196,288,464	\$198,051,785	\$126,205,106	\$229,678,555	\$246,116,367

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. **Auxiliary Enterprises** are self-supported through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. **Contract & Grants** resources are received from federal, state or private sources for the purposes of conducting research and public service activities. **Local Funds** are associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee. **Faculty Practice Plan** revenues/receipts are funds generated from faculty practice plan activities. Faculty Practice Plan expenditures include all expenditures relating to the faculty practice plans, including transfers between other funds and/or entities. This may result in double counting in information presented within the annual report. Source: Operating Budget, Report 615. *This data is not adjusted for inflation.*

TABLE 1F. Voluntary Support of Higher Education

	2011-12	2012-13	2013-14	2014-15	2015-16
Endowment Value (\$1000s)	\$334,100	\$363,924	\$417,335	\$417,415	\$395,324
Gifts Received (\$1000s)	\$43,600	\$36,520	\$37,419	\$59,903	\$45,583
Percentage of Alumni Donors	9.9%	9.4%	8.9%	8.6%	11.3%

Notes: **Endowment value** at the end of the fiscal year, as reported in the annual NACUBO Endowment Study. **Gifts Received** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS. **Percentage of Alumni Donors** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details," this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year. "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree. *This data is not adjusted for inflation.*



Section 2 – Personnel

TABLE 2A. Personnel Headcount (in Fall term only)

	2011	2012	2013	2014	2015
Full-time Employees					
Tenured Faculty	755	733	790	785	803
Tenure-track Faculty	387	375	335	329	331
Non-Tenure Track Faculty	501	521	922	695	820
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	0	0	0	0	0
Non-Instructional Employees	4,403	4,281	5,158	5,307	5,758
FULL-TIME SUBTOTAL	6,046	5,910	7,205	7,116	7,712
Part-time Employees					
Tenured Faculty	47	56	26	39	32
Tenure-track Faculty	21	19	13	18	9
Non-Tenure Track Faculty	381	728	781	761	771
Instructors Without Faculty Status	0	0	0	0	1
Graduate Assistants/Associates	2,059	2,026	2,096	2,068	2,118
Non-Instructional Employees	211	778	82	73	62
PART-TIME SUBTOTAL	2,719	3,607	2,998	2,959	2,993
TOTAL	8,765	9,517	10,203	10,075	10,705

Note: This table is based on the annual IPEDS Human Resources Survey, and provides full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity. **Tenured and Tenure-Track Faculty** include those categorized within instruction, research, or public service. **Non-Tenure Track Faculty** includes adjunct faculty (on annual and less than annual contracts) and faculty on multi-year contracts categorized within instruction, research, or public service. **Instructors Without Faculty Status** includes postdoctoral research associates, and individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility categorized within instruction, research, or public service. **Non-Instructional Employees** includes all executive, administrative and managerial positions regardless of faculty status; as well as, other support and service positions regardless of faculty status. Note: The universities vary on how they classify adjuncts (some include them as non-tenure track faculty while others do not consider them faculty and report them as instructors without faculty status) and part-time non-instructional employees.



Section 3 – Enrollment

TABLE 3A. Headcount Enrollment by Student Type and Level [REVISED]

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
TOTAL	47,362	47,854	48,330	48,578	48,984
UNDERGRADUATE					
FTIC (Regular Admit)	17,043	16,930	17,062	17,176	17,499
FTIC (Profile Admit)	196	173	155	202	205
FCS AA Transfers	9,284	9,498	9,416	9,172	9,108
Other AA Transfers	1,769	1,712	1,640	1,565	1,495
Post-Baccalaureates	0	0	0	1,110	1,025
Other Undergraduates	7,472	7,845	7,739	6,583	6,658
Subtotal	35,764	36,158	36,012	35,808	35,990
GRADUATE					
Master's	6,395	6,481	6,806	6,950	7,160
Research Doctoral	2,362	2,336	2,294	2,226	2,229
Professional Doctoral	676	905	1,235	1,379	1,309
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	502	549	620	658	699
<i>Nursing Practice</i>	27	30	43	89	129
<i>Pharmacy</i>	53	119	225	322	348
<i>Physical Therapist</i>	94	207	347	310	133
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other</i>	0	0	0	0	0
Subtotal	9,433	9,722	10,335	10,555	10,698
UNCLASSIFIED					
HS Dual Enrolled	0	0	42	14	24
Other	2,165	1,974	1,941	2,201	2,272
Subtotal	2,165	1,974	1,983	2,215	2,296

Note: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The methodology for this table was revised at the June 2017 Data Administrator Workshop. The change improves how post-baccalaureate undergraduate students are counted.

**Section 3 – Enrollment** *(continued)***TABLE 3B. Full-Time Equivalent (FTE) Enrollment [REVISED]**

	2011-12	2012-13	2013-14	2014-15	2015-16
RESIDENT FUNDABLE					
LOWER	12,394	12,174	11,880	11,630	11,744
UPPER	19,512	19,609	18,973	18,653	18,538
MASTERS (GRAD I)	4,747	4,663	4,644	4,576	4,445
DOCTORAL (GRAD II)	1,308	1,285	1,261	1,261	1,161
TOTAL	37,961	37,730	36,758	36,120	35,888
NON-RESIDENT FUNDABLE					
LOWER	672	845	1,028	1,181	1,419
UPPER	675	786	955	1,175	1,455
MASTERS (GRAD I)	723	857	1,078	1,226	1,477
DOCTORAL (GRAD II)	772	843	852	877	925
TOTAL	2,842	3,330	3,913	4,459	5,276
TOTAL FUNDABLE					
LOWER	13,066	13,018	12,907	12,812	13,163
UPPER	20,187	20,395	19,928	19,828	19,993
MASTERS (GRAD I)	5,470	5,520	5,722	5,802	5,922
DOCTORAL (GRAD II)	2,080	2,128	2,113	2,138	2,085
TOTAL	40,803	41,060	40,671	40,580	41,163
TOTAL NON-FUNDABLE					
LOWER	418	473	536	607	632
UPPER	422	396	471	434	430
MASTERS (GRAD I)	250	314	441	594	630
DOCTORAL (GRAD II)	6	7	5	21	49
TOTAL	1,097	1,189	1,454	1,656	1,742
TOTAL					
LOWER	13,484	13,491	13,443	13,419	13,795
UPPER	20,609	20,790	20,400	20,262	20,423
MASTERS (GRAD I)	5,720	5,833	6,164	6,396	6,553
DOCTORAL (GRAD II)	2,086	2,135	2,118	2,159	2,134
TOTAL	41,899	42,250	42,125	42,236	42,905

Notes: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll by course level. Note about Revision: This table now reports FTE based on the US definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Courses are reported by Universities to the Board of Governors in the Student Instruction File (SIF) as either fundable or non-fundable. In general, student credit hours are considered 'fundable' if they can be applied to a degree, and the associated faculty was paid from State appropriations. Totals are actual and may not equal the sum of reported student levels due to rounding of student level FTE. Total FTE are equal in tables 3B and 3C.

Section 3 – Enrollment *(continued)*

TABLE 3C. Full-Time Equivalent (FTE) Enrollment by Instructional Method

[REVISED]	2011-12	2012-13	2013-14	2014-15	2015-16
TRADITIONAL					
LOWER	11,229	11,279	11,447	10,961	11,039
UPPER	14,934	14,528	13,949	13,452	13,501
MASTERS (GRAD I)	4,007	3,973	4,226	4,292	4,560
DOCTORAL (GRAD II)	1,996	2,033	1,997	2,008	1,950
TOTAL	32,166	31,813	31,619	30,714	31,050
DISTANCE LEARNING					
LOWER	2,189	2,079	1,904	2,362	2,739
UPPER	5,186	5,725	5,963	6,383	6,703
MASTERS (GRAD I)	1,509	1,656	1,717	1,920	1,960
DOCTORAL (GRAD II)	84	91	108	130	149
TOTAL	8,968	9,551	9,693	10,796	11,550
HYBRID					
LOWER	66	133	92	95	18
UPPER	488	537	488	427	219
MASTERS (GRAD I)	205	205	221	184	34
DOCTORAL (GRAD II)	6	10	13	20	35
TOTAL	765	885	813	726	305
TOTAL					
LOWER	13,484	13,491	13,443	13,419	13,795
UPPER	20,609	20,790	20,400	20,262	20,423
MASTERS (GRAD I)	5,720	5,834	6,164	6,396	6,553
DOCTORAL (GRAD II)	2,086	2,135	2,118	2,159	2,134
TOTAL	41,899	42,250	42,125	42,236	42,905

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. Note about Revision: FTE is now based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. This data includes all instructional activity regardless of funding category.

Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). In the future, this table will be able to split these FTE into two subgroups: 100% DL and 80-99% DL. **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to instruction that occurs primarily in the classroom. This designation is defined as 'less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) - per SUDS data element 2052. Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE.

**Section 3 – Enrollment** *(continued)***TABLE 3D. Headcount Enrollment by Military Status and Student Level**

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
MILITARY					
Unclassified	36	27	29	31	23
Undergraduate	933	1,014	1,025	1,079	1,149
Master's (GRAD 1)	153	178	187	189	228
Doctoral (GRAD 2)	26	27	18	23	22
Subtotal	1,148	1,246	1,259	1,322	1,422
DEPENDENTS					
Unclassified	1	5	1	2	4
Undergraduate	174	190	198	199	200
Master's (GRAD 1)	14	15	20	16	14
Doctoral (GRAD 2)		1	1	0	1
Subtotal	189	211	220	217	219
NON-MILITARY					
Unclassified	2,128	1,942	1,953	2,182	2,269
Undergraduate	34,657	34,954	34,789	34,530	34,641
Master's (GRAD 1)	6,755	6,937	7,434	7,712	7,930
Doctoral (GRAD 2)	2,485	2,564	2,660	2,615	2,503
Subtotal	46,025	46,397	46,836	47,039	47,343
TOTAL	47,362	47,854	48,315	48,578	48,984

Note: This table provides trend data on the number of students enrolled based on their military status. **Military** includes students who were classified as Active Duty, Veterans, National Guard, or Reservist.. **Eligible Dependents** includes students who were classified as eligible dependents (dependents who received veteran's benefits). **Non-Military** includes all other students.

TABLE 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Pell Grant Recipients	14,818	14,884	14,754	14,371	13,743
Percent with Pell Grant	42.1%	42.0%	42.1%	43.0%	41.2%

Note: This table reports the University's Access Rate, which is a measure of the percentage of undergraduate students who have received a federal Pell grant award during a given Fall term. The top row reports the number of students who received a Pell Grant award - this count excluded Non-Resident Aliens (NRA). The bottom row provides the percentage of eligible students that received a Pell Grant award. The denominator is based on students who had a record in the courses taken table during the term - and, excludes NRA, Post-Baccs (student type=P or S), and Fee_Class_Kind='I'. This metric is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.



Section 4 – Undergraduate Education

TABLE 4A. Baccalaureate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs					
World Languages and Cultures (Tampa)	16.0101	Bachelors	3/3/2016	2016 FALL	
Terminated Programs					
Classics (Tampa)	16.1200	Bachelors	3/3/2016	2016 FALL	
American Studies (Tampa)	05.0102	Bachelors	12/3/2015	2016 FALL	
Foreign Languages Teacher Ed (Tampa)	13.1306	Bachelors	12/3/2015	2016 SPRING	
French (Tampa)	16.0901	Bachelors	3/3/2016	2016 FALL	
German (Tampa)	16.0501	Bachelors	3/3/2016	2016 FALL	
Information Sciences & Studies (Tampa)	11.0401	Bachelors	6/4/2015	2015 FALL	
Italian (Tampa)	16.0902	Bachelors	3/3/2016	2016 FALL	
Russian (Tampa)	16.0402	Bachelors	3/3/2016	2016 FALL	
Spanish (Tampa)	16.0905	Bachelors	3/3/2016	2016 FALL	
Exceptional Student Education (Sarasota-Manatee)	13.1001	Bachelors	6/4/2015	2015 FALL	
English Teacher Education (St. Petersburg)	13.1305	Bachelors	6/4/2015	2015 FALL	
Programs Suspended for New Enrollments					
None					
New Programs Considered By University But Not Approved					
None					

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory. **Programs Suspended for New Enrollments** are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.



Section 4 – Undergraduate Education *(continued)*

TABLE 4B. Full-time, First-Time-in-College (FTIC) Retention Rates

Retained in the Second Fall Term at Same University

	2011-12	2012-13	2013-14	2014-15	2015-16
<i>Cohort Size</i>	4,027	4,508	4,490	4,650	4,783
% Retained with Any GPA	86%	87%	87%	88%	89%
% Retained with GPA 2.0 or higher	83.8%	84.5%	85.3%	85.1%	86.1%

Notes: **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Retained with Any GPA** is based on student enrollment in the Fall term following their first year. **Percent Retained with GPA Above 2.0** is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts. The 'Percent Retained with GPA Above 2.0' is also known as the 'Academic Progress Rate' and is included in the Board of Governors Performance Based Funding Model – for more information see:

http://www.flbog.edu/about/budget/performance_funding.php.

TABLE 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates

Term of Entry	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	4,271	3,980	4,259	4,241	4,928
% Graduated	57%	64%	67%	68%	66%
% Still Enrolled	9%	7%	6%	5%	4%
% Success Rate	66%	71%	72%	73%	70%

Notes: **Cohorts** are based on FTIC undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Graduated** reports the percent of FTICs who graduated from the same institution within six years. This metric does not include students who enrolled as part-time students (in their first year), or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). **Success Rate** measures the percentage of an initial cohort of students who have either graduated or are still enrolled at the same university. This data should match the IPEDS Graduation Rate Survey data that is due in late February.

Section 4 – Undergraduate Education *(continued)*

TABLE 4D. Graduation Rates for First-Time-in-College (FTIC) Students

(includes Full- and Part-time students)

4 – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	4,259	4,241	4,928	4,027	4,508
Same University	38%	42%	43%	48%	51%
Other University in SUS	1%	2%	2%	2%	2%
Total from System	39%	43%	45%	51%	53%

6 – Year Rates	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	4,468	4,181	4,436	4,326	4,976
Same University	56.5%	63.2%	66.1%	67.8%	66.3%
Other University in SUS	4%	3%	4%	4%	5%
Total from System	60%	67%	70%	72%	71%

Notes: **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned after high school graduation. The initial cohorts can be revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. FTIC students who are enrolled in advanced graduate degree programs that do not award a Bachelor's degree are removed from the cohorts.

Graduates are students in the cohort who have graduated by the summer term in their fourth or sixth year. Degree data often includes 'late degrees' which are degrees that were awarded in a previous term, but reported to SUDS later; so, the most recent year of data in this table only provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-February will be reflected in the following year.

Same University provides graduation rates for students in the cohort who graduated from the same institution.

Other University in SUS provides graduation rates for students in the cohort who graduated from a different State University System of Florida institution. These data do not report students in the cohort who did not graduate from the SUS, but did graduate from another institution outside the State University System of Florida.

The six-year graduation rate from the same university is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.

**Section 4 – Undergraduate Education** *(continued)***TABLE 4E. Graduation Rates for AA Transfer Students from Florida College System**

Two – Year Rates	2010-12	2011-13	2012-14	2013-15	2014-16
<i>Cohort Size</i>	2,484	2,609	2,527	2,558	2,558
Same University	28%	28%	29%	28%	30%

Four – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	2,536	2,333	2,484	2,609	2,527
Same University	66%	69%	67%	67%	68%

Notes: AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. For comparability with FTIC cohorts, AA Transfer cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within two or four years.

TABLE 4F. Graduation Rates for Other Transfer Students

5 – Year Rates	2007-12	2008-13	2009-14	2010-15	2011-16
<i>Cohort Size</i>	2,842	2,257	2,654	2,502	2,675
Same University	60%	65%	63%	65%	66%

Notes: Other Transfer Students includes undergraduate students that transfer into a university who are not FTICs or AA Transfers. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within five years.

Section 4 – Undergraduate Education *(continued)*

TABLE 4G. Baccalaureate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	8,827	8,999	9,390	9,290	9,222
Second Majors	210	198	213	194	162
TOTAL	9,037	9,197	9,603	9,484	9,384

Note: This table reports the number of degrees awarded by academic year. **First Majors** include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between “dual degrees” and “dual majors.” Also included in first majors are “dual degrees” which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a “degree fraction” of 1.0. **Second Majors** include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution’s criteria. The calculation for the number of second majors rounds each degree CIP’s fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline.

TABLE 4H. Baccalaureate Degrees in Programs of Strategic Emphasis (PSE)

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	1,897	2,071	2,064	2,055	2,212
HEALTH	708	895	1,158	1,596	1,727
GLOBALIZATION	284	249	289	268	276
EDUCATION	689	643	641	475	487
GAP ANALYSIS	787	699	747	783	834
SUBTOTAL	4,365	4,557	4,899	5,177	5,536
PSE PERCENT OF TOTAL	48.3%	49.6%	51.0%	54.6%	59.0%

Notes: This is a count of baccalaureate majors for specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of baccalaureate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

**Section 4 – Undergraduate Education** *(continued)***TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups**

	2011-12	2012-13	2013-14	2014-15	2015-16
Non-Hispanic Black					
Number of Degrees	916	972	945	977	979
Percentage of Degrees	11%	11%	10%	11%	11%
Hispanic					
Number of Degrees	1,390	1,433	1,645	1,728	1,777
Percentage of Degrees	16%	16%	18%	19%	20%
Pell-Grant Recipients					
Number of Degrees	4,371	4,724	5,047	5,014	4,859
Percentage of Degrees	50%	53%	55%	55%	54%

Note: **Non-Hispanic Black** and **Hispanic** do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.

Pell-Grant recipients are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation - excluding those awarded to non-resident aliens, who are only eligible for Pell grants in special circumstances. Percentage of Degrees is based on the number of baccalaureate degrees awarded to Pell recipients, as shown above, divided by the total degrees awarded - excluding those awarded to non-resident aliens.

Notes on Trends: In 2007, the US Department of Education re-classified the taxonomy for self-reported race/ethnicity categories and allowed universities a two-year phase-in process before all institutions were required to report based on the new categories for the 2011-12 academic year. This reclassification will impact trends.

Section 4 – Undergraduate Education *(continued)*

TABLE 4J. Baccalaureate Degrees Without Excess Credit Hours

	2011-12*	2012-13	2013-14	2014-15	2015-16
FTIC	57%	54%	61%	65%	70%
AA Transfers	60%	68%	72%	74%	84%
Other Transfers	40%	52%	58%	58%	72%
TOTAL	53%	58.20%	63.87%	65.77%	75.58%

Notes: This table is based on statute 1009.286 (see [link](#)), and excludes certain types of student credits (e.g., accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours for transfer students in Florida, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). This metric is not the same as the Excess Hours Surcharge, which has multiple cohorts with varying fee rates. This table reports the percentage of baccalaureate degrees awarded within 110% of the catalog hours required for a degree based on the Board of Governors Academic Program Inventory. This calculation is based on Hours To Degree data submitted by universities to the Board of Governors which excludes those who previously earned a baccalaureate degree.

Note*: Improvements were made to data collection process beginning with 2012-13 data to better account for high school dual enrolled credits that are exempt from the excess hour calculation. Also, 2012-13 data marked a slight methodological change in how the data is calculated. Each CIP code's required number of 'catalog hours' was switched to the officially approved hours as reported within the Board of Governors' Academic Program Inventory – instead of the catalog hours reported by the university on the HTD files.

TABLE 4K. Undergraduate Course Offerings

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Number of Course Sections	3,037	3,031	2,963	2,968	2,923
Percentage of Undergraduate Course Sections by Class Size					
Fewer than 30 Students	59%	59%	58%	62%	62%
30 to 49 Students	27%	26%	28%	24%	24%
50 to 99 Students	11%	11%	10%	10%	10%
100 or More Students	3%	3%	4%	4%	4%

Notes: This data is based on Common Data Set (CDS) definitions. According to CDS, a "class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes.



Section 4 – Undergraduate Education *(continued)*

TABLE 4L. Percentage of Undergraduate Credit Hours Taught by Instructor Type

	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty	68%	66%	67%	65%	65%
Adjunct Faculty	17%	19%	18%	20%	20%
Graduate Students	15%	14%	14%	13%	12%
Other Instructors	1%	1%	1%	3%	3%

Note: The total number of undergraduate state fundable credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.

TABLE 4M. Student/Faculty Ratio

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Ratio	26	24	24	22	23

Note: This data is based on Common Data Set (CDS) definitions. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Undergraduate or graduate student teaching assistants are not counted as faculty.

TABLE 4N. Professional Licensure/Certification Exams for Undergraduates

Nursing: National Council Licensure Examination for Registered Nurses

	2011	2012	2013	2014	2015
Examinees	210	184	186	189	193
First-time Pass Rate	95%	93%	91%	86%	90%
<i>National Benchmark</i>	89%	92%	85%	85%	87%

Note: Pass rate for first-time examinees for the National Council Licensure Examination for Registered Nurses (NCLEX-RN) are based on the performance of graduates of baccalaureate nursing programs. National benchmark data is based on Jan-Dec NCLEX-RN results for first-time examinees from students in US-educated baccalaureate degree programs as published by the National Council of State Boards of Nursing.



Section 4 – Undergraduate Education *(continued)*

TABLE 40. Post-Graduation Metrics

Percent of Bachelor's Graduates Employed or Continuing their Education, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14	2014-15
Employed (\$25,000+) or Enrolled	<i>n/a</i>	<i>n/a</i>	65.3%	67.2%	69.6%
Employed (Full-time) or Enrolled	69%	70%	74%	76%	78%
<i>Percent Found</i>	91%	89%	92%	93%	93%
<i>Number of States/Districts Searched</i>	1	36	38	39	41

Notes: **Employed (Earning \$25,000+) or Enrolled** is based on the number of recent baccalaureate graduates who are either employed, and earning at least \$25,000, or continuing their education within one year after graduation. **Employed Full-Time or Enrolled** is based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education within one year after graduation. Full-time employment is based on those who earned at least as much as a full-time (40hrs a week) worker making minimum wage in Florida.

The employed data includes non-Florida data that is available from the Wage Record Interchange System 2 (known as "WRIS 2") and Federal employee data that is available from the Federal Employment Data Exchange System (FEDES) initiative. Military employment data was collected by the Board of Governors staff from university staff. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

For more information about the methodology see: http://www.flbog.edu/about/budget/performance_funding.php.

For more information about WRIS2 see: http://www.doleta.gov/performance/wris_2.cfm. For more information about FEDES see: <http://www.ubalt.edu/jfi/fedes/>.

Median Wages of Bachelor's Graduates Employed Full-time, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14*	2014-15*
5th PERCENTILE WAGE	\$17,300	\$17,900	\$18,400	18,700	19,200
25th PERCENTILE WAGE	\$25,200	\$25,500	\$26,500	27,400	28,500
MEDIAN WAGE	\$33,200	\$34,600	\$35,200	\$36,700	\$38,000
75th PERCENTILE WAGE	\$44,600	\$44,000	\$46,800	48,400	51,100
95th PERCENTILE WAGE	\$64,900	\$66,500	\$66,600	70,600	74,300
<i>Percent with FT wages</i>	53%	51%	53%	59%	60%
<i>Number of States/Districts Searched</i>	1	1	1	39	41

Notes: Wage data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned at least as much as a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number. This wage data includes graduates who were both employed and enrolled. Wages rounded to nearest hundreds. Percent with FT Wages refers to the percentage of graduates found in the dataset who earned wages above the full-time threshold.

Note*: The Board approved a change to this metric that uses wage data from all states that participate in the Wage Record Interchange System 2 (known as "WRIS 2"). This methodology change applies only to the wages for 2013-14 and 2014-15 baccalaureate recipients.



Section 5 – Graduate Education

TABLE 5A. Graduate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Date of Board of Governors Action	Comments
New Programs						
Nurse Anesthetist (Tampa)	51.3804	Masters	6/4/2015	2015 FALL		
Pharmaceutical Nanotechnology (Tampa)	51.2099	Masters	9/16/2015	2016 SPRING		
Terminated Programs						
American Studies (Tampa)	5.0102	Masters	12/3/2015	2016 FALL		
Exceptional Student Education (Sarasota-Manatee)	13.1001	Masters	6/4/2015	2015 FALL		
Programs Suspended for New Enrollments						
Journalism (Tampa)	9.0401	Masters	-	2015 FALL		
Social Work (Tampa)	44.0701	Research Doctorate	-	2016 SPRING		
New Programs Considered By University But Not Approved						
None						

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

**Section 5 – Graduate Education** *(continued)***TABLE 5B. Graduate Degrees Awarded**

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	3,159	3,209	3,401	3,773	3,918
Second majors	0	0	0	0	0
TOTAL	3,159	3,209	3,401	3,773	3,918
Masters and Specialist (1st majors)	2,742	2,761	2,855	3,172	3,214
Research Doctoral (1st majors)	271	295	330	321	314
Professional Doctoral (1st majors)	146	153	216	280	390
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	112	106	120	124	172
<i>Nursing Practice</i>	6	5	6	12	17
<i>Pharmacy</i>	0	0	0	49	53
<i>Physical Therapist</i>	28	42	90	95	148
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other Professional Doctorate</i>	0	0	0	0	0

Note: This table reports the total number of graduate level degrees that were awarded by academic year as well as the number by level. The table provides a breakout for some of the Professional Doctoral degrees.

TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	730	845	932	1,088	1,167
HEALTH	729	762	838	1,050	1,196
GLOBALIZATION	31	29	25	42	31
EDUCATION	572	493	453	455	413
GAP ANALYSIS	66	90	97	107	116
SUBTOTAL	2,128	2,219	2,345	2,742	2,923
PSE PERCENT OF TOTAL	67.36%	69.15%	68.95%	72.67%	74.60%

Notes: This is a count of graduate degrees awarded within specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of graduate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Note: The denominator used in the percentage includes second majors.

**Section 5 – Graduate Education** *(continued)***TABLE 5D. Professional Licensure Exams for Graduate Programs****Medicine: US Medical Licensing Exam - Step 1** *(for 2nd year MD students)*

	2012	2013	2014	2015	2016 Preliminary
Examinees	125	145	147	168	155
First-time Pass Rate	91%	96%	95%	97%	94%
<i>National Benchmark</i>	96%	97%	96%	96%	96%

Medicine: US Medical Licensing Exam - Step 2 Clinical Knowledge *(for 4th year MD students)*

	2011-12	2012-13	2013-14	2014-15	2015-16 Preliminary
Examinees	115	152	136	157	176
First-time Pass Rate	99%	100%	98%	97%	99%
<i>National Benchmark</i>	98%	98%	97%	95%	96%

Medicine: US Medical Licensing Exam - Step 2 Clinical Skills *(for 4th year MD students)*

	2011-12	2012-13	2013-14	2014-15	2015-16 Preliminary
Examinees	100	128	142	131	135
First-time Pass Rate	98%	99%	91%	96%	96%
<i>National Benchmark</i>	97%	98%	96%	96%	97%

Physical Therapy: National Physical Therapy Examinations

	2009-11	2010-12	2011-13	2012-14	2013-15
Examinees	96	93	92	87	98
First-time Pass Rate	87%	90%	94%	97%	95%
<i>National Benchmark</i>	89%	88%	89%	90%	91%

Note: Note on Benchmarks: The USMLE national exam pass rates, for the MD degree from US institutions, is reported online by the National Board of Medical Examiners (NBME). Three-year average pass rates for first-time examinees on the National Physical Therapy Examinations are reported, rather than annual averages, because of the relatively small cohort sizes. Due to changes in accreditation policy, the National Board for Certification in Occupational Therapy (NBCOT) examinations no longer report first-time pass rates. The reported pass rates are now 'New Graduates' pass rates and represent the ultimate pass rate, or the percentage of students who passed regardless of how many times the exam was taken. The Dental Board and Occupational Therapy exams are national standardized examinations not licensure examinations. Students who wish to practice in Florida must also take a licensure exam.



Section 6 – Research and Economic Development

TABLE 6A. Research and Development

	2010-11	2011-12	2012-13	2013-14	2014-15
R&D Expenditures					
Total (S&E and non-S&E) (\$ 1,000s)	\$400,679	\$451,259	\$467,355	\$496,575	\$494,241
Federally Funded (\$ 1,000s)	\$245,410	\$239,902	\$228,460	\$225,564	\$221,045
Percent Funded From External Sources	70%	62%	59%	60%	55%
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member	\$360,323	\$395,148	\$421,801	\$441,400	\$443,663
Technology Transfer					
Invention Disclosures	172	177	185	190	185
Licenses & Options Executed	36	52	75	91	119
Licensing Income Received (\$)	\$1,390,871	\$1,243,425	\$1,802,233	\$1,405,713	\$2,455,124
Number of Start-Up Companies	8	10	9	11	11
	2011	2012	2013	2014	2015
Utility Patents Issued	89	84	98	110	90

Notes: **R&D Expenditures** are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). **Percent Funded from External Sources** is defined as funds from federal, private industry and other sources (non-state and non-institutional funds). Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS (FGCU includes both tenured/tenure-track and non-tenure/track faculty). The fall faculty year used will align with the beginning of the fiscal year (e.g., 2007 FY R&D expenditures are divided by fall 2006 faculty). **Invention Disclosures** reports the number of disclosures made to the university's Office of Technology Commercialization to evaluate new technology – as reported on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey. **Licenses & Options Executed** that were executed in the year indicated for all technologies – as reported by AUTM. **Licensing Income Received** refers to license issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia – as reported on the AUTM survey. **Number of Start-up Companies** that were dependent upon the licensing of University technology for initiation – as reported on the Association of University Technology Managers Annual Licensing Survey. **Utility Patents Issued** by the United States Patent and Trademark Office (USPTO) by Calendar year – this does not include design, plant or other patent types.



Section 6 – Research and Economic Development (continued)

TABLE 6B. Centers of Excellence

Name of Center:	Center for Drug Discovery and Innovation (CDDI)	Cumulative (since inception to June 2016)	Fiscal Year 2015-16
Year Created:	2007		
Research Effectiveness			
<i>Only includes data for activities <u>directly</u> associated with the Center. Does not include the non-Center activities for faculty who are associated with the Center.</i>			
Number of Competitive Grants Applied For		242	22
Value of Competitive Grants Applied For (\$)		\$189,109,484	\$23,971,125
Number of Competitive Grants Received		98	17
Value of Competitive Grants Received (\$)		\$51,857,018	\$7,230,600
Total Research Expenditures (\$)		\$21,392,621	\$874,560
Number of Publications in Refereed Journals From Center Research		214	9
Number of Invention Disclosures		61	7
Number of Licenses/Options Executed		12	0
Licensing Income Received (\$)		\$172,071	\$8,000
Collaboration Effectiveness			
<i>Only reports on relationships that include financial or in-kind support.</i>			
Collaborations with Other Postsecondary Institutions		81	5
Collaborations with Private Industry		109	4
Collaborations with K-12 Education Systems/Schools		51	0
Undergraduate and Graduate Students Supported with Center Funds		136	28
Economic Development Effectiveness			
Number of Start-Up companies <i>with a physical presence, or employees, in Florida</i>		1	0
Jobs Created By Start-Up Companies Associated with the Center		5	0
Specialized Industry Training and Education		14	0
Private-sector Resources Used to Support the Center's Operations		0	0
Narrative Comments on next page.			



Section 6 – Research and Economic Development *(continued)*

TABLE 6B. Centers of Excellence *(continued)*

Name of Center	Center for Drug Discovery and Innovation (CDDI)
Narrative Comments [Most Recent Year]: 2015-16	
<p>(1) On June 1, 2016, Dr. Gary Daughdrill was awarded an NIH 5 year R01 grant totaling \$1,610,260, with the primary focus of the study on the interaction between disordered and ordered proteins domains and the cellular consequences.</p>	
<p>(2) On June14, 2016, Dr. Michael White was awarded an NIH 5 year R01 grant totaling \$2,643,135 to further research on malaria related diseases. Other CDDI faculty members that are collaborators on this grant include Assistant Research Professor, Dr. Elena Suvorova and Research Associate, Dr. Anatoli Naumov.</p>	

2015-16

Annual Accountability Report

UNIVERSITY OF SOUTH FLORIDA- TAMPA

DRAFT

PENDING USF BOT APPROVAL

Submitted to the BOG, 2/27/2017



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors



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Annual Accountability Report 2015-2016



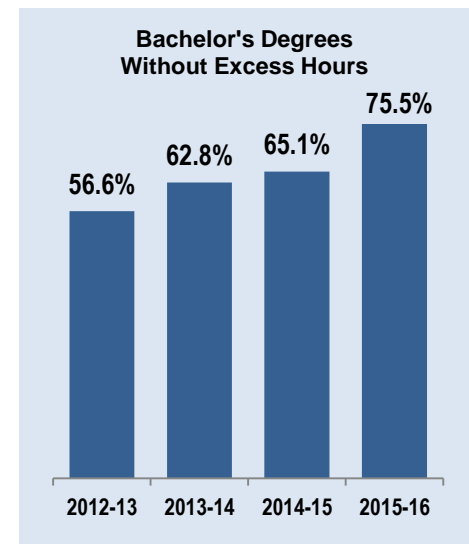
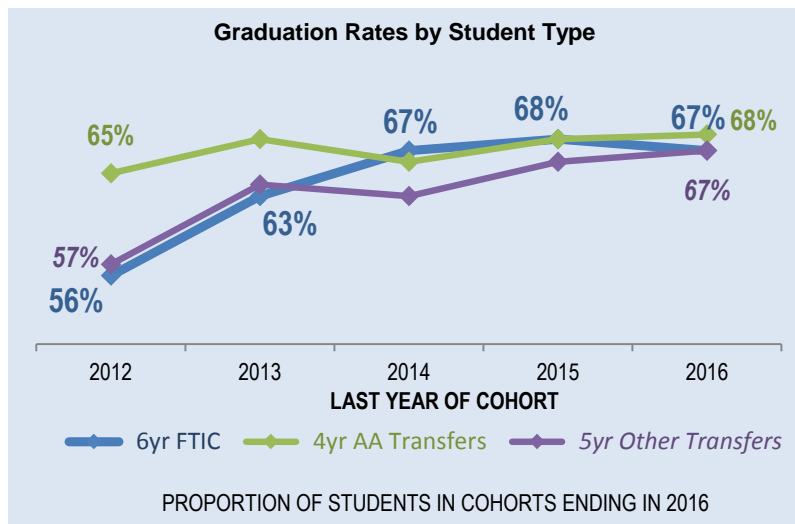
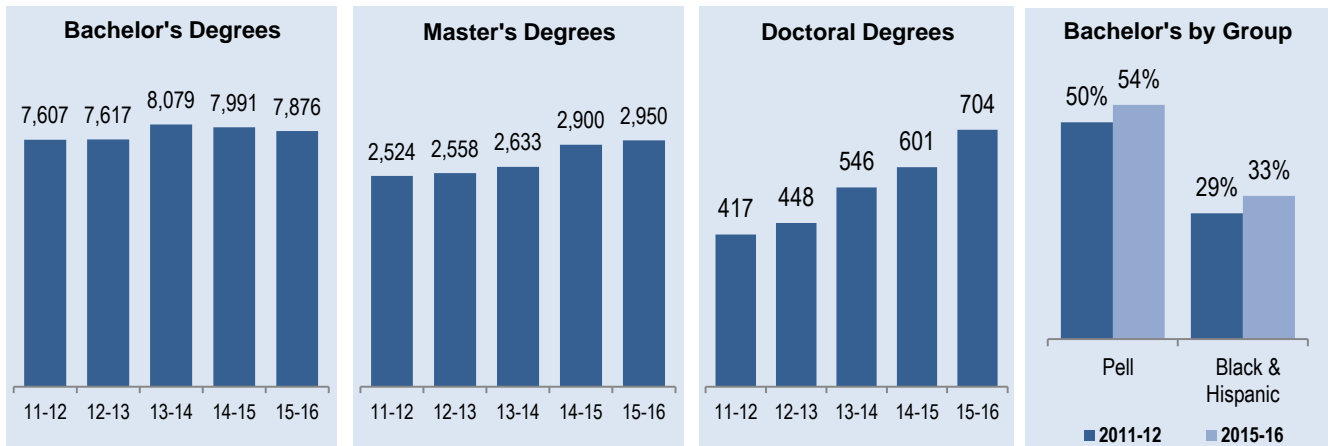
UNIVERSITY OF SOUTH FLORIDA-TAMPA

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Submitted to the BOG, 2/27/2017

Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
				TOTAL (as of Spring 2016)	Full-Time	Part-Time	Basic:	Undergraduate Instructional Program:
TOTAL	42,191	100%	0%	TOTAL	220		Basic:	Doctoral Universities: Highest Research Activity
White	21,381	51%	-3%	Baccalaureate	72		Undergraduate Instructional Program:	Balanced arts & sciences/professions, high graduate
Hispanic	7,612	18%	3%	Master's	99		Graduate Instructional Program:	Research Doctoral: Comprehensive programs, with medical/veterinary
Black	4,182	10%	-3%	Research Doctorate	45		Size and Setting:	Four-year, large, primarily nonresidential
Other	9,016	21%	9%	Professional Doctorate	4		Community Engagement:	Yes
Full-Time	29,744	70%	2%	Faculty (Fall 2015)	1,730	614		
Part-Time	12,447	30%	-3%	Tenure & Ten. Track	1,000	38		
Undergraduate	30,288	72%	0%	Non-Tenured Faculty	730	576		
Graduate	9,984	24%	1%					
Unclassified	1,919	5%	2%					

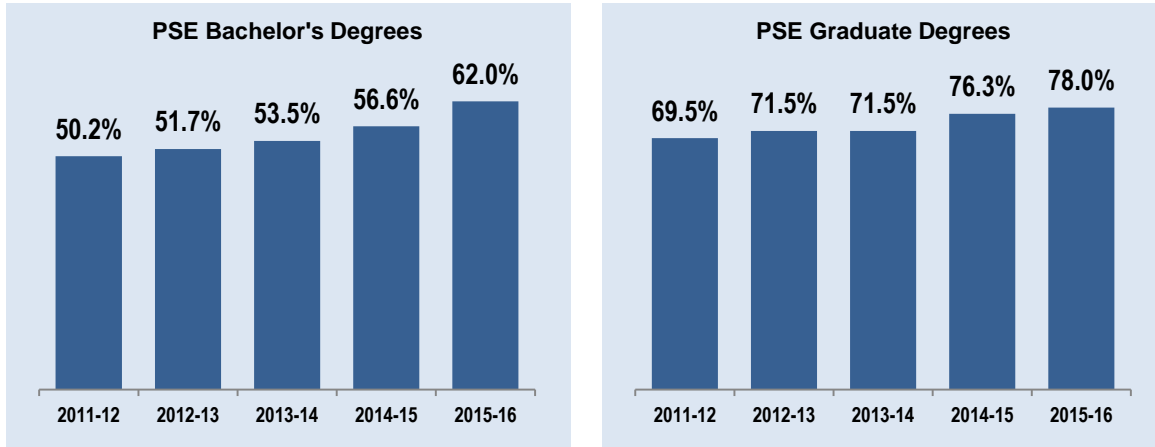
DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY



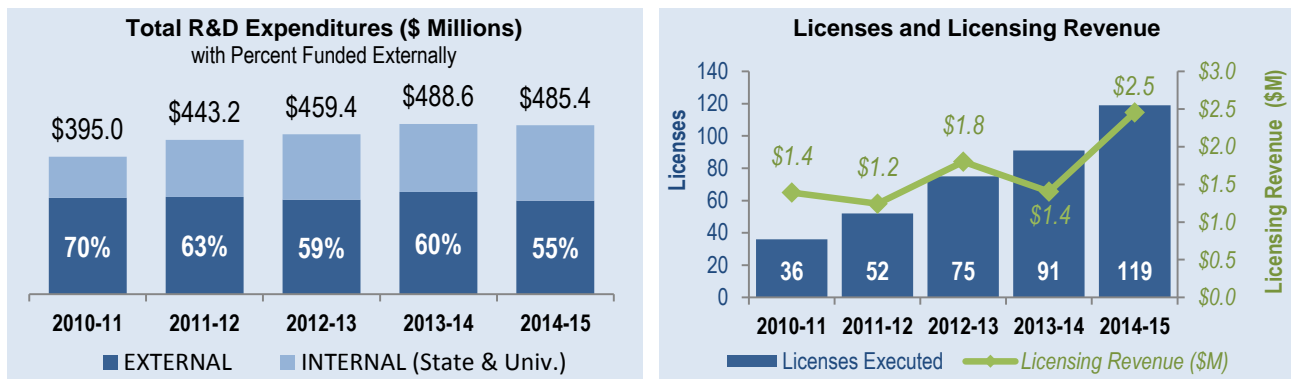


Dashboard

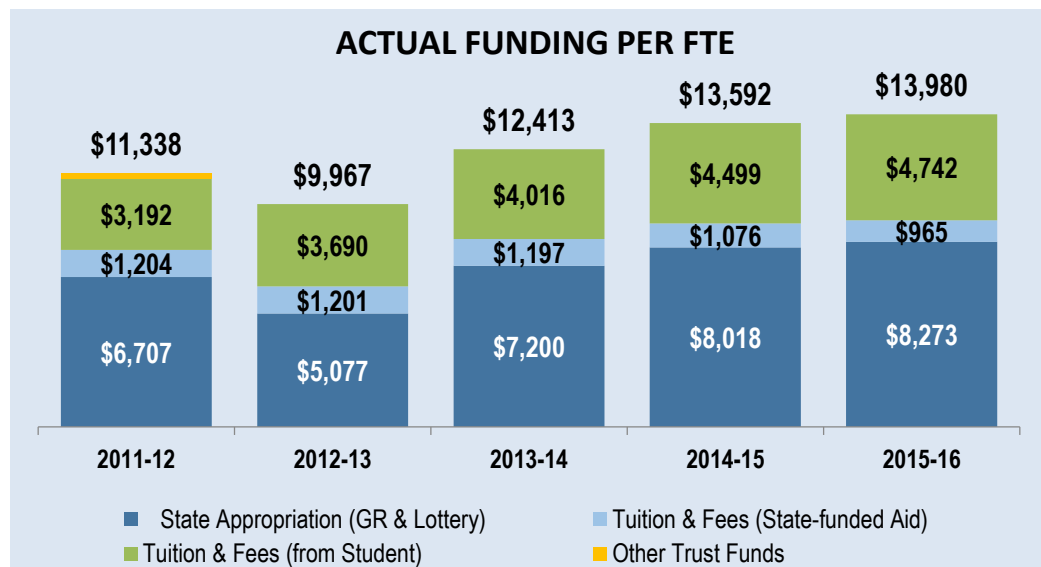
DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS



RESEARCH AND COMMERCIALIZATION ACTIVITY



RESOURCES

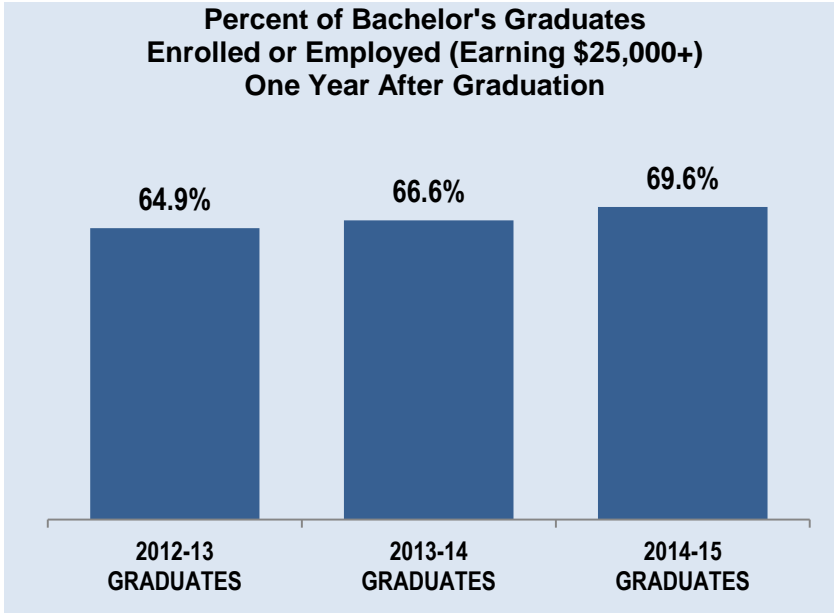


Note: Tuition and Fee revenues include tuition, tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines) based on the actual amount collected (not budget authority) by universities as reported in their Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here. Please note that a portion of the Tuition & Fees is supported by federal SFA programs (ie, Pell grants). State-funded Student Financial Aid amounts include the 11 SFA programs that OSFA reports annually. State Appropriations includes General Revenues, Lottery and Other Trust funds (i.e., Federal Stimulus for 2009-10 and 2010-11 only) that are directly appropriated to the university as reported in Final Amendment Package. Student FTE are actual and based on the standard IPEDS definition of FTE (equal to 30 credit hours for undergraduates and 24 for graduates). This data does not include funds or FTE from special units (i.e., IFAS, Health-Science Centers or Medical Schools). Not adjusted for inflation.



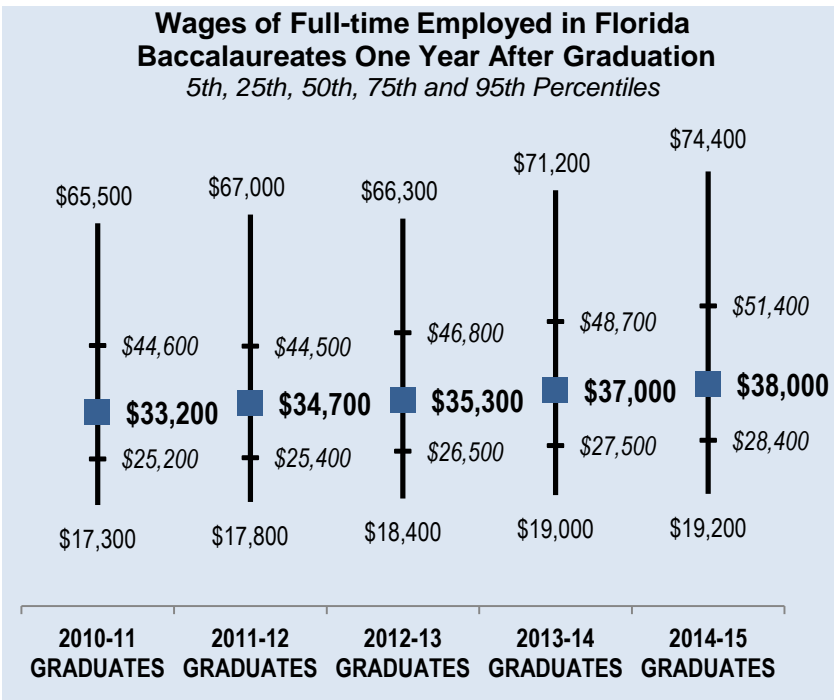
Dashboard

POST-GRADUATION METRICS



Notes: Percentages are based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education in the U.S. (based on the National Student Clearinghouse data). Full-time employment is based on those who earned more than a full-time (40hrs a week) worker making minimum wage. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. Board of Governors staff found xx% of the total 2014-15 graduating class.

See Table 40 within this report for additional information about this metric.



Notes: Wage data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned more than a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed by the military or federal government, or those without a valid social security number. In 2014-15, these data accounted for xx% of the total graduating class. This wage data includes graduates who were employed full-time (regardless of their continuing enrollment). Wages are provided for 5th, 25th, 50th, 75th and 95th percentiles. Median wages are identified by bolded values. The interquartile range (shown in italics) represents 50% of the wage data. Wages rounded to nearest hundreds.



Key Achievements (2015 –2016)

STUDENT AWARDS/ACHIEVEMENTS

1. Recorded unparalleled gains in 6-year Graduation Rate from 52 percent in 2011 to 68 percent in 2016.
2. USF is home to 50 national scholarship and fellowship student awardees during the 2015-16 academic year including Boren, Fulbright, Gilman, and Goldwater.

FACULTY AWARDS/ACHIEVEMENTS

1. The number of National Academy Members has increased to eight (2016).
2. USF microbiologist Dr. Lindsey N. Shaw and USF chemistry professor Dr. Bill Baker discovered an Antarctic Sponge Extract that can help kill MRSA.

PROGRAM AWARDS/ACHIEVEMENTS

1. USF was ranked #1 Best College for Veterans - by Military Times (2016), up from #2 in 2015's rankings.
2. USF Center for Entrepreneurship located in the Muma College of Business is ranked No. 10 in the nation among Graduate Entrepreneur programs by Entrepreneur Magazine and also by the Princeton Review.
3. USF's Morsani College of Medicine ranked #48 (among 141 medical schools) in NIH funding in 2015.

RESEARCH AWARDS/ACHIEVEMENTS

1. Ranked among Top 50 Public Universities for Academic Ranking of World Universities (ARWU) (2015), Top American Research Universities (TARU), Times Higher Education (THE) (2016), and Washington Monthly (2016).
2. USF ranks 9th in the nation among public universities and 21st worldwide for granted U.S. patents among all universities according to the Intellectual Property Owners Association/NAI. In 2015/16 USF registered 105 new patents, 133 licenses/options, and nine new startups.
3. USF was awarded a record \$458.5 million in contracts and grants in fiscal year 2016.

INSTITUTIONAL AWARDS/ACHIEVEMENTS

1. Designated as a Florida Emerging Preeminent Research University in June 2016.
2. Received Eduventures Innovation Award for Student Success (2016).
3. USF Tampa ranks among the top tier of colleges listed in the U.S. News and World Report Best Colleges 2016, ranking in the top 100 of best public national universities.
4. USF Tampa was named one of the Top 100 Best Value in Public Colleges (#45) by Kiplinger's Personal Finance for 2016.



Narrative

Teaching and Learning

STRENGTHEN QUALITY AND REPUTATION OF ACADEMIC PROGRAMS AND UNIVERSITIES

USF continues to strengthen the quality of our programs and our reputation as a university committed to preparing graduates to successfully compete in a global marketplace. Evidence of our growing reputation can be seen in our academic profile with 34 percent of our fall freshmen graduating in the top 10 percent of their high school class, an average SAT score of 1226, and a high school GPA of 4.08, exceeding the Florida Board of Governors' Preeminence benchmarks and placing USF above the 25th percentile of public AAU institutions. Additionally, of the 6,000 applicants for the MD program, the 183 students accepted into the Morsani College of Medicine had an average of 34 on the MCAT, the highest average of all Florida universities.

INCREASE DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

Since launching our Student Success movement in 2013, USF has seen unprecedented growth in graduation and freshman retention rates. USF recorded our highest freshmen retention rate in its history at 90 percent and a six-year graduation rate of 68 percent. As a result, USF has become a national model, receiving Eduventures Innovation Award for Student Success and selected by the National Center for Higher Education Management Systems (NCHEMS) as a national mentor university for black and Latino student success.

Providing unfettered access to a high-quality university education for all academically qualified students regardless of socioeconomic status is part of the USF promise. We take great pride in the fact that 40 percent of our undergraduates are Pell recipients and 30 percent are first in their family to graduate from college. Which is why early projections indicate that USF has the third lowest (in the SUS) net cost to the student for baccalaureate degree placing student debt below both state and national averages.

Additionally, USF partnered with seven regional colleges in the Florida College System, and implemented the FUSE program, which is a seamless 2+2 pathway leading to accelerated degree completion. The FUSE program is focused on high demand, high skilled, and high paid jobs.

Ensuring that our students are graduating with a high-quality university education, minimal debt and experiences that successfully prepare them to compete in today's competitive marketplace is rooted in all that we do. USF is highly ranked in the SUS for employment with nearly 77 percent of undergraduates employed (full-time) or enrolled one-year after graduation and with median wages of \$38,000.

INCREASE THE NUMBER OF DEGREES AWARDED IN S.T.E.M. AND OTHER PROGRAMS OF STRATEGIC EMPHASIS

USF is a leader in the state in degrees awarded in Areas of Strategic Emphasis, in 2015-16, 62 percent of the USF undergraduate degrees were awarded in areas of strategic emphasis, including 40 percent in STEM. In graduate degrees, 78 percent of our degrees were in areas of strategic emphasis, including 40 percent in STEM.



Narrative

Scholarship, Research and Innovation

STRENGTHEN QUALITY AND REPUTATION OF SCHOLARSHIP, RESEARCH AND INNOVATION

In June 2016, USF was designated as a Florida Emerging Preeminent Research University. We presently rank 28th in total research expenditures among public universities and 45th among all U.S. universities public or private by the National Science Foundation. Additionally, USF is classified by the Carnegie Foundation for Advancement of Teaching in the Doctoral Universities: Highest Research Activity category, a distinction attained by only 2.5 percent of all universities.

USF has also developed a five-year Research Strategic Plan that targets six key areas: brain and spinal cord, data science, heart health, human security, water, and research translation.

INCREASE RESEARCH AND COMMERCIALIZATION ACTIVITY

As Florida's leading metropolitan research university USF is proud of its Tampa Bay Technology Incubator which is home to over 60 companies with \$73.2M in funding, \$37.1M in sales, and 230 jobs created. Furthermore, USF's Innovation Enterprise infuses \$400 Million yearly into Florida's economy

INCREASE COLLABORATION AND EXTERNAL SUPPORT FOR RESEARCH ACTIVITY

With seven teams selected, USF ranked 1st in Florida (and 3rd in the nation behind the University of Michigan and Georgia Tech), in the National Science Foundation's (NSF) I-Corps program which translates technology into commercial products in 2015.

Our First Wave Venture Center and Student Innovation Incubator provides additional opportunities for taking products to market through business startups. They provide students with office space, a high-level mentor program, and in-house consultants among many other services and amenities. The first Wave Venture Center and Student Innovation Incubator have created over 400 jobs, 100 companies, and \$20M in outside capital raised.

Additionally, USF's Innovation Enterprise, the economic and business development arm of the university, was recently awarded a \$250,000 grant from the U.S. Economic Development Administration to support high growth potential tech startups.



Narrative

Community and Business Engagement

STRENGTHEN QUALITY AND REPUTATION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT

A vital portion of the USF Strategic Plan is to be the engine for high-impact community and business engagement, helping to create more career opportunities for students and provide them with real world experiences. Furthermore, strong community and business alliances help create a sustainable future for Florida's economy.

As in years past, USF once again had our commitment to community and business engagement validated by several external rankings. USF was recognized as a "Top Producer" of Peace Corps Volunteers, ranking 16th in the nation (among universities larger than 15K) in 2016. Additionally, USF ranked 46th among public universities for social mobility, research and civic engagement according to Washington Monthly (2016). USF was also named the Most Engaged Campus of the Year for the State of Florida, an award presented by Florida Campus Compact.

INCREASE LEVELS OF COMMUNITY AND BUSINESS ENGAGEMENT

USF continued to strengthen its relationships with various corporate partnerships across the Tampa Bay region. Including Zimmerman Advertising, Ashley Furniture, Busch Gardens of Tampa, Deloitte, Jabil, Moffitt, Nielson, PwC, Raymond James, Tampa Bay Lightning, Tech Data, and Tampa General Hospital. By having a broad range of corporate and community partners, USF continues to extend its reach beyond our campus, connecting our students with relevant work experience and valuable networking opportunities. The USF Muma College of Business currently operates a Corporate Mentor Program that has paired 150 students with 150 mentors and is strengthening their efforts to engage with the Tampa Business community by launching the Muma Business Review. The Muma Business Review will feature research findings and articles written by USF Doctor of Business Administration candidates.

Another exciting project is The Village, a new student housing project at the USF Tampa campus that will be the largest P3 (public, private partnership) in the history of the State University System. The Village will become home to more than 2,000 students, and will also include a Publix grocery store. This partnership includes Capstone Development Partners, LLC and Harrison Street Real Estate Capital.

INCREASE COMMUNITY AND BUSINESS WORKFORCE

Continuing their efforts to ensure that graduates are well-prepared for the workforce, USF has once again re-imagined USF Career Services by implementing new programs such as Suit-a-Bull, Handshake, and Revature. Suit-A-Bull, organized by Enactus at USF, is a free suit rental service for USF students. The program currently has over 600 items including suits, jackets, pants, and shirts for both men and women. This year the Suit-a-Bull program was sponsored by Northwestern Mutual as part of a multi-year financial commitment to the ongoing support of USF students. Handshake is a newly adopted career services platform that USF has introduced that allows students and employers to connect seamlessly. Lastly, USF has partnered with Revature, a leading technology talent development company, to provide an online Coding program to USF students and alumni. This partnership has created a no-risk pathway to a high-demand technology career for USF students.



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Section 1 – Financial Resources

TABLE 1A. University Education and General Revenues

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimates
MAIN OPERATIONS					
Recurring State Funds	\$197,695,445	\$213,139,642	\$239,299,211	\$231,142,586	\$235,484,328
Non-Recurring State Funds	-\$42,137,455	\$3,190,000	\$516,536	\$20,414,722	\$28,711,140
Tuition	\$118,200,604	\$125,127,288	\$133,545,681	\$140,211,577	\$152,323,977
Tuition Differential Fee	\$29,072,717	\$28,814,565	\$28,828,440	\$29,392,514	\$29,400,000
Misc. Fees & Fines	\$2,568,555	\$2,699,514	\$3,346,143	\$3,937,096	\$3,985,125
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$305,399,866	\$372,971,009	\$405,536,011	\$425,098,495	\$449,904,570
HEALTH SCIENCE CENTER / MEDICAL SCHOOL					
Recurring State Funds	\$65,793,008	\$71,529,136	\$72,577,386	\$72,910,072	\$74,243,025
Non-Recurring State Funds	\$0	\$1,409,562	\$2,100,000	\$1,000,000	\$250,000
Tuition	\$48,203,644	\$51,733,993	\$47,109,158	\$51,663,328	\$61,002,027
Tuition Differential Fee	\$2,956,633	\$3,248,580	\$3,339,071	\$3,282,304	\$3,288,193
Misc. Fees & Fines	\$41,978	\$83,414	-\$27,410,199	\$389,424	\$407,400
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
SUBTOTAL	\$116,995,263	\$128,004,685	\$97,715,416	\$129,245,128	\$139,190,645
TOTAL	\$422,395,129	\$500,975,694	\$503,251,427	\$554,343,623	\$589,095,215

Recurring State Funds: include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums for the estimated year. This does not include technical adjustments or transfers made by universities after the appropriation. Please note: 2013-14 revenues include the non-recurring \$300M system budget reduction. *Sources: SUS Final Amendment Packages were used for actual years; and, the latest SUS University Conference Report and various workpapers were used for the estimated year.* **Non-Recurring State Funds:** include general revenue and lottery education & general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. *Source: non-recurring appropriations section of the annual Allocation Summary and Workpapers that include all other non-recurring budget amendments allocated later in the fiscal year.* **Note on Performance Funding:** the State investment piece of performance funding is reported in the 'Non-Recurring State Funds' and the Institutional investment piece is reported within 'Recurring State Funds'. **Tuition:** Actual resident & non-resident tuition revenues collected from students, net of fee waivers. *Source: Operating Budget, Report 625 – Schedule I-A.* **Tuition Differential Fee:** Actual tuition differential revenues collected from undergraduate students. *Source: Operating Budget, Report 625 – Schedule I-A.* **Miscellaneous Fees & Fines:** Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees. *Source: Operating Budget, Report 625 – Schedule I-A.* **Phosphate/Other Trust Fund:** State appropriation for the Florida Industrial and Phosphate Research Institute at the University of South Florida (for history years through 2012-13); beginning 2013-14 the Phosphate Research Trust Fund is appropriated through Florida Polytechnic University. Other Operating Trust Funds. For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Funds and Operations & Maintenance Trust Fund are provided by the University of Florida. *Source: Final Amendment Package. This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1B. University Education and General Expenditures *(Dollars in Millions)*

	2011-12*	2012-13	2013-14	2014-15	2015-16
MAIN OPERATIONS					
Instruction/Research	\$237,707,579	\$287,236,489	\$291,847,040	\$306,815,335	\$327,426,088
Administration and Support	\$23,893,443	\$32,410,560	\$30,296,584	\$36,591,191	\$43,525,885
PO&M	\$35,141,676	\$41,615,990	\$39,965,797	\$44,188,957	\$52,794,254
Student Services	\$18,207,622	\$16,781,322	\$12,004,895	\$26,773,012	\$28,949,026
Library/Audio Visual	\$13,297,996	\$10,411,967	\$14,004,521	\$14,235,047	\$14,978,164
Other	\$6,470,660	\$6,957,842	\$5,869,392	\$7,862,423	\$8,531,424
SUBTOTAL	\$334,718,976	\$395,414,170	\$393,988,229	\$436,465,965	\$476,204,841
HEALTH SCIENCE CENTER / MEDICAL SCHOOL					
Instruction/Research	\$76,382,108	\$95,673,445	\$102,295,643	\$116,949,551	\$116,505,565
Administration and Support	\$5,076,837	\$8,132,708	\$6,263,326	\$7,116,200	\$6,317,189
PO&M	\$1,800,847	\$7,019,397	\$7,391,135	\$11,558,700	\$6,893,395
Library/Audio Visual	\$3,043,160	\$2,921,295	\$2,587,261	\$2,961,575	\$2,818,268
Teaching Hospital & Clinics	\$0	\$0	\$0	\$0	\$0
Student Services, and Other	\$0	\$0	\$0	\$4,686	\$533,836
SUBTOTAL	\$86,302,952	\$113,746,845	\$118,537,365	\$138,590,712	\$133,068,253
TOTAL	\$374,342,907	\$509,161,015	\$512,525,594	\$575,056,677	\$609,273,094

The table reports actual expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (e.g., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (e.g., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Note*: FY 2012-2013 reflects a change in reporting expenditures from prior years due to the new carry-forward reporting requirement as reflected in the 2013-2014 SUS Operating Budget Reports. Since these expenditures will now include carry-forward expenditures, these data are no longer comparable to the current-year revenues reported in table 1A, or prior year expenditures in table 1B. This data is not adjusted for inflation.

Instruction & Research: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectiveness; individual or project research; academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **Administration & Support Services:** Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **PO&M:** Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification. **Student Services:** Includes resources related to physical, psychological, and social well-being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. **Other:** includes Institutes and Research Centers, Radio/TV, Museums and Galleries, Intercollegiate Athletics, Academic Infrastructure Support Organizations. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).

Section 1 – Financial Resources *(continued)*

TABLE 1C. Funding per Full-Time Equivalent (FTE) Student

	2011-12	2012-13	2013-14	2014-15	2015-16
State Appropriation <i>(GR & Lottery)</i>	\$6,707	\$5,077	\$7,200	\$8,018	\$8,273
Tuition & Fees <i>(State-funded Aid)</i>	\$1,204	\$1,201	\$1,197	\$1,076	\$965
Tuition & Fees <i>(from Student)</i>	\$3,192	\$3,690	\$4,016	\$4,499	\$4,742
Other Trust Funds	\$235	\$0	\$0	\$0	\$0
TOTAL	\$11,338	\$9,967	\$12,413	\$13,592	\$13,980

Notes: **Data provided by USF staff instead of BOG staff queries of SUDS due to the FTE calculations required.** **State Appropriations** includes General Revenues and Lottery funds that are directly appropriated to the university as reported in Final Amendment Package. This does not include appropriations for special units (e.g., IFAS, Health Science Centers, and Medical Schools). **Tuition and Fee** revenues include tuition and tuition differential fee and E&G fees (e.g., application, late registration, and library fees/fines) as reported on the from the Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003). To more accurately report the full contribution from the State, this table reports the state-funded financial aid separately from the tuition and fee payments universities receive from students (which may include federal financial aid dollars). The state-funded gift aid includes grants and scholarships as reported by universities to Board during the academic year in the State University Database (SUDS). **Other Trust funds** (e.g., Federal Stimulus for 2009-10 and 2010-11 only) as reported in Final Amendment Package. **Full-time Equivalent enrollment** is based on actual FTE, not funded FTE; and, does not include Health-Science Center funds or FTE. This data is based on the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates. *This data is not adjusted for inflation.* Data provided by USF staff.

TABLE 1D. Cost per Bachelor's Degree

	2008-12	2009-13	2010-14	2011-15	2012-16
Cost to the Institution	REPORTED AT THE USF-SYSTEM LEVEL				
[NEW]	2011-12	2012-13	2013-14	2014-15	2015-16
Cost to the Student: Net Tuition & Fees per 120 Credit Hours	REPORTED AT THE USF-SYSTEM LEVEL				

Notes: Cost to the Institution reports the Full expenditures include direct instructional, research and public service expenditures and the undergraduate portion of indirect expenditures (e.g., academic administration, academic advising, student services, libraries, university support, and Plant Operations and Maintenance). For each year, the full expenditures were divided by undergraduate fundable student credit hours to calculate the full expenditures per credit hour, and then multiplied by 30 credit hours to represent the annual undergraduate expenditures. The annual undergraduate expenditures for each of the four years was summed to provide an average undergraduate expenditures per (120 credit) degree. **Source:** State University Database System (SUDS), Expenditure Analysis: Report IV. **Net Tuition & Fees per 120 Credit Hours** represents the average tuition and fees paid, after considering gift aid (e.g., grants, scholarships, waivers), by resident undergraduate FTICs who graduate from a program that requires 120 credit hours. This data includes an approximation for the cost of books. For more information about how this metric is calculated please see the methodology document at the Board's webpage, at: http://www.flbog.edu/about/budget/performance_funding.php. *This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1E. University Other Budget Entities *(Dollars in Millions)*

	2011-12	2012-13	2013-14	2014-15	2015-16
Auxiliary Enterprises					
Revenues	\$156,099,807	\$164,909,208	\$169,423,868	\$189,606,207	\$196,800,195
Expenditures	\$130,615,398	\$136,370,352	\$146,226,890	\$165,021,146	\$167,914,428
Contracts & Grants					
Revenues	\$249,719,038	\$273,377,821	\$277,629,630	\$278,259,319	\$307,520,086
Expenditures	\$305,717,745	\$305,315,644	\$318,568,385	\$331,288,630	\$362,533,545
Local Funds					
Revenues	\$440,170,171	\$442,694,125	\$447,364,016	\$429,935,733	\$426,704,478
Expenditures	\$442,466,036	\$447,582,389	\$451,415,960	\$431,474,934	\$432,283,141
Faculty Practice Plans					
Revenues	\$194,997,543	\$199,933,005	\$212,976,074	\$229,157,514	\$237,163,547
Expenditures	\$196,288,464	\$198,051,785	\$126,205,106	\$229,678,555	\$246,116,367

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. **Auxiliary Enterprises** are self-supported through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. **Contract & Grants** resources are received from federal, state or private sources for the purposes of conducting research and public service activities. **Local Funds** are associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee. **Faculty Practice Plan** revenues/receipts are funds generated from faculty practice plan activities. Faculty Practice Plan expenditures include all expenditures relating to the faculty practice plans, including transfers between other funds and/or entities. This may result in double counting in information presented within the annual report. Source: Operating Budget, Report 615. *This data is not adjusted for inflation.*

TABLE 1F. Voluntary Support of Higher Education

	2011-12	2012-13	2013-14	2014-15	2015-16
Endowment Value (\$1000s)					
Gifts Received (\$1000s)					
Percentage of Alumni Donors					

REPORTED AT THE USF-SYSTEM LEVEL

Notes: **Endowment value** at the end of the fiscal year, as reported in the annual NACUBO Endowment Study. **Gifts Received** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS. **Percentage of Alumni Donors** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details," this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year. "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree. *This data is not adjusted for inflation.*



Section 2 – Personnel

TABLE 2A. Personnel Headcount (in Fall term only)

Full-time Employees	2011	2012	2013	2014	2015
Tenured Faculty	684	661	715	698	713
Tenure-track Faculty	338	329	293	289	287
Non-Tenure Track Faculty	457	469	842	614	730
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	0	0	0	0	0
Non-Instructional Employees	4,100	3,964	4,799	4,931	5,337
FULL-TIME SUBTOTAL	5,579	5,423	6,649	6,532	7,067
Part-time Employees	2011	2012	2013	2014	2015
Tenured Faculty	45	55	25	38	29
Tenure-track Faculty	19	19	13	16	9
Non-Tenure Track Faculty	190	526	572	565	576
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	2,026	1,988	2,055	2,017	2,048
Non-Instructional Employees	209	778	81	72	61
PART-TIME SUBTOTAL	2,489	3,366	2,746	2,708	2,723
TOTAL	8,068	8,789	9,395	9,240	9,790

Note: This table is based on the annual IPEDS Human Resources Survey, and provides full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity. **Tenured and Tenure-Track Faculty** include those categorized within instruction, research, or public service. **Non-Tenure Track Faculty** includes adjunct faculty (on annual and less than annual contracts) and faculty on multi-year contracts categorized within instruction, research, or public service. **Instructors Without Faculty Status** includes postdoctoral research associates, and individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility categorized within instruction, research, or public service. **Non-Instructional Employees** includes all executive, administrative and managerial positions regardless of faculty status; as well as, other support and service positions regardless of faculty status. Note: The universities vary on how they classify adjuncts (some include them as non-tenure track faculty while others do not consider them faculty and report them as instructors without faculty status) and part-time non-instructional employees.

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Section 3 – Enrollment

TABLE 3A. Headcount Enrollment by Student Type and Level [REVISED]

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
TOTAL	41,036	41,212	41,703	42,065	42,191
UNDERGRADUATE					
FTIC (Regular Admit)	15,550	15,231	15,329	15,480	15,638
FTIC (Profile Admit)	181	157	143	184	186
FCS AA Transfers	7,179	7,386	7,397	7,195	7,095
Other AA Transfers	1,310	1,265	1,218	1,171	1,104
Post-Baccalaureates	0	0	0	805	764
Other Undergraduates	6,146	6,393	6,304	5,446	5,501
Subtotal	30,366	30,432	30,391	30,281	30,288
GRADUATE					
Master's	5,843	5,884	6,126	6,300	6,446
Research Doctoral	2,362	2,336	2,294	2,226	2,229
Professional Doctoral	676	905	1,235	1,379	1,309
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	502	549	620	658	699
<i>Nursing Practice</i>	27	30	43	89	129
<i>Pharmacy</i>	53	119	225	322	348
<i>Physical Therapist</i>	94	207	347	310	133
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other</i>	0	0	0	0	0
Subtotal	8,881	9,125	9,655	9,905	9,984
UNCLASSIFIED					
HS Dual Enrolled	0	0	42	14	24
Other	1,789	1,655	1,615	1,865	1,895
Subtotal	1,789	1,655	1,657	1,879	1,919

Note: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The methodology for this table was revised at the June 2017 Data Administrator Workshop. The change improves how post-baccalaureate undergraduate students are counted.

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Section 3 – Enrollment *(continued)*

TABLE 3B. Full-Time Equivalent (FTE) Enrollment [REVISED]

	2011-12	2012-13	2013-14	2014-15	2015-16
RESIDENT FUNDABLE					
LOWER	10,842	10,454	10,251	10,100	10,055
UPPER	15,970	16,016	15,593	15,323	15,217
MASTERS (GRAD I)	4,258	4,172	4,123	4,039	3,881
DOCTORAL (GRAD II)	1,305	1,283	1,259	1,259	1,159
TOTAL	32,375	31,925	31,226	30,721	30,312
NON-RESIDENT FUNDABLE					
LOWER	625	785	958	1,110	1,326
UPPER	596	708	865	1,067	1,321
MASTERS (GRAD I)	706	833	1,046	1,206	1,447
DOCTORAL (GRAD II)	772	843	852	877	924
TOTAL	2,698	3,169	3,721	4,260	5,019
TOTAL FUNDABLE					
LOWER	11,466	11,239	11,208	11,210	11,381
UPPER	16,566	16,723	16,458	16,390	16,539
MASTERS (GRAD I)	4,964	5,005	5,169	5,245	5,328
DOCTORAL (GRAD II)	2,077	2,126	2,111	2,136	2,084
TOTAL	35,073	35,094	34,946	34,981	35,331
TOTAL NON-FUNDABLE					
LOWER	388	445	502	574	595
UPPER	359	322	396	348	360
MASTERS (GRAD I)	246	308	434	585	623
DOCTORAL (GRAD II)	6	7	5	21	49
TOTAL	999	1,082	1,337	1,527	1,626
TOTAL					
LOWER	11,855	11,685	11,710	11,783	11,976
UPPER	16,925	17,045	16,854	16,738	16,898
MASTERS (GRAD I)	5,210	5,314	5,603	5,830	5,950
DOCTORAL (GRAD II)	2,083	2,133	2,116	2,157	2,132
TOTAL	36,072	36,176	36,284	36,508	36,957

Notes: **Data provided by USF staff instead of BOG staff queries of SUDS.** Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll by course level. Note about Revision: This table now reports FTE based on the US definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Courses are reported by Universities to the Board of Governors in the Student Instruction File (SIF) as either fundable or non-fundable. In general, student credit hours are considered 'fundable' if they can be applied to a degree, and the associated faculty was paid from State appropriations. Totals are actual and may not equal the sum of reported student levels due to rounding of student level FTE.

Section 3 – Enrollment *(continued)*

TABLE 3C. Full-Time Equivalent (FTE) Enrollment by Instructional Method

[REVISED]	2011-12	2012-13	2013-14	2014-15	2015-16
TRADITIONAL					
LOWER	9,979	9,917	10,071	9,699	9621
UPPER	12,786	12,492	12,124	11,585	11683
MASTERS (GRAD I)	3,651	3,641	3,888	3,996	4214
DOCTORAL (GRAD II)	1,994	2,032	1,996	2,008	1949
TOTAL	28,410	28,083	28,079	27,289	27,468
HYBRID					
LOWER	57	113	78	65	2
UPPER	420	474	374	342	187
MASTERS (GRAD I)	196	200	211	159	29
DOCTORAL (GRAD II)	6	10	13	20	35
TOTAL	680	798	676	586	253
DISTANCE LEARNING					
LOWER	1,818	1,654	1,561	2,019	2353
UPPER	3,718	4,078	4,357	4,811	5028
MASTERS (GRAD I)	1,363	1,472	1,504	1,674	1707
DOCTORAL (GRAD II)	83	91	107	129	148
TOTAL	6,982	7,295	7,529	8,633	9,236
TOTAL					
LOWER	11,854	11,684	11,710	11,783	11,976
UPPER	16,925	17,045	16,854	16,738	16,898
MASTERS (GRAD I)	5,210	5,314	5,603	5,830	5,950
DOCTORAL (GRAD II)	2,083	2,133	2,116	2,157	2,132
TOTAL	36,072	36,176	36,284	36,508	36,957

Note: Data provided by USF staff instead of BOG staff queries of SUDS. Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. Note about Revision: FTE is now based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. This data includes all instructional activity regardless of funding category.

Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). In the future, this table will be able to split these FTE into two subgroups: 100% DL and 80-99% DL. **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to instruction that occurs primarily in the classroom. This designation is defined as 'less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) - per SUDS data element 2052. Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE.

**Section 3 – Enrollment** *(continued)***TABLE 3D. Headcount Enrollment by Military Status and Student Level**

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
MILITARY					
Unclassified	32	25	26	27	22
Undergraduate	773	827	830	885	953
Master's (GRAD 1)	138	154	166	164	209
Doctoral (GRAD 2)	26	27	18	23	22
Subtotal	969	1,033	1,040	1,099	1,206
DEPENDENTS					
Unclassified	1	5		2	3
Undergraduate	147	153	165	173	170
Master's (GRAD 1)	13	13	16	12	10
Doctoral (GRAD 2)		1	1	0	1
Subtotal	161	172	182	187	184
NON-MILITARY					
Unclassified	1,756	1,625	1,631	1,850	1,894
Undergraduate	29,446	29,452	29,396	29,223	29,165
Master's (GRAD 1)	6,219	6,366	6,779	7,091	7,239
Doctoral (GRAD 2)	2,485	2,564	2,660	2,615	2,503
Subtotal	39,906	40,007	40,466	40,779	40,801
TOTAL	41,036	41,212	41,688	42,065	42,191

Note: This table provides trend data on the number of students enrolled based on their military status. **Military** includes students who were classified as Active Duty, Veterans, National Guard, or Reservist.. **Eligible Dependents** includes students who were classified as eligible dependents (dependents who received veteran's benefits). **Non-Military** includes all other students.

TABLE 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Pell Grant Recipients	12,602	12,595	12,493	12,082	11,429
Percent with Pell Grant	42.2%	42.4%	42.5%	42.8%	40.9%

Note: This table reports the University's Access Rate, which is a measure of the percentage of undergraduate students who have received a federal Pell grant award during a given Fall term. The top row reports the number of students who received a Pell Grant award. The bottom row provides the percentage of eligible students that received a Pell Grant award. This metric is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.



Section 4 – Undergraduate Education

TABLE 4A. Baccalaureate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs					
World Languages and Cultures	16.0101	Bachelors	3/3/2016	2016 FALL	
Terminated Programs					
Classics	16.1200	Bachelors	3/3/2016	2016 FALL	
American Studies	05.0102	Bachelors	12/3/2015	2016 FALL	
Foreign Languages Teacher Ed	13.1306	Bachelors	12/3/2015	2016 SPRING	
French	16.0901	Bachelors	3/3/2016	2016 FALL	
German	16.0501	Bachelors	3/3/2016	2016 FALL	
Information Sciences & Studies	11.0401	Bachelors	6/4/2015	2015 FALL	
Italian	16.0902	Bachelors	3/3/2016	2016 FALL	
Russian	16.0402	Bachelors	3/3/2016	2016 FALL	
Spanish	16.0905	Bachelors	3/3/2016	2016 FALL	
Programs Suspended for New Enrollments					
None			-		

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

Section 4 – Undergraduate Education *(continued)***TABLE 4B. Full-time, First-Time-in-College (FTIC) Retention Rates***Retained in the Second Fall Term at Same University*

	2011-12	2012-13	2013-14	2014-15	2015-16
<i>Cohort Size</i>	3,451	3,825	3,860	4,117	4,113
Retained at USF-Tampa					
<i>with Any GPA</i>	87%	89%	89%	88%	90%
<i>with GPA 2.0 or higher</i>	85.0%	86.4%	86.7%	85.6%	87.9%
Retained within USF-System					
<i>with Any GPA</i>	87%	89%	89%	89%	90%
<i>with GPA 2.0 or higher</i>	85.3%	86.6%	87.0%	87.1%	88.0%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Retained with Any GPA** is based on student enrollment in the Fall term following their first year. **Percent Retained with GPA Above 2.0** is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts. The 'Percent Retained with GPA Above 2.0' is also known as the 'Academic Progress Rate' and is included in the Board of Governors Performance Based Funding Model – for more information see:

http://www.flbog.edu/about/budget/performance_funding.php.

TABLE 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates

Term of Entry	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	4,000	3,752	3,883	3,752	4,458
% Graduated	57%	63%	67%	68%	67%
% Still Enrolled	8%	6%	5%	5%	3%
% Success Rate	65%	70%	73%	73%	71%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. Cohorts are based on FTIC undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Graduated** reports the percent of FTICs who graduated from the same institution within six years. This metric does not include students who enrolled as part-time students (in their first year), or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). **Success Rate** measures the percentage of an initial cohort of students who have either graduated or are still enrolled at the same university. This data should match the IPEDS Graduation Rate Survey data that is due in late February.

Section 4 – Undergraduate Education *(continued)***TABLE 4D. Graduation Rates for First-Time-in-College (FTIC) Students***(includes Full- and Part-time students)*

4 – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	4,042	3,831	4,512	3,477	3,825
Same University	38%	42%	44%	51%	54%
Other USF Institution	0.3%	0.2%	0.3%	0.1%	0.3%
Other University in SUS	2%	2%	2%	2%	1%
Total from System	40%	44%	46%	53%	56%

6 – Year Rates	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	4,180	3,933	4,042	3,831	4,494
Same University	56.0%	62.6%	66.6%	68.1%	67.3%
Other USF Institution	1%	1%	1%	1%	1%
Other University in SUS	5%	4%	4%	4%	5%
Total from System	61%	67%	71%	73%	73%

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned after high school graduation. The initial cohorts can be revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. FTIC students who are enrolled in advanced graduate degree programs that do not award a Bachelor's degree are removed from the cohorts.

Graduates are students in the cohort who have graduated by the summer term in their fourth or sixth year. Degree data often includes 'late degrees' which are degrees that were awarded in a previous term, but reported to SUDS later; so, the most recent year of data in this table only provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-February will be reflected in the following year.

Same University provides graduation rates for students in the cohort who graduated from the same institution.

Other University in SUS provides graduation rates for students in the cohort who graduated from a different State University System of Florida institution. These data do not report students in the cohort who did not graduate from the SUS, but did graduate from another institution outside the State University System of Florida.

The six-year graduation rate from the same university is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.



Section 4 – Undergraduate Education *(continued)*

TABLE 4E. Graduation Rates *for AA Transfer Students from Florida College System*

Two – Year Rates	2010-12	2011-13	2012-14	2013-15	2014-16
<i>Cohort Size</i>	1,932	2,009	1,942	1,984	1,973
Same University	28%	27%	30%	29%	33%

Four – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	1,969	1,815	1,932	2,009	1,942
Same University	65%	68%	66%	68%	68%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. For comparability with FTIC cohorts, AA Transfer cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within two or four years.

TABLE 4F. Graduation Rates *for Other Transfer Students*

5 – Year Rates	2007-12	2008-13	2009-14	2010-15	2011-16
<i>Cohort Size</i>	2,364	1,877	2,181	1,952	2,121
Same University	57%	64%	63%	66%	67%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. Other Transfer Students includes undergraduate students that transfer into a university who are not FTICs or AA Transfers. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within five years.



Section 4 – Undergraduate Education *(continued)*

TABLE 4G. Baccalaureate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	7,607	7,617	8,079	7,991	7,876
Second Majors	173	173	186	174	150
TOTAL	7,780	7,790	8,265	8,165	8,026

Note: This table reports the number of degrees awarded by academic year. **First Majors** include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between “dual degrees” and “dual majors.” Also included in first majors are “dual degrees” which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a “degree fraction” of 1.0. **Second Majors** include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution’s criteria. The calculation for the number of second majors rounds each degree CIP’s fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline.

TABLE 4H. Baccalaureate Degrees in Programs of Strategic Emphasis (PSE)

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	1,844	1,987	1,975	1,914	2,024
HEALTH	695	818	1,099	1,519	1,659
GLOBALIZATION	284	249	284	258	264
EDUCATION	570	481	516	366	394
GAP ANALYSIS	513	495	549	568	636
SUBTOTAL	3,906	4,030	4,423	4,625	4,977
PSE PERCENT OF TOTAL	50.2%	51.7%	53.5%	56.6%	62.0%

Notes: This is a count of baccalaureate majors for specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of baccalaureate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

**Section 4 – Undergraduate Education** *(continued)***TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups**

	2011-12	2012-13	2013-14	2014-15	2015-16
Non-Hispanic Black					
Number of Degrees	856	884	888	899	883
Percentage of Degrees	12%	12%	11%	12%	12%
Hispanic					
Number of Degrees	1,268	1,285	1,493	1,554	1,591
Percentage of Degrees	17%	17%	19%	20%	21%
Pell-Grant Recipients					
Number of Degrees	3,759	4,016	4,356	4,307	4,121
Percentage of Degrees	51%	55%	56%	56%	55%

Note: **Non-Hispanic Black** and **Hispanic** do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.

Pell-Grant recipients are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation - excluding those awarded to non-resident aliens, who are only eligible for Pell grants in special circumstances. Percentage of Degrees is based on the number of baccalaureate degrees awarded to Pell recipients, as shown above, divided by the total degrees awarded - excluding those awarded to non-resident aliens.

Notes on Trends: In 2007, the US Department of Education re-classified the taxonomy for self-reported race/ethnicity categories and allowed universities a two-year phase-in process before all institutions were required to report based on the new categories for the 2011-12 academic year. This reclassification will impact trends.

Section 4 – Undergraduate Education *(continued)*

TABLE 4J. Baccalaureate Degrees Without Excess Credit Hours

	2011-12*	2012-13	2013-14	2014-15	2015-16
FTIC	56%	53%	60%	64%	70%
AA Transfers	58%	66%	71%	72%	85%
Other Transfers	39%	50%	57%	58%	72%
TOTAL	52%	56.6%	62.8%	65.1%	75.5%

Notes: This table is based on statute 1009.286 (see [link](#)), and excludes certain types of student credits (e.g., accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours for transfer students in Florida, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). This metric is not the same as the Excess Hours Surcharge, which has multiple cohorts with varying fee rates. This table reports the percentage of baccalaureate degrees awarded within 110% of the catalog hours required for a degree based on the Board of Governors Academic Program Inventory. This calculation is based on Hours To Degree data submitted by universities to the Board of Governors which excludes those who previously earned a baccalaureate degree.

Note*: Improvements were made to data collection process beginning with 2012-13 data to better account for high school dual enrolled credits that are exempt from the excess hour calculation. Also, 2012-13 data marked a slight methodological change in how the data is calculated. Each CIP code's required number of 'catalog hours' was switched to the officially approved hours as reported within the Board of Governors' Academic Program Inventory – instead of the catalog hours reported by the university on the HTD files.

TABLE 4K. Undergraduate Course Offerings

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Number of Course Sections	2,547	2,532	2,471	2,430	2,399
Percentage of Undergraduate Course Sections by Class Size					
Fewer than 30 Students	59%	59%	56%	60%	60%
30 to 49 Students	26%	26%	28%	25%	24%
50 to 99 Students	11%	11%	11%	10%	11%
100 or More Students	4%	4%	5%	5%	5%

Notes: This data is based on Common Data Set (CDS) definitions. According to CDS, a "class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes.



Section 4 – Undergraduate Education *(continued)*

TABLE 4L. Percentage of Undergraduate Credit Hours Taught by Instructor Type

	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty	68%	66%	67%	65%	66%
Adjunct Faculty	13%	16%	15%	17%	17%
Graduate Students	18%	17%	17%	15%	14%
Other Instructors	1%	1%	1%	3%	3%

Note: The total number of undergraduate state fundable credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.

TABLE 4M. Student/Faculty Ratio

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Ratio	26	24	24	23	24

Note: This data is based on Common Data Set (CDS) definitions. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Undergraduate or graduate student teaching assistants are not counted as faculty.



Section 4 – Undergraduate Education *(continued)*

TABLE 40. Post-Graduation Metrics

Percent of Bachelor's Graduates Employed or Continuing their Education, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14	2014-15
Employed (\$25,000+) or Enrolled	<i>n/a</i>	<i>n/a</i>	64.9%	65.8%	69.6%
Employed (Full-time) or Enrolled	69%	68%	74%	75%	77%
<i>Percent Found</i>	<i>91%</i>	<i>89%</i>	<i>91%</i>	<i>92%</i>	<i>92%</i>
<i>Number of States Included</i>	<i>1</i>	<i>36</i>	<i>38</i>	<i>38</i>	<i>41</i>

Notes: **Enrolled or Employed (Earning \$25,000+)** is based on the number of recent baccalaureate graduates who are either employed, and earning at least \$25,000, or continuing their education within one year after graduation. **Enrolled or Employed Full-Time** is based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education within one year after graduation. Full-time employment is based on those who earned at least as much as a full-time (40hrs a week) worker making minimum wage in Florida.

The employed data includes non-Florida data that is available from the Wage Record Interchange System 2 (known as "WRIS 2") and Federal employee data that is available from the Federal Employment Data Exchange System (FEDES) initiative. Military employment data was collected by the Board of Governors staff from university staff. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

For more information about the methodology see: http://www.flbog.edu/about/budget/performance_funding.php. For more information about WRIS2 see: http://www.doleta.gov/performance/wris_2.cfm. For more information about FEDES see: <http://www.ubalt.edu/jfi/fedes/>.

Median Wages of Bachelor's Graduates Employed Full-time, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14*	2014-15*
5th PERCENTILE WAGE	\$17,300	\$17,800	\$18,400	\$19,000	\$19,200
25th PERCENTILE WAGE	\$25,200	\$25,400	\$26,500	\$27,500	\$28,400
MEDIAN WAGE	\$33,200	\$34,700	\$35,300	\$37,000	\$38,000
75th PERCENTILE WAGE	\$44,600	\$44,500	\$46,800	\$48,700	\$51,400
95th PERCENTILE WAGE	\$65,500	\$67,000	\$66,300	\$71,200	\$74,400
<i>Percent Found</i>	<i>53%</i>	<i>51%</i>	<i>53%</i>	<i>59%</i>	<i>59%</i>
<i>Number of States/Districts Searched</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>39</i>	<i>41</i>

Notes: **Median Wage** data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned at least as much as a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number. This wage data includes graduates who were both employed and enrolled. Wages rounded to nearest hundreds. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

Note*: The Board approved a change to this metric that uses wage data from all states that participate in the Wage Record Interchange System 2 (known as "WRIS 2"). This methodology change applies only to the wages for 2013-14 and 2014-15 baccalaureate recipients.



Section 5 – Graduate Education

TABLE 5A. Graduate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Date of Board of Governors Action	Comments
New Programs						
Nurse Anesthetist	51.3804	Masters	6/4/2015	2015 FALL		
Pharmaceutical Nanotechnology	51.2099	Masters	9/16/2015	2016 SPRING		
Terminated Programs						
American Studies	5.0102	Masters	12/3/2015	2016 FALL		
Programs Suspended for New Enrollments						
Journalism	9.0401	Masters	-	2015 FALL		
Social Work	44.0701	Research Doctorate	-	2016 SPRING		

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.



Section 5 – Graduate Education (continued)

TABLE 5B. Graduate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	2,943	3,007	3,179	3,501	3,654
Second majors	0	0	0	0	0
TOTAL	2,943	3,007	3,179	3,501	3,654
Masters and Specialist (1st majors)	2,524	2,558	2,633	2,900	2,950
Research Doctoral (1st majors)	271	295	330	321	314
Professional Doctoral (1st majors)	146	153	216	280	390
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	112	106	120	124	172
<i>Nursing Practice</i>	6	5	6	12	17
<i>Pharmacy</i>	0	0	0	49	53
<i>Physical Therapist</i>	28	42	90	95	148
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other Professional Doctorate</i>	0	0	0	0	0

Note: This table reports the total number of graduate level degrees that were awarded by academic year as well as the number by level. The table provides a breakout for some of the Professional Doctoral degrees.

TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	724	837	929	1,085	1,161
HEALTH	729	762	838	1,050	1,196
GLOBALIZATION	31	29	25	42	31
EDUCATION	496	432	385	386	347
GAP ANALYSIS	66	90	97	107	115
SUBTOTAL	2,046	2,150	2,274	2,670	2,850
PSE PERCENT OF TOTAL	69.5%	71.5%	71.5%	76.3%	78.0%

Notes: This is a count of graduate degrees awarded within specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of graduate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.fibog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Note: The denominator used in the percentage includes second majors.

**Section 5 – Graduate Education** *(continued)***TABLE 5D. Professional Licensure Exams for Graduate Programs****Medicine: US Medical Licensing Exam - Step 1** *(for 2nd year MD students)*

	2012	2013	2014	2015	2016 Preliminary
Examinees	125	145	147	168	155
First-time Pass Rate	91%	96%	95%	97%	94%
<i>National Benchmark</i>	96%	97%	96%	96%	96%

Medicine: US Medical Licensing Exam - Step 2 Clinical Knowledge *(for 4th year MD students)*

	2011-12	2012-13	2013-14	2014-15	2015-16 Preliminary
Examinees	115	152	136	157	176
First-time Pass Rate	99%	100%	98%	97%	99%
<i>National Benchmark</i>	98%	98%	97%	95%	96%

Medicine: US Medical Licensing Exam - Step 2 Clinical Skills *(for 4th year MD students)*

	2011-12	2012-13	2013-14	2014-15	2015-16 Preliminary
Examinees	100	128	142	131	135
First-time Pass Rate	98%	99%	91%	96%	96%
<i>National Benchmark</i>	97%	98%	96%	96%	97%

Physical Therapy: National Physical Therapy Examinations

	2009-11	2010-12	2011-13	2012-14	2013-15
Examinees	96	93	92	87	98
First-time Pass Rate	87%	90%	94%	97%	95%
<i>National Benchmark</i>	89%	88%	89%	90%	91%

Note: Note on Benchmarks: The USMLE national exam pass rates, for the MD degree from US institutions, is reported online by the National Board of Medical Examiners (NBME). Three-year average pass rates for first-time examinees on the National Physical Therapy Examinations are reported, rather than annual averages, because of the relatively small cohort sizes. Due to changes in accreditation policy, the National Board for Certification in Occupational Therapy (NBCOT) examinations no longer report first-time pass rates. The reported pass rates are now 'New Graduates' pass rates and represent the ultimate pass rate, or the percentage of students who passed regardless of how many times the exam was taken. The Dental Board and Occupational Therapy exams are national standardized examinations not licensure examinations. Students who wish to practice in Florida must also take a licensure exam.



Section 6 – Research and Economic Development

TABLE 6A. Research and Development

R&D Expenditures	2010-11	2011-12	2012-13	2013-14	2014-15
Total (S&E and non-S&E) (\$ 1,000s)	\$394,963	\$443,206	\$459,409	\$488,641	\$485,354
Federally Funded (\$ 1,000s)	\$243,030	\$236,148	\$225,414	\$222,790	\$218,338
Percent Funded From External Sources	70%	63%	59%	60%	55%
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member	\$394,963	\$433,665	\$464,049	\$484,763	\$491,747
Technology Transfer	2010-11	2011-12	2012-13	2013-14	2014-15
Invention Disclosures	172	288	185	190	184
Licenses & Options Executed	36	52	75	91	119
Licensing Income Received (\$)	1,390,871	1,243,425	1,802,233	1,405,713	\$2,455,124
Number of Start-Up Companies	8	10	9	11	11
	2011	2012	2013	2014	2015
Utility Patents Issued	89	84	98	110	90

Notes: **R&D Expenditures** are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). **Percent Funded from External Sources** is defined as funds from federal, private industry and other sources (non-state and non-institutional funds). Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS (FGCU includes both tenured/tenure-track and non-tenure-track faculty). The fall faculty year used will align with the beginning of the fiscal year (e.g., 2007 FY R&D expenditures are divided by fall 2006 faculty). **Invention Disclosures** reports the number of disclosures made to the university's Office of Technology Commercialization to evaluate new technology – as reported on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey. **Licenses & Options Executed** that were executed in the year indicated for all technologies – as reported by AUTM. **Licensing Income Received** refers to license issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia – as reported on the AUTM survey. **Number of Start-up Companies** that were dependent upon the licensing of University technology for initiation – as reported on the Association of University Technology Managers Annual Licensing Survey. **Utility Patents Issued** awarded by the United States Patent and Trademark Office (USPTO) by Calendar year – does not include design, plant or other patent types.



Section 6 – Research and Economic Development (continued)

TABLE 6B. Centers of Excellence

Name of Center:	Center for Drug Discovery and Innovation (CDDI)	Cumulative (since inception to June 2016)	Fiscal Year 2015-16
Year Created:	2007		
Research Effectiveness			
<i>Only includes data for activities <u>directly</u> associated with the Center. Does not include the non-Center activities for faculty who are associated with the Center.</i>			
Number of Competitive Grants Applied For		242	22
Value of Competitive Grants Applied For (\$)		\$189,109,484	\$23,971,125
Number of Competitive Grants Received		98	17
Value of Competitive Grants Received (\$)		\$51,857,018	\$7,230,600
Total Research Expenditures (\$)		\$21,392,621	\$874,560
Number of Publications in Refereed Journals From Center Research		214	9
Number of Invention Disclosures		61	7
Number of Licenses/Options Executed		12	0
Licensing Income Received (\$)		\$172,071	\$8,000
Collaboration Effectiveness			
<i>Only reports on relationships that include financial or in-kind support.</i>			
Collaborations with Other Postsecondary Institutions		81	5
Collaborations with Private Industry		109	4
Collaborations with K-12 Education Systems/Schools		51	0
Undergraduate and Graduate Students Supported with Center Funds		136	28
Economic Development Effectiveness			
Number of Start-Up companies <i>with a physical presence, or employees, in Florida</i>		1	0
Jobs Created By Start-Up Companies Associated with the Center		5	0
Specialized Industry Training and Education		14	0
Private-sector Resources Used to Support the Center's Operations		0	0
Narrative Comments on next page.			



Section 6 – Research and Economic Development *(continued)*

TABLE 6B. Centers of Excellence *(continued)*

Name of Center	Center for Drug Discovery and Innovation (CDDI)
Narrative Comments [Most Recent Year]: 2015-16	
<p>(1) On June 1, 2016, Dr. Gary Daughdrill was awarded an NIH 5 year R01 grant totaling \$1,610,260, with the primary focus of the study on the interaction between disordered and ordered proteins domains and the cellular consequences.</p>	
<p>(2) On June 14, 2016, Dr. Michael White was awarded an NIH 5 year R01 grant totaling \$2,643,135 to further research on malaria related diseases. Other CDDI faculty members that are collaborators on this grant include Assistant Research Professor, Dr. Elena Suvorova and Research Associate, Dr. Anatoli Naumov.</p>	

2015-16

Annual Accountability Report

UNIVERSITY OF SOUTH FLORIDA- ST. PETERSBURG

DRAFT

PENDING USF BOT APPROVAL

Submitted to the BOG, 2/27/2017



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors



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Annual Accountability Report 2015-2016



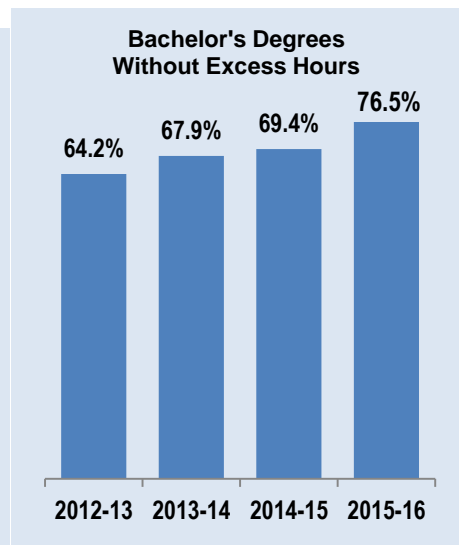
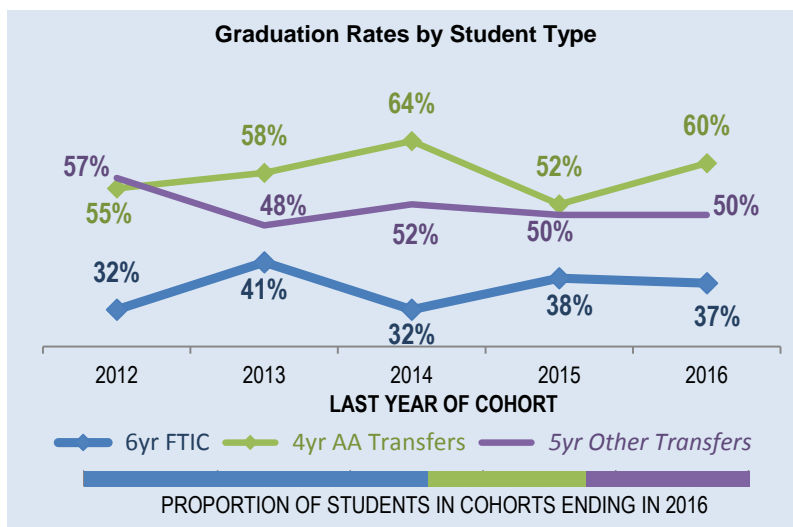
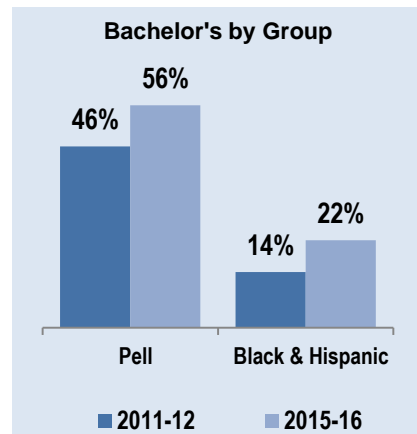
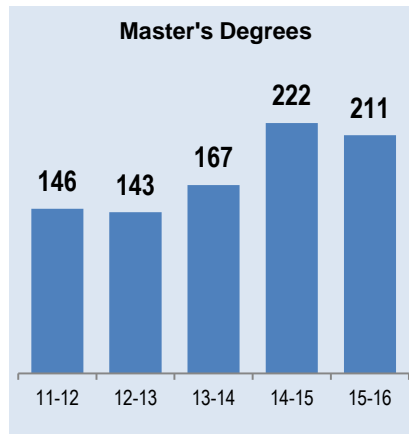
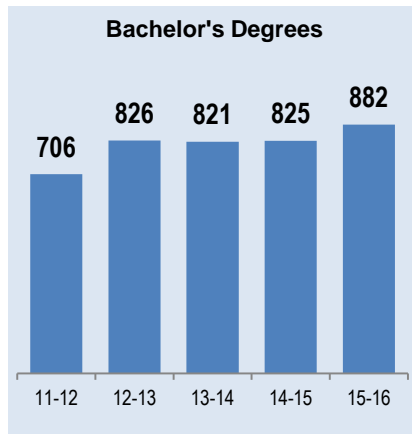
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Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications	
				Faculty (Fall 2015)	Full-Time	Part-Time		
TOTAL	4,749	100%	3%	TOTAL (as of Spring 2016)				
White	3,183	67%	0%	Baccalaureate			25	Basic: Master's Colleges & Universities: Medium
Hispanic	701	15%	8%	Master's			13	Undergraduate Instructional Program: Balanced arts & sciences/professions, some graduate
Black	368	8%	10%	Research Doctorate			0	Graduate Instructional Program: Post-baccalaureate: Education-dominant, with Arts & Sciences
Other	497	10%	14%	Professional Doctorate			0	Size and Setting: Four-year, medium, primarily nonresidential
Full-Time	2,828	60%	5%					Community Engagement: Yes
Part-Time	1,921	40%	1%	TOTAL	142	137		
Undergraduate	3,945	83%	3%	Tenure & Ten. Track	97	3		
Graduate	540	11%	2%	Non-Tenured Faculty	45	134		
Unclassified	264	6%	14%					

DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY



Annual Accountability Report
2015-2016

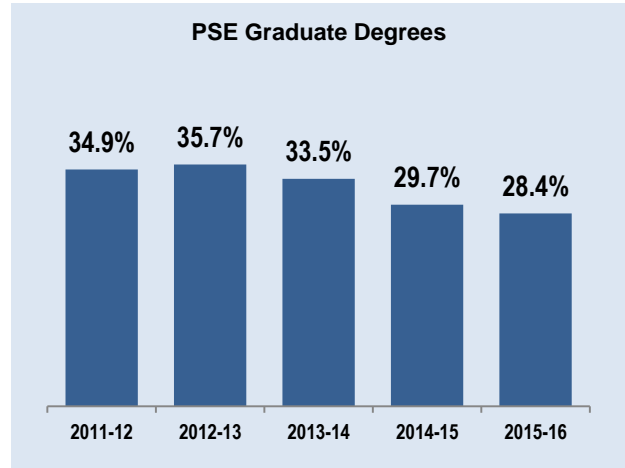
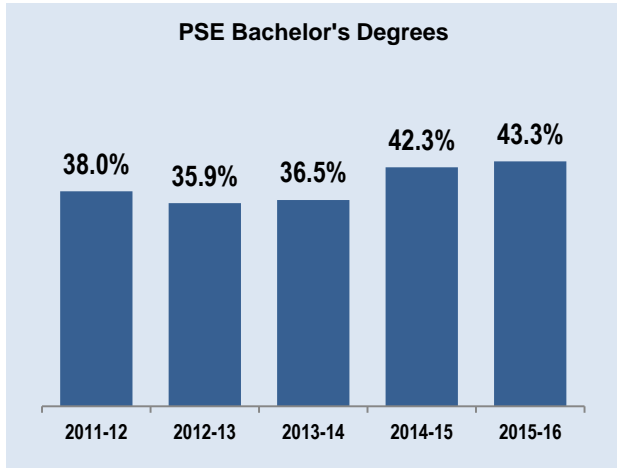


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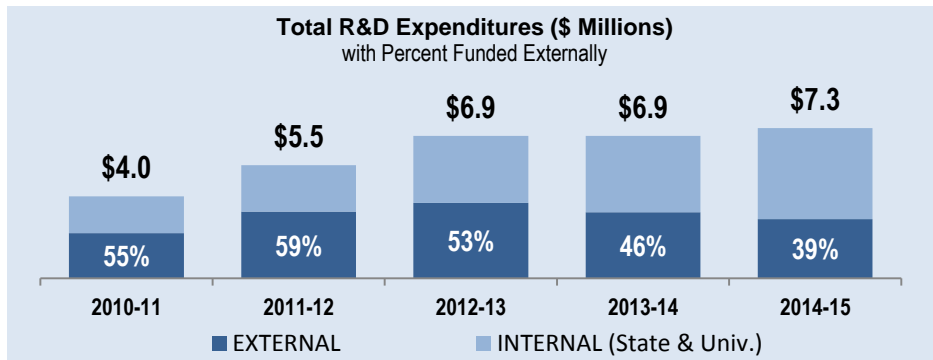
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Dashboard

DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS

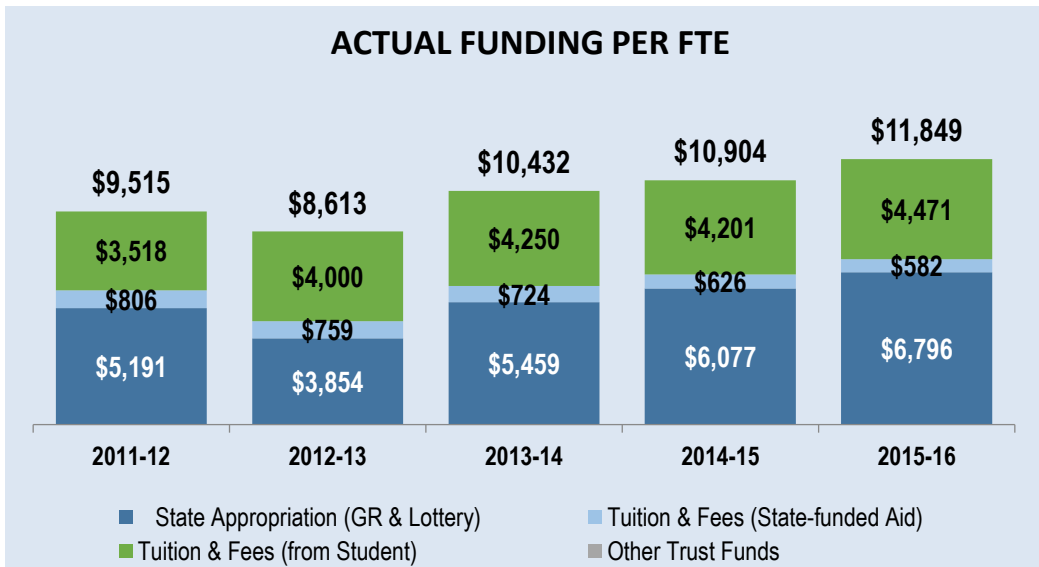


RESEARCH AND COMMERCIALIZATION ACTIVITY



RESOURCES

ACTUAL FUNDING PER FTE

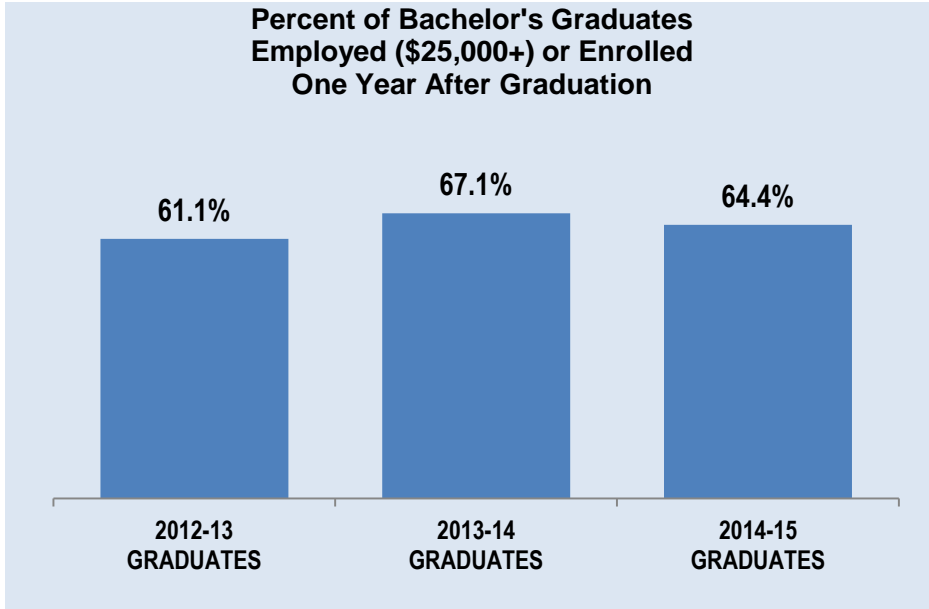


Note: Tuition and Fee revenues include tuition, tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines) based on the actual amount collected (not budget authority) by universities as reported in their Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here. Please note that a portion of the Tuition & Fees is supported by federal SFA programs (ie, Pell grants). State-funded Student Financial Aid amounts include the 11 SFA programs that OSFA reports annually. State Appropriations includes General Revenues, Lottery and Other Trust funds (i.e., Federal Stimulus for 2009-10 and 2010-11 only) that are directly appropriated to the university as reported in Final Amendment Package. Student FTE are actual and based on the standard IPEDS definition of FTE (equal to 30 credit hours for undergraduates and 24 for graduates). This data does not include funds or FTE from special units (i.e., IFAS, Health-Science Centers or Medical Schools). Not adjusted for inflation.



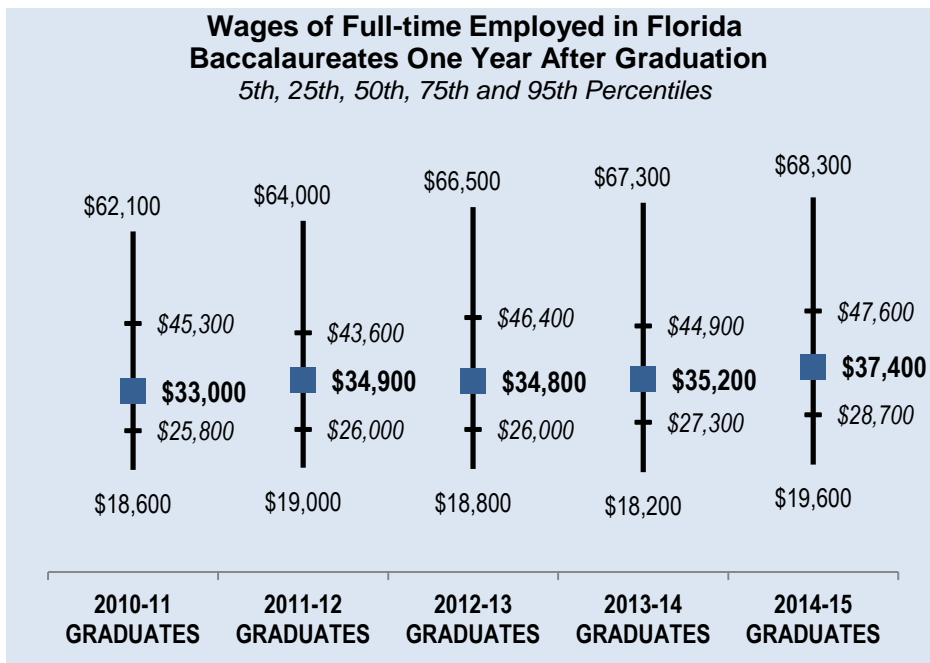
Dashboard

POST-GRADUATION METRICS



Notes: Percentages are based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education in the U.S. (based on the National Student Clearinghouse data). Full-time employment is based on those who earned more than a full-time (40hrs a week) worker making minimum wage. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. Board of Governors staff found xx% of the total 2014-15 graduating class.

See Table 40 within this report for additional information about this metric.



Notes: Wage data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned more than a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed by the military or federal government, or those without a valid social security number. In 2014-15, these data accounted for xx% of the total graduating class. This wage data includes graduates who were employed full-time (regardless of their continuing enrollment). Wages are provided for 5th, 25th, 50th, 75th and 95th percentiles. Median wages are identified by bolded values. The interquartile range (shown in italics) represents 50% of the wage data. Wages rounded to nearest hundreds.



Key Achievements (2015 -2016)

Limit to one page. Please don't include achievements reported last year.

STUDENT AWARDS/ACHIEVEMENTS

1. Undergraduate students Krista Ford, Lieu Huynh, and Daniel Shiffman, and their professor, Dr. Deby Cassill, co-authored an article published in the *Journal of Bioeconomics*.
2. Research on the impact of climate change led graduate student Adam Flanery to Cameroon on a 20-day trip to collect thesis data on the forest communities in the country's southwest region.
3. History major Amy Anderson was awarded a competitive Spring 2016 internship at the Smithsonian, working with national experts to sort and catalog textiles dating from 1895 to 1913.

FACULTY AWARDS/ACHIEVEMENTS

1. Drs. Kathryn and John Arthur's anthropological discovery of an ancient skeleton in the highlands of Ethiopia was confirmed by scientists at Cambridge University to contain the world's first, complete African genome – news that was covered by *Science*, the National Science Foundation and *The New York Times*, among other publications.
2. Dr. Tiffany Chenneville, associate professor of Psychology, was awarded two private grants to complete a psychosocial HIV needs assessment as part of a new partnership with Springs of Hope Kenya, an orphanage for children diagnosed with HIV or those orphaned by parents who have died from the disease.

PROGRAM AWARDS/ACHIEVEMENTS

1. USFSP's Online MBA Program was ranked #15 in the country and #2 in Florida by *U.S. News & World Report (2016)*, scoring particularly well in Faculty Credentials and Training, in which it tied at #3 nationally.
2. Using data reported by the National Center for Education Statistics (NCES), AffordableSchools.net ranked USFSP among its "25 Most Exclusive Public Bachelor's College by Admission Rate," (2016) alongside the U.S. Naval Academy, University of California Berkeley and the University of North Carolina at Chapel Hill.

RESEARCH AWARDS/ACHIEVEMENTS

1. Dr. James McHale, director of the USFSP Family Study Center, and his team were awarded a \$2.9 million grant from the National Institutes of Health (NIH) to examine the role of co-parenting and family group dynamics.
2. USFSP's external research funding awards increased from \$3.4 million to over 4 million, and the number of faculty proposals increased by 50 percent, from 31 in 2014-15 to 46 in 2015-16.

INSTITUTIONAL AWARDS/ACHIEVEMENTS

1. With new legislative funding, USFSP launched the Center for Innovation in Teaching and Learning (CITL), offering a wide array of research-based programs and services that support teaching and reflective practice.
2. USFSP marked the mid-point of construction (topping-out) of the Kate Tiedemann College of Business with a \$1 million gift from businesswoman Ellen Cotton, followed closely by a \$5 million gift from former Raymond James executive Lynn Pippenger.
3. USFSP completed a demand study and proposal to build a new 550-bed residence hall and conference center, a public-private partnership (P3) project to be constructed at the intersection of Third Street S. and Sixth Avenue S.



Narrative

Limit narrative to one page per section (a 9pg max). Arial 11 point font.

Teaching and Learning

STRENGTHEN QUALITY AND REPUTATION OF ACADEMIC PROGRAMS AND UNIVERSITIES

USF St. Petersburg rose in *U.S. News & World Report* rankings (2015) to #23 in the nation among Southern Regional Public Universities. USPSP's Online MBA rose to #15 in the nation and #2 in Florida (2016).

The department of Journalism and Media Studies received accreditation for its new Digital Journalism and Design Program by The Accrediting Council on Education in Journalism and Mass Communication (ACEJMC), making it one of fewer than 10 programs nationally to have the accreditation. At the same time, ACEJMC re-accredited the existing bachelor's and traditional master's degrees.

Dr. Judithanne Scourfield McLauchlan, associate professor of Political Science, led a cohort of Political Science majors to New Hampshire to participate in her quadrennial "Road to the White House" class. Held since 2004, the students worked with the presidential campaigns for seven Democratic and Republican candidates.

Drs. Judithanne Scourfield McLauchlan, Tiffany Chenneville, associate professor of Psychology, and Martine Fernandes Wagner, associate professor of French, received the USF System's 2015 Global Engagement award.

Dr. Tiffany Chenneville was selected to serve on the American Psychological Association's Steering Committee on Psychology and AIDS. COPA helps to guide the development and implementation of APA's organizational response to the HIV/AIDS epidemic.

Dr. Frank Biafora, Professor of Sociology and Dean of the College of Arts and Sciences was selected to participate as a Fellow by the American Council on Education (ACE).

Dr. Hemant Merchant, professor of Global Business, served on a United Nations panel of experts on corporate governance in multinational corporations.

Dr. Maria Caban-Garcia, associate professor of Accounting, was named President of the American Accounting Association's Diversity section.

Dr. Hugh LaFollette, professor of Philosophy, presented twice at Oxford University in November 2015 during the university's Conscience and Conscience Objection in Healthcare Conference.

Dr. J. Michael Francis, professor of History, was invited to present his new book, "St. Augustine: America's First City, a Story of Unbroken History & Enduring Spirit" to King Felipe VI and Queen Letizia of Spain.

Four USFSP faculty members received nationally-recognized Quality Matters certifications for online courses in personality and abnormal psychology, management, and taxation.



INCREASE DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

USFSP continued to increase the number of Bachelor's degrees awarded without excess hours, up from 69 percent to 73 percent. This year-to-year gain of 6 percent supplements five years of steady growth.

USFSP's most recent bachelor's graduates reported higher wages one year after graduation. Overall average wages for recent graduates rose by more than 6 percent, with the top 25 percent averaging \$68,300 annually.

More than half of USFSP's bachelor's graduates (52 percent) are employed earning more than \$25,000 a year. Overall, 94 percent of graduates are enrolled in graduate studies or engaged in full or part-time employment.

USFSP completed four-year degree maps for all undergraduate majors.

Working closely with the USF System and St. Petersburg College, USFSP developed the curricular requirements for FUSE, a partnership that provides a seamless transition from Florida College System (FCS) partner schools to the USF System institution of their choice, allowing for timely completion of both A.A. and Bachelor's degrees.

USFSP launched COMPASS, a comprehensive first-year experience program designed to integrate new students into the academic and socio-cultural communities of USFSP.

In November 2015, USFSP opened a new Military and Veterans Success Center, serving an estimated 300 student veterans, active military and dependents.

The KTCOB Program of Accountancy reviewed all courses and mapped course content to ensure coverage of CPA exam topics.

INCREASE THE NUMBER OF DEGREES AWARDED IN S.T.E.M. AND OTHER PROGRAMS OF STRATEGIC EMPHASIS

USFSP STEM awards rose from 106 to 157 bachelor's degrees, an increase of 48 percent. The total number of bachelor's graduates increased 7 percent, from 825 to 882 students.

USFSP continued to explore new programs, particularly in the areas of healthcare – programs designed to prepare students for high-demand fields and strengthen linkages with the health and STEM business communities across the broader Tampa Bay region. Among these programs is a collaboration with USF Tampa designed to increase the System's numbers of Nursing graduates by providing a new opportunity for students to fulfill clinical requirements in St. Petersburg.

USFSP developed the proposal for a new M.S. in Conservation Biology to address the regional demand for biologists with expertise in conservation, organismal biology and taxonomy to protect Florida's natural resources, particularly along the Gulf Coast. (The program received approvals in December 2016 and will launch in Fall 2017.)

USFSP added new concentrations in Healthcare and Business Analytics to the MBA program, and launched a completely online master's program in Educational Leadership.



Narrative

Scholarship, Research and Innovation

STRENGTHEN QUALITY AND REPUTATION OF SCHOLARSHIP, RESEARCH AND INNOVATION

USFSP developed a new Minority Post-Doctoral Program to increase diversity among faculty while providing additional research support to current team members. (Currently, there are 17 applications for two positions.)

USFSP invested in a faculty research mentoring program to help build the institution's research profile.

Journalism Chair Dr. Deni Elliot received a \$75,000 Spencer grant for Planning a National Ethics Project. This is a joint planning grant with Harvard, Stanford, and the Association for Practical and Professional Ethics at Indiana University.

USFSP's inaugural Bay-to-Bay Distance Learning Symposium featured Sir Ken Robinson as keynote speaker and marked the official launch of the Center for Innovation in Teaching and Learning.

The College of Arts and Sciences created a new Endowed Professorship in Pre-Medical Sciences in Spring 2016, awarding this to newly-hired Associate Professor in Biology, Dr. Hassam Ashour.

Dr. V. Mark Durand, professor of Psychology, was elected President of the American Psychological Association's Division 33, which focuses on Intellectual and Developmental Disabilities/Autism Spectrum Disorder (ASD).

Dr. Judithanne Scourfield McLauchlan was named a Fulbright Scholar for a second time and will travel to Macedonia in 2017.

Dr. Jill McCracken, associate professor of English, was the recipient of the 2016 USF System Women in Leadership & Philanthropy (WLP) Faculty Research Award.

INCREASE RESEARCH AND COMMERCIALIZATION ACTIVITY

The USFSP Geo-Spatial Analytics Lab, under the leadership of Dr. Barnali Dixon, was commissioned to provide a complete analysis of vegetation and habitat change within the Seminole Tribe reservation of Florida between 1940 to 2014, using GIS and remote sensing techniques.

Dr. Rebecca Harris in collaboration with USF Tampa, the City of Treasure Island and the Tampa Bay Regional Planning Council, began a study on the economic impacts of a variety of coastal land use and infrastructure changes, using Treasure Island as a case study.

Sponsored by the City of Lakeland, Drs. Thomas Whitmore and Melanie Riedinger-Whitmore began a paleolimnological study of Lake Bonny in Lakeland, Florida.



INCREASE COLLABORATION AND EXTERNAL SUPPORT FOR RESEARCH ACTIVITY

Dr. James McHale, director of the USFSP Family Study Center, was funded for \$395,680 by the Juvenile Welfare Board of Pinellas County to support the work of infant family mental health. McHale also received approximately \$40,000 from Pinellas County to support the efforts.

Funding from the Juvenile Welfare Board has allowed the Family Study Center's Infant-Family Mental Health Center to serve 63 high-risk families with young children to help promote relationship repair within the family toward fostering the child's social and emotional adjustment, a pillar for later school readiness. Though the Center has only recently begun its work, it is collecting child and family adjustment data at both the point of intake and point of discharge, and gearing up to examine effectiveness of clinical interventions on child and family outcomes. Among the indicators targeted are socio-emotional gains in capacities that underlie school readiness, improved family well-being and improved family relationship functioning.

Dr. James McHale was funded for \$339,694 by the Foundation for a Healthy St Petersburg to support a collaborative project starting in a local neighborhood. The Family Study Center (FSC) will introduce an unprecedented place-based, cross-sector initiative to ensure the mental health of all babies and young children in South St. Petersburg.

One-year funding from the Foundation for a Healthy St. Petersburg supports a partnership with residents of Lake Maggiore Shores (LMS), where neighbors are cultivating community-wide readiness for the possibility of a resident-led, Place-Based Initiative that would be oriented around the well-being of children from birth to age 5 in St. Petersburg. Thus far, two LMS neighborhood organizers hired as part of the readiness Initiative have connected with and gathered ideas from residents within each of LMS's 48 census blocks. They have promoted increased readiness by gathering contact information from over 300 residents, identifying 20 percent of the 170 children ages birth to age 5 who live in LMS (based on U.S. Census data estimates), and facilitating contributions of over 100 residents in community-building efforts.

Dr. Wendy Rote, assistant professor of Psychology, hosted the inaugural Science of Parenting Conference, a free one-day conference highlighting cutting-edge research in parenting and featuring five internationally-recognized speakers, and offering free CE hours for Florida licensed clinical social workers, mental health counselors, marriage and family therapists.

Dr. Rote's research focuses on parent-adolescent relationships, parental socialization behaviors, and adolescent autonomy development. It includes topics such as adolescent information management (e.g., disclosure, topic avoidance, lying to parents), family decision-making, helicopter parenting, and parental guilt induction/psychological control. Her research highlights how individual, relational, and contextual factors alter family members' perceptions of these relationship behaviors.



Narrative

Community and Business Engagement

STRENGTHEN QUALITY AND REPUTATION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT

Dr. V. Mark Durand, professor of Psychology, spent five days in Cuba as part of the St. Petersburg Downtown Partnership Delegation. The goal of the trip was to attract a Cuban consulate to the city and to signal the city's hopes to establish and renew exchanges in education, research, business and the arts.

In Spring 2015, led by Dr. Steve Diasio, 80 business students presented strategic initiatives to Valpak as part of a semester-long Strategic Management capstone course project. Students created product prototypes, apps, websites, and a demo video to illustrate their vision for Valpak in the on-demand home service market.

Working closely with the City of St. Petersburg, USFSP's Sustainability Office authored a Climate Action Plan for the university, pledging to reduce baseline Greenhouse Gas emissions by 50 percent by 2035 and to achieve carbon neutrality by 2050.

USF St. Petersburg formalized a partnership with *The Weekly Challenger*, the newspaper which has served Pinellas County's African American community for almost 50 years. Thanks to efforts by Representative Darryl Rouson to secure funding for the project, the university created a digital archive for the paper at the Nelson Poynter Memorial Library. Additionally, in partnership with The Poynter Institute, the project aims to help sustain African-American newspapers throughout Florida.

USFSP's Center for Civic Engagement offered 165 Citizen Scholar courses, engaging students in any of 75 community partner organizations and on projects tied to learning outcomes of the courses.

Six students from USFSP's Kate Tiedemann College of Business were selected to participate in a five-day Exploratory Lab Boot Camp through the Tampa Bay Technology Forum.

Graduate students in the KTCOB Master's of Business Administration and Master's of Accountancy programs, through an internship course, IRS VITA TAX, worked directly with individuals in the community to provide free income tax preparation services at one of 12 sites throughout the county. During Spring 2016, nine students contributed 803 total hours.

The College of Education hosted the third annual Science, Technology, Engineering, and Mathematics (STEM) Academies in April 2016, attracting more than 3,600 Pinellas County students, parents, teachers and families.

USFSP marked its 50th Anniversary with more than 100 events and the co-naming of Second Street South as University Way, achieving a strategic goal of weaving USFSP's identity with the city.



INCREASE LEVELS OF COMMUNITY AND BUSINESS ENGAGEMENT

USFSP expanded its role in St. Petersburg's new Innovation District. Regional Chancellor Sophia Wisniewska was named President, leading District partners through a strategic planning process to include identifying opportunities for growth, a signage and way-finding program and branding.

Initiated by Dr. Heather Judkins, assistant professor of Biological Oceanography, USFSP secured an agreement to host the 2018 Conference of the Cephalopod International Advisory Council (CIAC). The triennial conference is expected to attract 200-250 cephalopod researchers from more than 30 countries.

Funded by a new donor gift, USFSP launched the Open Education Network, or OPEN, to include a named lecture series around common themes that impact the City of St. Petersburg.

Dr. Thomas Smith, professor of Political Science and director of the USFSP Honors Program served as host for the fourth Annual St. Petersburg Conference on World Affairs, a three-day program which features experts from the military, media politics and academics, and which drew more than 2,000 members of the public.

In partnership with The USF College of Marine Science, the National Oceanic and Atmospheric Administration (NOAA) and the Fish and Wildlife Research Institute, USFSP hosted the fifth annual St. Petersburg Science Festival. More than 300 USFSP students, faculty and campus leaders participated in the event, which was attended by more than 25,000 members of the public over two days.

USF St. Petersburg hosted the 23rd annual *Tampa Bay Times* Festival of Reading, marking the 10th year that the festival was held at the university. Among the featured authors was Dr. J. Michael Francis, Hough Family Chair of Florida Studies and professor of History, who presented "St. Augustine: America's First City, a Story of Unbroken History and Enduring Spirit."

The USFSP College of Arts and Sciences graduated its first cohort in December 2015 from its new Brewing Arts program, collaborating with numerous local and national breweries to create a unique on-line course and hands-on training program. Lead sponsors of this program include 3 Daughters Brewing and Great Bay Distributing.

Led by Janet Keeler, visiting assistant professor and former Food and Travel editor for the Tampa Bay Times, USFSP hosted a "Food for Thought" lecture series, a free, yearlong celebration of food and culture through photography, writing and film.

The Department of Journalism and Media Studies graduated its first students from a new credit-earning Food and Photography Graduate Certificate Program.

INCREASE COMMUNITY AND BUSINESS WORKFORCE

A total of 162 employers were on the USFSP campus during 2015-2016, taking part in events, programs, and job fairs in collaboration with the Career Center, representing a 2 percent increase over 2014-15. A part-time Career Fair was attended by 51 employers, a 51 percent increase over the 2014 event.



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Section 1 – Financial Resources

TABLE 1A. University Education and General Revenues

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimates
MAIN OPERATIONS					
Recurring State Funds	\$21,974,862	\$22,639,104	\$22,934,103	\$24,372,544	\$25,539,656
Non-Recurring State Funds	-\$5,111,531	\$131,000	\$1,350,000	\$3,023,354	\$3,982,450
Tuition	\$17,204,867	\$17,315,935	\$16,047,919	\$16,768,642	\$17,804,435
Tuition Differential Fee	\$3,438,880	\$3,231,124	\$2,994,726	\$3,106,355	\$3,500,000
Misc. Fees & Fines	\$180,959	\$199,574	\$247,659	\$493,390	\$400,565
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
TOTAL	\$37,688,037	\$43,516,737	\$43,574,407	\$47,764,285	\$51,227,106

Recurring State Funds: include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums for the estimated year. This does not include technical adjustments or transfers made by universities after the appropriation. Please note: 2013-14 revenues include the non-recurring \$300M system budget reduction. *Sources: SUS Final Amendment Packages were used for actual years; and, the latest SUS University Conference Report and various workpapers were used for the estimated year.* **Non-Recurring State Funds:** include general revenue and lottery education & general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. *Source: non-recurring appropriations section of the annual Allocation Summary and Workpapers that include all other non-recurring budget amendments allocated later in the fiscal year.* **Note on Performance Funding:** the State investment piece of performance funding is reported in the 'Non-Recurring State Funds' and the Institutional investment piece is reported within 'Recurring State Funds'. **Tuition:** Actual resident & non-resident tuition revenues collected from students, net of fee waivers. *Source: Operating Budget, Report 625 – Schedule I-A.* **Tuition Differential Fee:** Actual tuition differential revenues collected from undergraduate students. *Source: Operating Budget, Report 625 – Schedule I-A.* **Miscellaneous Fees & Fines:** Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees. *Source: Operating Budget, Report 625 – Schedule I-A.* **Phosphate/Other Trust Fund:** State appropriation for the Florida Industrial and Phosphate Research Institute at the University of South Florida (for history years through 2012-13); beginning 2013-14 the Phosphate Research Trust Fund is appropriated through Florida Polytechnic University. Other Operating Trust Funds. For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Funds and Operations & Maintenance Trust Fund are provided by the University of Florida. *Source: Final Amendment Package. This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1B. University Education and General Expenditures *(Dollars in Millions)*

	2011-12*	2012-13	2013-14	2014-15	2015-16
MAIN OPERATIONS					
Instruction/Research	\$21,200,464	\$24,698,212	\$26,960,714	\$29,517,329	\$30,705,416
Administration and Support	\$2,653,731	\$4,811,738	\$3,807,349	\$4,927,612	\$5,793,641
PO&M	\$3,690,915	\$4,036,733	\$4,431,979	\$4,619,031	\$6,828,975
Student Services	\$1,510,047	\$1,958,948	\$2,108,819	\$2,384,764	\$2,704,680
Library/Audio Visual	\$1,449,515	\$1,422,051	\$1,320,155	\$1,543,891	\$1,500,569
Other	\$0	\$0	\$0	\$0	\$0
TOTAL	\$30,504,672	\$36,927,682	\$38,629,016	\$42,992,627	\$47,533,281

The table reports actual expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (e.g., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (e.g., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Note*: FY 2012-2013 reflects a change in reporting expenditures from prior years due to the new carry-forward reporting requirement as reflected in the 2013-2014 SUS Operating Budget Reports. Since these expenditures will now include carry-forward expenditures, these data are no longer comparable to the current-year revenues reported in table 1A, or prior year expenditures in table 1B. *This data is not adjusted for inflation.*

Instruction & Research: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectiveness; individual or project research; academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **Administration & Support Services:** Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **PO&M:** Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification. **Student Services:** Includes resources related to physical, psychological, and social well-being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. **Other:** includes Institutes and Research Centers, Radio/TV, Museums and Galleries, Intercollegiate Athletics, Academic Infrastructure Support Organizations. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).

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Section 1 – Financial Resources *(continued)*

TABLE 1C. Funding per Full-Time Equivalent (FTE) Student

	2011-12	2012-13	2013-14	2014-15	2015-16
State Appropriation <i>(GR & Lottery)</i>	\$5,191	\$3,854	\$5,459	\$6,077	\$6,796
Tuition & Fees <i>(State-funded Aid)</i>	\$806	\$759	\$724	\$626	\$582
Tuition & Fees <i>(from Student)</i>	\$3,518	\$4,000	\$4,250	\$4,201	\$4,471
Other Trust Funds	\$0	\$0	\$0	\$0	\$0
TOTAL	\$9,515	\$8,613	\$10,432	\$10,904	\$11,848

Notes: **Data provided by USF staff instead of BOG staff queries of SUDS due to the FTE calculations required.** **State Appropriations** includes General Revenues and Lottery funds that are directly appropriated to the university as reported in Final Amendment Package. This does not include appropriations for special units (e.g., IFAS, Health Science Centers, and Medical Schools). **Tuition and Fee** revenues include tuition and tuition differential fee and E&G fees (e.g., application, late registration, and library fees/fines) as reported on the from the Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003). To more accurately report the full contribution from the State, this table reports the state-funded financial aid separately from the tuition and fee payments universities receive from students (which may include federal financial aid dollars). The state-funded gift aid includes grants and scholarships as reported by universities to Board during the academic year in the State University Database (SUDS). **Other Trust funds** (e.g., Federal Stimulus for 2009-10 and 2010-11 only) as reported in Final Amendment Package. **Full-time Equivalent enrollment** is based on actual FTE, not funded FTE; and, does not include Health-Science Center funds or FTE. This data is based on the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates. *This data is not adjusted for inflation.* Data provided by USF staff.

TABLE 1D. Cost per Bachelor's Degree

	2008-12	2009-13	2010-14	2011-15	2012-16
Cost to the Institution	REPORTED AT THE USF-SYSTEM LEVEL				
[NEW]	2011-12	2012-13	2013-14	2014-15	2015-16
Cost to the Student: Net Tuition & Fees per 120 Credit Hours	REPORTED AT THE USF-SYSTEM LEVEL				

Notes: Cost to the Institution reports the Full expenditures include direct instructional, research and public service expenditures and the undergraduate portion of indirect expenditures (e.g., academic administration, academic advising, student services, libraries, university support, and Plant Operations and Maintenance). For each year, the full expenditures were divided by undergraduate fundable student credit hours to calculate the full expenditures per credit hour, and then multiplied by 30 credit hours to represent the annual undergraduate expenditures. The annual undergraduate expenditures for each of the four years was summed to provide an average undergraduate expenditures per (120 credit) degree. **Source:** State University Database System (SUDS), Expenditure Analysis: Report IV. **Net Tuition & Fees per 120 Credit Hours** represents the average tuition and fees paid, after considering gift aid (e.g., grants, scholarships, waivers), by resident undergraduate FTICs who graduate from a program that requires 120 credit hours. This data includes an approximation for the cost of books. For more information about how this metric is calculated please see the methodology document at the Board's webpage, at: http://www.flbog.edu/about/budget/performance_funding.php. *This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1E. University Other Budget Entities *(Dollars in Millions)*

	2011-12	2012-13	2013-14	2014-15	2015-16
Auxiliary Enterprises					
Revenues	\$8,207,956	\$12,298,149	\$11,699,937	\$12,305,332	\$12,761,543
Expenditures	\$4,596,917	\$8,347,332	\$7,086,478	\$7,173,744	\$9,107,634
Contracts & Grants					
Revenues	\$3,228,779	\$3,730,136	\$3,356,232	\$2,865,598	\$3,109,539
Expenditures	\$3,614,154	\$4,065,874	\$3,869,834	\$3,920,330	\$3,933,335
Local Funds					
Revenues	\$3,875,688	\$4,117,824	\$4,067,496	\$3,814,274	\$3,919,626
Expenditures	\$1,832,342	\$2,743,811	\$3,675,343	\$2,871,627	\$3,203,935
Faculty Practice Plans					
Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures	\$0	\$0	\$0	\$0	\$0

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. **Auxiliary Enterprises** are self-supported through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. **Contract & Grants** resources are received from federal, state or private sources for the purposes of conducting research and public service activities. **Local Funds** are associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee. **Faculty Practice Plan** revenues/receipts are funds generated from faculty practice plan activities. Faculty Practice Plan expenditures include all expenditures relating to the faculty practice plans, including transfers between other funds and/or entities. This may result in double counting in information presented within the annual report. Source: Operating Budget, Report 615. *This data is not adjusted for inflation.*

TABLE 1F. Voluntary Support of Higher Education

	2011-12	2012-13	2013-14	2014-15	2015-16
Endowment Value (\$1000s)					
Gifts Received (\$1000s)					
Percentage of Alumni Donors					

REPORTED AT THE USF-SYSTEM LEVEL

Notes: **Endowment value** at the end of the fiscal year, as reported in the annual NACUBO Endowment Study. **Gifts Received** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS. **Percentage of Alumni Donors** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details," this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year. "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree. *This data is not adjusted for inflation.*



Section 2 – Personnel

TABLE 2A. Personnel Headcount (in Fall term only)

	2011	2012	2013	2014	2015
Full-time Employees					
Tenured Faculty	58	58	58	64	67
Tenure-track Faculty	25	25	28	26	30
Non-Tenure Track Faculty	24	30	41	38	45
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	0	0	0	0	0
Non-Instructional Employees	208	224	257	264	304
FULL-TIME SUBTOTAL	315	337	384	392	446
Part-time Employees					
Tenured Faculty	1	1	1	1	3
Tenure-track Faculty	2	0	0	2	0
Non-Tenure Track Faculty	116	138	135	139	134
Instructors Without Faculty Status	0	0	0	0	1
Graduate Assistants/Associates	28	31	37	46	58
Non-Instructional Employees	2	0	1	1	1
PART-TIME SUBTOTAL	149	170	174	189	197
TOTAL	464	507	558	581	643

Note: This table is based on the annual IPEDS Human Resources Survey, and provides full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity. **Tenured and Tenure-Track Faculty** include those categorized within instruction, research, or public service. **Non-Tenure Track Faculty** includes adjunct faculty (on annual and less than annual contracts) and faculty on multi-year contracts categorized within instruction, research, or public service. **Instructors Without Faculty Status** includes postdoctoral research associates, and individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility categorized within instruction, research, or public service. **Non-Instructional Employees** includes all executive, administrative and managerial positions regardless of faculty status; as well as, other support and service positions regardless of faculty status. Note: The universities vary on how they classify adjuncts (some include them as non-tenure track faculty while others do not consider them faculty and report them as instructors without faculty status) and part-time non-instructional employees.

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Section 3 – Enrollment

TABLE 3A. Headcount Enrollment by Student Type and Level [REVISED]

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
TOTAL	4,407	4,690	4,740	4,596	4,749
UNDERGRADUATE					
FTIC (Regular Admit)	1,466	1,669	1,624	1,501	1,593
FTIC (Profile Admit)	15	16	12	17	16
FCS AA Transfers	1,162	1,194	1,193	1,188	1,232
Other AA Transfers	285	266	253	239	232
Post-Baccalaureates	0	0	0	153	134
Other Undergraduates	865	869	868	737	738
Subtotal	3,793	4,014	3,950	3,835	3,945
GRADUATE					
Master's	393	457	552	530	540
Research Doctoral	0	0	0	0	0
Professional Doctoral	0	0	0	0	0
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	0	0	0	0	0
<i>Nursing Practice</i>	0	0	0	0	0
<i>Pharmacy</i>	0	0	0	0	0
<i>Physical Therapist</i>	0	0	0	0	0
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other</i>	0	0	0	0	0
Subtotal	393	457	552	530	540
UNCLASSIFIED					
HS Dual Enrolled	0	0	0	0	0
Other	221	219	238	231	264
Subtotal	221	219	238	231	264

Note: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The methodology for this table was revised at the June 2017 Data Administrator Workshop. The change improves how post-baccalaureate undergraduate students are counted.

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Section 3 – Enrollment *(continued)*

TABLE 3B. Full-Time Equivalent (FTE) Enrollment [REVISED]

	2011-12	2012-13	2013-14	2014-15	2015-16
RESIDENT FUNDABLE					
LOWER	1,408	1,541	1,354	1,190	1,294
UPPER	2,258	2,347	2,281	2,253	2,156
MASTERS (GRAD I)	345	364	393	418	415
DOCTORAL (GRAD II)	1	1	2	1	1
TOTAL	4,012	4,253	4,030	3,863	3,867
NON-RESIDENT FUNDABLE					
LOWER	43	48	54	49	61
UPPER	52	53	56	66	79
MASTERS (GRAD I)	9	17	25	13	16
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	105	117	136	128	156
TOTAL FUNDABLE					
LOWER	1,451	1,589	1,408	1,240	1,356
UPPER	2,310	2,400	2,337	2,319	2,235
MASTERS (GRAD I)	355	381	418	431	431
DOCTORAL (GRAD II)	1	1	2	1	1
TOTAL	4,117	4,370	4,165	3,991	4,023
TOTAL NON-FUNDABLE					
LOWER	28	25	29	31	33
UPPER	46	58	57	50	47
MASTERS (GRAD I)	6	5	8	8	10
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	80	89	95	89	89
TOTAL					
LOWER	1,480	1,614	1,437	1,270	1,389
UPPER	2,355	2,457	2,394	2,369	2,282
MASTERS (GRAD I)	361	386	427	439	441
DOCTORAL (GRAD II)	1	1	2	1	1
TOTAL	4,197	4,459	4,260	4,080	4,112

Notes: Data provided by USF staff instead of BOG staff queries of SUDS. Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll by course level. Note about Revision: This table now reports FTE based on the US definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Courses are reported by Universities to the Board of Governors in the Student Instruction File (SIF) as either fundable or non-fundable. In general, student credit hours are considered 'fundable' if they can be applied to a degree, and the associated faculty was paid from State appropriations. Totals are actual and may not equal the sum of reported student levels due to rounding of student level FTE.

Section 3 – Enrollment *(continued)***TABLE 3C. Full-Time Equivalent (FTE) Enrollment by Instructional Method**

[REVISED]	2011-12	2012-13	2013-14	2014-15	2015-16
TRADITIONAL					
LOWER	1,164	1,274	1,201	1,032	1,151
UPPER	1,470	1,414	1,336	1,354	1,298
MASTERS (GRAD I)	239	233	241	218	235
DOCTORAL (GRAD II)	1	1	1	1	0
TOTAL	2,874	2,922	2,780	2,604	2,684
HYBRID					
LOWER	5	9	3	19	16
UPPER	26	27	64	63	23
MASTERS (GRAD I)	3	0	4	19	3
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	34	37	70	101	42
DISTANCE LEARNING					
LOWER	311	331	233	219	222
UPPER	859	1,015	995	952	961
MASTERS (GRAD I)	118	153	182	202	203
DOCTORAL (GRAD II)	1	1	1	1	1
TOTAL	1,289	1,500	1,410	1,375	1,386
TOTAL					
LOWER	1,480	1,614	1,437	1,270	1,389
UPPER	2,355	2,457	2,394	2,369	2,282
MASTERS (GRAD I)	361	386	427	439	441
DOCTORAL (GRAD II)	1	1	2	1	1
TOTAL	4,197	4,459	4,260	4,080	4,112

Note: **Data provided by USF staff instead of BOG staff queries of SUDS.** Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. Note about Revision: FTE is now based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. This data includes all instructional activity regardless of funding category.

Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). In the future, this table will be able to split these FTE into two subgroups: 100% DL and 80-99% DL. **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to instruction that occurs primarily in the classroom. This designation is defined as 'less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) - per SUDS data element 2052. Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE.

**Section 3 – Enrollment** *(continued)***TABLE 3D. Headcount Enrollment by Military Status and Student Level**

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
MILITARY					
Unclassified	0	1	3	3	1
Undergraduate	117	136	126	119	130
Master's (GRAD 1)	10	16	15	22	15
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	127	153	144	144	146
DEPENDENTS					
Unclassified	0	0	1	0	1
Undergraduate	17	23	24	19	19
Master's (GRAD 1)	1	1	3	4	4
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	18	24	28	23	24
NON-MILITARY					
Unclassified	221	218	234	228	262
Undergraduate	3,659	3,855	3,800	3,697	3,796
Master's (GRAD 1)	382	440	534	504	521
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	4,262	4,513	4,568	4,429	4,579
TOTAL	4,407	4,690	4,740	4,596	4,749

Note: This table provides trend data on the number of students enrolled based on their military status. **Military** includes students who were classified as Active Duty, Veterans, National Guard, or Reservist.. **Eligible Dependents** includes students who were classified as eligible dependents (dependents who received veteran's benefits). **Non-Military** includes all other students.

TABLE 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Pell Grant Recipients	1,417	1,565	1,575	1,590	1,601
Percent with Pell Grant	37.5%	39.2%	40.0%	43.3%	42.3%

Note: This table reports the University's Access Rate, which is a measure of the percentage of undergraduate students who have received a federal Pell grant award during a given Fall term. The top row reports the number of students who received a Pell Grant award. The bottom row provides the percentage of eligible students that received a Pell Grant award. This metric is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.



Section 4 – Undergraduate Education

TABLE 4A. Baccalaureate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs					
None					
Terminated Programs					
English Teacher Education	13.1305	Bachelors	6/4/2015	2015 FALL	
Programs Suspended for New Enrollments					
none					
New Programs Considered By University But Not Approved					
none					

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.



Section 4 – Undergraduate Education *(continued)*

TABLE 4B. Full-time, First-Time-in-College (FTIC) Retention Rates

Retained in the Second Fall Term at Same University

	2011-12	2012-13	2013-14	2014-15	2015-16
<i>Cohort Size</i>	576	681	547	444	583
Retained at USF-St. Pete					
<i>with Any GPA</i>	64%	60%	65%	70%	71%
<i>with GPA 2.0 or higher</i>	58.9%	57.3%	61.6%	66.9%	65.5%
Retained within USF-System					
<i>with Any GPA</i>	80%	76%	78%	79%	79%
<i>with GPA 2.0 or higher</i>	75.0%	73.1%	74.2%	76.4%	73.4%

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Retained with Any GPA** is based on student enrollment in the Fall term following their first year. **Percent Retained with GPA Above 2.0** is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts. The 'Percent Retained with GPA Above 2.0' is also known as the 'Academic Progress Rate' and is included in the Board of Governors Performance Based Funding Model – for more information see:

http://www.flbog.edu/about/budget/performance_funding.php.

TABLE 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates

Term of Entry	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	271	225	374	488	470
% Graduated	33%	43%	32%	38%	37%
% Still Enrolled	7%	4%	5%	5%	3%
% Success Rate	40%	47%	36%	43%	40%

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** **Cohorts** are based on FTIC undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Graduated** reports the percent of FTICs who graduated from the same institution within six years. This metric does not include students who enrolled as part-time students (in their first year), or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). **Success Rate** measures the percentage of an initial cohort of students who have either graduated or are still enrolled at the same university. This data should match the IPEDS Graduation Rate Survey data that is due in late February.



Section 4 – Undergraduate Education *(continued)*

TABLE 4D. Graduation Rates for First-Time-in-College (FTIC) Students

(includes Full- and Part-time students)

4 – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	392	494	479	589	683
Same University	17%	23%	21%	21%	19%
Other USF institution	10%	11%	9%	12%	14%
Other University in SUS	13%	13%	11%	15%	16%
Total from System	30%	36%	32%	36%	35%

6 – Year Rates	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>	288	244	392	494	481
Same University	31.6%	41.4%	31.6%	38.3%	36.8%
Other USF University	17%	21%	21%	22%	14%
Other University in SUS	22%	21%	28%	27%	20%
Total from System	54%	63%	59%	65%	57%

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned after high school graduation. The initial cohorts can be revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. FTIC students who are enrolled in advanced graduate degree programs that do not award a Bachelor's degree are removed from the cohorts.

Graduates are students in the cohort who have graduated by the summer term in their fourth or sixth year. Degree data often includes 'late degrees' which are degrees that were awarded in a previous term, but reported to SUDS later; so, the most recent year of data in this table only provides preliminary graduation rate data that may change with the addition of "late degrees". Late degrees reported in conjunction with the IPEDS Graduation Rate Survey due in mid-February will be reflected in the following year.

Same University provides graduation rates for students in the cohort who graduated from the same institution.

Other University in SUS provides graduation rates for students in the cohort who graduated from a different State University System of Florida institution. These data do not report students in the cohort who did not graduate from the SUS, but did graduate from another institution outside the State University System of Florida.

The six-year graduation rate from the same university is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php.



Section 4 – Undergraduate Education *(continued)*

TABLE 4E. Graduation Rates for AA Transfer Students from Florida College System

Two – Year Rates	2010-12	2011-13	2012-14	2013-15	2014-16
<i>Cohort Size</i>	269	345	341	351	353
Same University	23%	22%	25%	21%	23%

Four – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	295	289	269	345	341
Same University	55%	58%	64%	52%	60%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. For comparability with FTIC cohorts, AA Transfer cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within two or four years.

TABLE 4F. Graduation Rates for Other Transfer Students

5 – Year Rates	2007-12	2008-13	2009-14	2010-15	2011-16
<i>Cohort Size</i>	284	229	277	348	353
Same University	57%	48%	52%	50%	50%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. Other Transfer Students includes undergraduate students that transfer into a university who are not FTICs or AA Transfers. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within five years.



Section 4 – Undergraduate Education *(continued)*

TABLE 4G. Baccalaureate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	706	826	821	825	882
Second Majors	30	20	25	17	11
TOTAL	736	846	846	842	893

Note: This table reports the number of degrees awarded by academic year. **First Majors** include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between “dual degrees” and “dual majors.” Also included in first majors are “dual degrees” which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a “degree fraction” of 1.0. **Second Majors** include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution’s criteria. The calculation for the number of second majors rounds each degree CIP’s fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline.

TABLE 4H. Baccalaureate Degrees in Programs of Strategic Emphasis (PSE) [Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	39	63	69	106	157
HEALTH	0	2	11	23	29
GLOBALIZATION	0	0	5	10	12
EDUCATION	56	104	85	81	63
GAP ANALYSIS	185	135	139	136	126
SUBTOTAL	280	304	309	356	387
PSE PERCENT OF TOTAL	38.0%	35.9%	36.5%	42.3%	43.3%

Notes: This is a count of baccalaureate majors for specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of baccalaureate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

**Section 4 – Undergraduate Education** *(continued)***TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups**

	2011-12	2012-13	2013-14	2014-15	2015-16
Non-Hispanic Black					
Number of Degrees	36	53	41	42	60
Percentage of Degrees	5%	7%	5%	5%	7%
Hispanic					
Number of Degrees	64	83	93	103	128
Percentage of Degrees	9%	10%	12%	13%	15%
Pell-Grant Recipients					
Number of Degrees	332	412	432	470	496
Percentage of Degrees	48%	50%	53%	57%	56%

Note: **Non-Hispanic Black** and **Hispanic** do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.

Pell-Grant recipients are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation - excluding those awarded to non-resident aliens, who are only eligible for Pell grants in special circumstances. Percentage of Degrees is based on the number of baccalaureate degrees awarded to Pell recipients, as shown above, divided by the total degrees awarded - excluding those awarded to non-resident aliens.

Notes on Trends: In 2007, the US Department of Education re-classified the taxonomy for self-reported race/ethnicity categories and allowed universities a two-year phase-in process before all institutions were required to report based on the new categories for the 2011-12 academic year. This reclassification will impact trends.

**Section 4 – Undergraduate Education** *(continued)***TABLE 4J. Baccalaureate Degrees Without Excess Credit Hours**

	2011-12*	2012-13	2013-14	2014-15	2015-16*
FTIC	67%	64%	75%	75%	66%
AA Transfers	61%	70%	70%	76%	86%
Other Transfers	37%	56%	60%	55%	72%
TOTAL	55%	64.2%	67.9%	69.4%	76.5%

Notes: This table is based on statute 1009.286 (see [link](#)), and excludes certain types of student credits (e.g., accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours for transfer students in Florida, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). This metric is not the same as the Excess Hours Surcharge, which has multiple cohorts with varying fee rates. This table reports the percentage of baccalaureate degrees awarded within 110% of the catalog hours required for a degree based on the Board of Governors Academic Program Inventory. This calculation is based on Hours To Degree data submitted by universities to the Board of Governors which excludes those who previously earned a baccalaureate degree.

Note*: Improvements were made to data collection process beginning with 2012-13 data to better account for high school dual enrolled credits that are exempt from the excess hour calculation. Also, 2012-13 data marked a slight methodological change in how the data is calculated. Each CIP code's required number of 'catalog hours' was switched to the officially approved hours as reported within the Board of Governors' Academic Program Inventory – instead of the catalog hours reported by the university on the HTD files.

TABLE 4K. Undergraduate Course Offerings

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Number of Course Sections	355	372	357	378	369

Percentage of Undergraduate Course Sections by Class Size

Fewer than 30 Students	50%	57%	60%	65%	67%
30 to 49 Students	42%	34%	30%	26%	25%
50 to 99 Students	8%	9%	10%	8%	7%
100 or More Students	0%	1%	1%	0%	0%

Notes: This data is based on Common Data Set (CDS) definitions. According to CDS, a "class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes.



Section 4 – Undergraduate Education *(continued)*

TABLE 4L. Percentage of Undergraduate Credit Hours Taught by Instructor Type

	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty	65%	63%	63%	61%	61%
Adjunct Faculty	35%	36%	36%	37%	38%
Graduate Students	0%	0%	0%	0%	0%
Other Instructors	0%	0%	1%	2%	1%

Note: The total number of undergraduate state fundable credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.

TABLE 4M. Student/Faculty Ratio

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Ratio	22	22	22	19	17

Note: This data is based on Common Data Set (CDS) definitions. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Undergraduate or graduate student teaching assistants are not counted as faculty.



Section 4 – Undergraduate Education *(continued)*

TABLE 40. Post-Graduation Metrics

Percent of Bachelor's Graduates Employed or Continuing their Education, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14	2014-15
Employed (\$25,000+) or Enrolled	n/a	n/a	61.10%	67.12%	64.4%
Employed (Full-time) or Enrolled	69%	72%	73%	77%	72%
<i>Percent Found</i>	91%	89%	92%	92%	94%
<i>Number of States Included</i>	1	36	38	38	41

Notes: **Enrolled or Employed (Earning \$25,000+)** is based on the number of recent baccalaureate graduates who are either employed, and earning at least \$25,000, or continuing their education within one year after graduation. **Enrolled or Employed Full-Time** is based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education within one year after graduation. Full-time employment is based on those who earned at least as much as a full-time (40hrs a week) worker making minimum wage in Florida.

The employed data includes non-Florida data that is available from the Wage Record Interchange System 2 (known as "WRIS 2") and Federal employee data that is available from the Federal Employment Data Exchange System (FEDES) initiative. Military employment data was collected by the Board of Governors staff from university staff. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

For more information about the methodology see: http://www.fibog.edu/about/budget/performance_funding.php. For more information about WRIS2 see: http://www.doleta.gov/performance/wris_2.cfm. For more information about FEDES see: <http://www.ubalt.edu/jfi/fedes/>.

Median Wages of Bachelor's Graduates Employed Full-time, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14*	2014-15*
5th PERCENTILE WAGE	\$18,600	\$19,000	\$18,800	\$18,200	\$19,600
25th PERCENTILE WAGE	\$25,800	\$26,000	\$26,000	\$27,300	\$28,700
MEDIAN WAGE	\$33,000	\$34,900	\$34,800	\$35,200	\$37,400
75th PERCENTILE WAGE	\$45,300	\$43,600	\$46,400	\$44,900	\$47,600
95th PERCENTILE WAGE	\$62,100	\$64,000	\$66,500	\$67,300	\$68,300
<i>Percent Found</i>	56%	60%	61%	65%	62%

Notes: **Median Wage** data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned at least as much as a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number. This wage data includes graduates who were both employed and enrolled. Wages rounded to nearest hundreds. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

Note*: The Board approved a change to this metric that uses wage data from all states that participate in the Wage Record Interchange System 2 (known as "WRIS 2"). This methodology change applies only to the wages for 2013-14 and 2014-15 baccalaureate recipients.



Section 5 – Graduate Education

TABLE 5A. Graduate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Date of Board of Governors Action	Comments
New Programs						
None						
Terminated Programs						
None						
Programs Suspended for New Enrollments						
None						
New Programs Considered By University But Not Approved						
none						

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

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Section 5 – Graduate Education *(continued)*

TABLE 5B. Graduate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	146	143	167	222	211
Second majors	0	0	0	0	0
TOTAL	146	143	167	222	211
Masters and Specialist (1st majors)	146	143	167	222	211
Research Doctoral (1st majors)	0	0	0	0	0
Professional Doctoral (1st majors)	0	0	0	0	0
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	0	0	0	0	0
<i>Nursing Practice</i>	0	0	0	0	0
<i>Pharmacy</i>	0	0	0	0	0
<i>Physical Therapist</i>	0	0	0	0	0
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other Professional Doctorate</i>	0	0	0	0	0

Note: This table reports the total number of graduate level degrees that were awarded by academic year as well as the number by level. The table provides a breakout for some of the Professional Doctoral degrees.

TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	6	8	3	3	6
HEALTH	0	0	0	0	0
GLOBALIZATION	0	0	0	0	0
EDUCATION	45	43	53	63	53
GAP ANALYSIS	0	0	0	0	1
SUBTOTAL	51	51	56	66	60
PSE PERCENT OF TOTAL	34.9%	35.7%	33.5%	29.7%	28.4%

Notes: This is a count of graduate degrees awarded within specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of graduate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.fbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Note: The denominator used in the percentage includes second majors.

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6 – Research and Economic Development

TABLE 6A. Research and Development

R&D Expenditures	2010-11	2011-12	2012-13	2013-14	2014-15
Total (S&E and non-S&E) (\$ 1,000s)	\$3,978	\$5,488	\$6,905	\$6,908	\$7,292
Federally Funded (\$ 1,000s)	\$2,058	\$2,799	\$3,031	\$2,768	\$2,650
Percent Funded From External Sources	55%	59%	53%	46%	39%
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member	\$49,725	\$66,120	\$83,193	\$80,326	\$81,022
Technology Transfer	2010-11	2011-12	2012-13	2013-14	2014-15
Invention Disclosures	1
Licenses & Options Executed	0
Licensing Income Received (\$)	0
Number of Start-Up Companies	0
	2011	2012	2013	2014	2015
Utility Patents Issued

Notes: **R&D Expenditures** are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). **Percent Funded from External Sources** is defined as funds from federal, private industry and other sources (non-state and non-institutional funds). Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS (FGCU includes both tenured/tenure-track and non-tenure/track faculty). The fall faculty year used will align with the beginning of the fiscal year (e.g., 2007 FY R&D expenditures are divided by fall 2006 faculty). **Invention Disclosures** reports the number of disclosures made to the university's Office of Technology Commercialization to evaluate new technology – as reported on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey. **Licenses & Options Executed** that were executed in the year indicated for all technologies – as reported by AUTM. **Licensing Income Received** refers to license issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia – as reported on the AUTM survey. **Number of Start-up Companies** that were dependent upon the licensing of University technology for initiation – as reported on the Association of University Technology Managers Annual Licensing Survey. **Utility Patents Issued** awarded by the United States Patent and Trademark Office (USPTO) by Calendar year – doesn't include plant, design or other types.

2015-16

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**UNIVERSITY OF
SOUTH FLORIDA-
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DRAFT

PENDING USF BOT APPROVAL

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STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

Annual Accountability Report
2015-2016



UNIVERSITY OF SOUTH FLORIDA-
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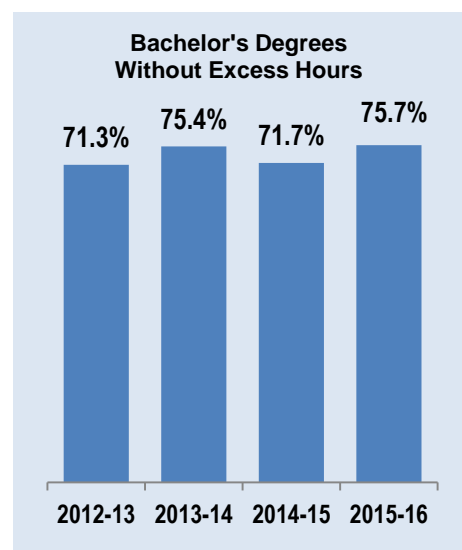
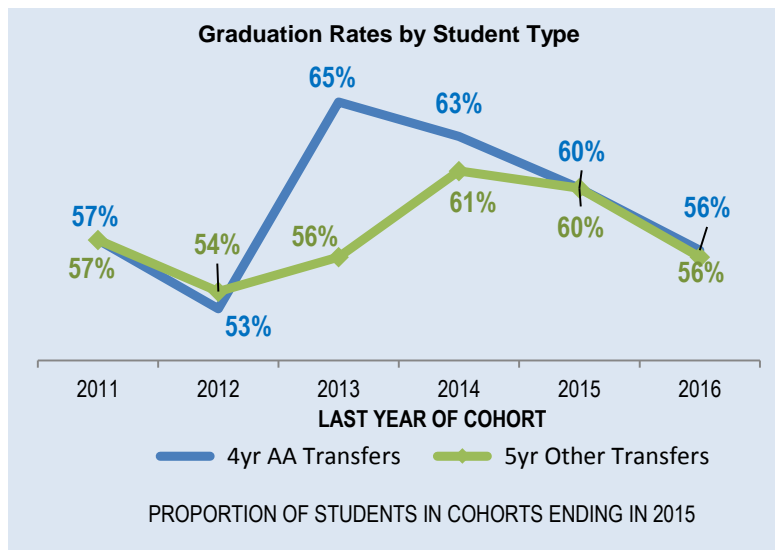
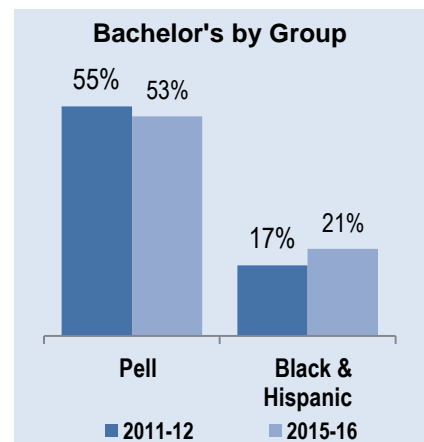
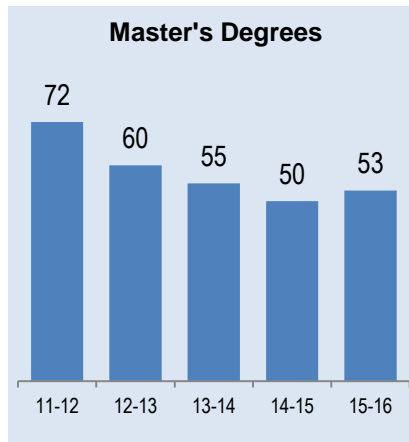
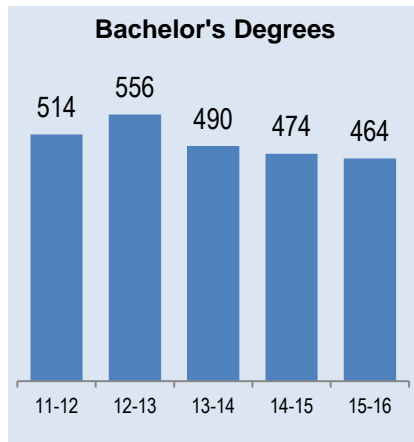
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Dashboard

Headcount Enrollments	Fall 2015	% Total	2014-2015 % Change	Degree Programs Offered			2012 Carnegie Classifications		
				Faculty (Fall 2015)	Full-Time	Part-Time			
TOTAL	2,044	100%	7%	TOTAL (as of Spring 2016)					
White	1,438	70%	5%	Baccalaureate			18	Basic: Master's Colleges & Universities: Small	
Hispanic	292	14%	10%	Master's			8	Undergraduate Instructional Program: Balanced arts & sciences/professions, some graduate	
Black	116	6%	-6%	Research Doctorate			0	Graduate Instructional Program: Postbaccalaureate: Education-dominant, with other professional programs	
Other	198	10%	21%	Professional Doctorate			0	Four-year, small, primarily nonresidential	
Full-Time	1,042	51%	12%	TOTAL			82	61	Four-year, small, primarily nonresidential
Part-Time	1,002	49%	1%	Tenure & Ten. Track			37	0	Community Engagement: No
Undergraduate	1,757	86%	4%	Non-Tenured Faculty			45	61	
Graduate	174	9%	45%						
Unclassified	113	6%	8%						

DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY



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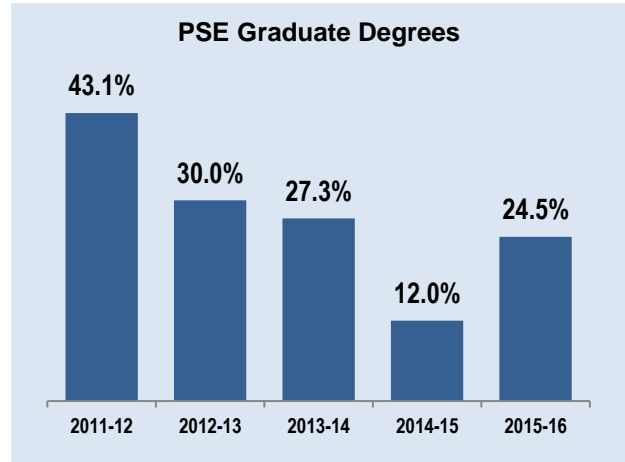
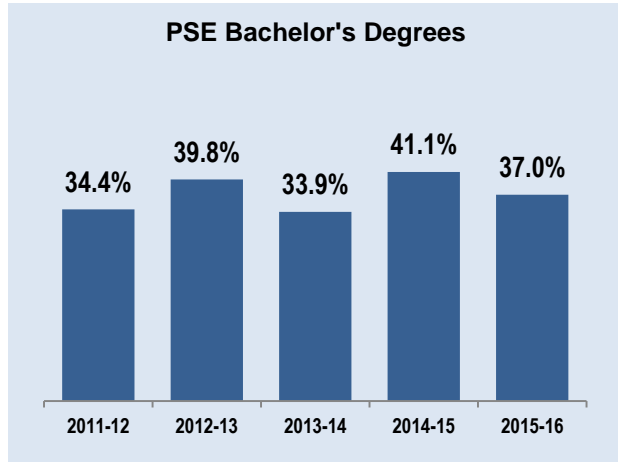


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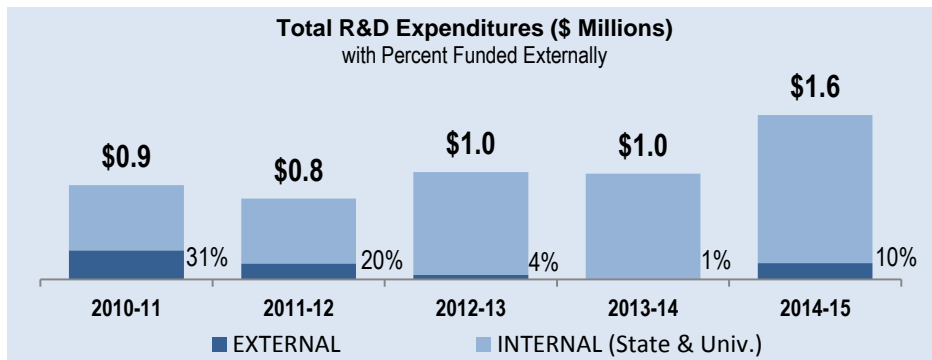
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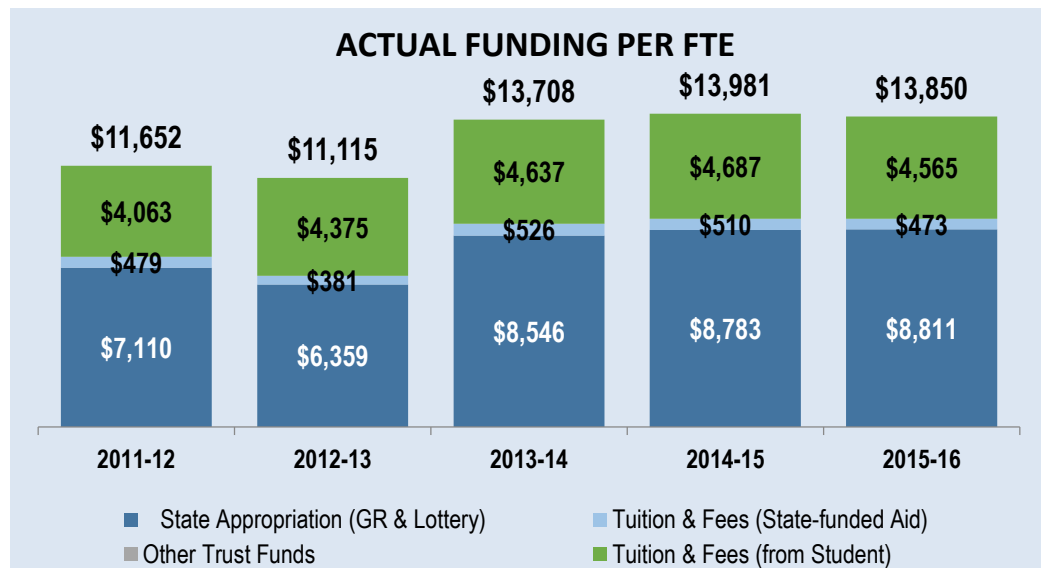
DEGREES AWARDED IN PROGRAMS OF STRATEGIC EMPHASIS



RESEARCH AND COMMERCIALIZATION ACTIVITY



RESOURCES



Note: Tuition and Fee revenues include tuition, tuition differential fee and E&G fees (i.e., application, late registration, and library fees/fines) based on the actual amount collected (not budget authority) by universities as reported in their Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here. Please note that a portion of the Tuition & Fees is supported by federal SFA programs (ie, Pell grants). State-funded Student Financial Aid amounts include the 11 SFA programs that OSFA reports annually. State Appropriations includes General Revenues, Lottery and Other Trust funds (i.e., Federal Stimulus for 2009-10 and 2010-11 only) that are directly appropriated to the university as reported in Final Amendment Package. Student FTE are actual and based on the standard IPEDS definition of FTE (equal to 30 credit hours for undergraduates and 24 for graduates). This data does not include funds or FTE from special units (i.e., IFAS, Health-Science Centers or Medical Schools). Not adjusted for inflation.

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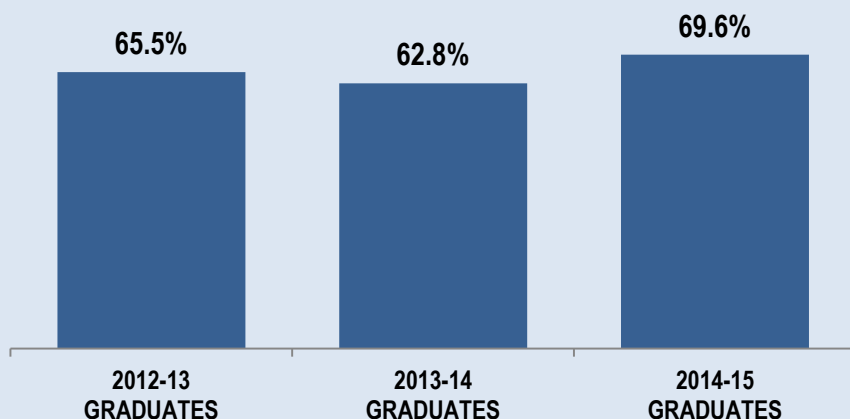
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Dashboard

POST-GRADUATION METRICS

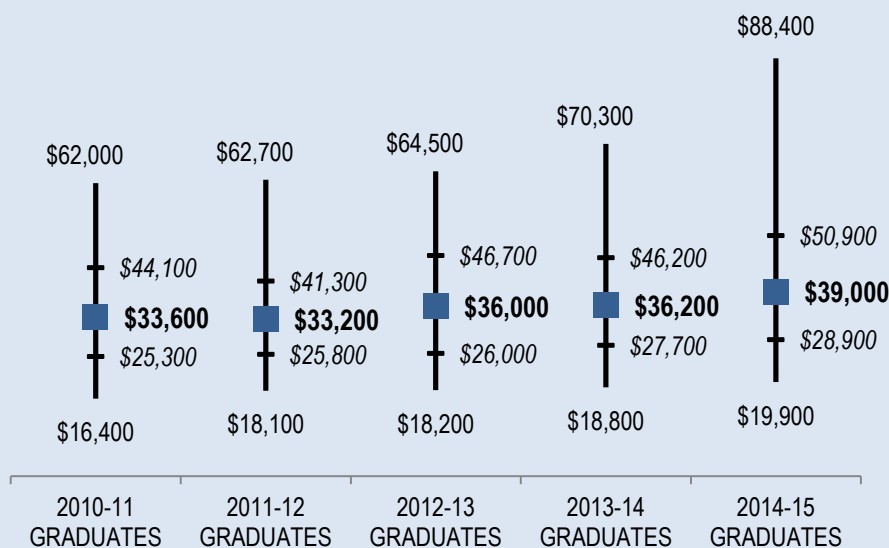
Percent of Bachelor's Graduates Employed (\$25,000+) or Enrolled One Year After Graduation



Notes: Percentages are based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education in the U.S. (based on the National Student Clearinghouse data). Full-time employment is based on those who earned more than a full-time (40hrs a week) worker making minimum wage. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. Board of Governors staff found xx% of the total 2014-15 graduating class.

See Table 40 within this report for additional information about this metric.

Wages of Full-time Employed in Florida Baccalaureates One Year After Graduation
5th, 25th, 50th, 75th and 95th Percentiles



Notes: Percentages are based on the number of recent baccalaureate graduates. Notes: Wage data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned more than a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed by the military or federal government, or those without a valid social security number. In 2014-15, these data accounted for xx% of the total graduating class. This wage data includes graduates who were employed full-time (regardless of their continuing enrollment). Wages are provided for 5th, 25th, 50th, 75th and 95th percentiles. Median wages are identified by bolded values. The interquartile range (shown in italics) represents 50% of the wage data. Wages rounded to nearest hundreds.



Key Achievements (2015-16 academic year)

Include achievements that were received/awarded during summer 2015, fall 2015, and spring 2016.

STUDENT AWARDS/ACHIEVEMENTS

1. USF Sarasota-Manatee welcomed its first Fulbright scholar, Nefike Gunden, who is a master's degree student in Hospitality and Tourism Management.
2. Accounting student Marina Rambo received the top intern award from JP Morgan Chase in Tampa.

FACULTY AWARDS/ACHIEVEMENTS

1. Dr. Kathy Black, Professor of Social Work, was named the director of Age-Friendly Sarasota and addressed a committee of the World Health Organization in Geneva, Switzerland, through a presentation about the multi-partner initiative to make Sarasota County friendlier for people across their lifespans.
2. Dr. Sandra Stone, Regional Chancellor, received *SRQ* magazine's Women in Business Hear Me Roar Award that recognizes women's contributions to education.

PROGRAM AWARDS/ACHIEVEMENTS

1. USF Sarasota-Manatee opened a Student Veteran Success Center supported by an anonymous \$50,000 donation.
2. A shortage of audiologists and speech pathologists led the USF Sarasota-Manatee faculty to expand its Communication Sciences & Disorders program.

RESEARCH AWARDS/ACHIEVEMENTS

1. Dr. Fawn Ngo, Associate Professor of Criminology, was named editor of a criminologist journal.
2. Dr. Ngo and Dr. Jessica Grosholz, Assistant Professor of Criminology, were asked by Sarasota PD to study its three-year drug crackdown.
3. Dr. Melissa Sloan, Associate Professor of Interdisciplinary Social Sciences, received the USF Women in Leadership and Philanthropy Faculty Research Award.



Narrative

Teaching and Learning

STRENGTHEN QUALITY AND REPUTATION OF ACADEMIC PROGRAMS AND UNIVERSITIES

To better serve the higher education needs of the community, USF Sarasota-Manatee decided to establish a College of Science & Mathematics (CSM) as part of a realignment of its four colleges to strengthen the quality of academic programs. In addition, plans were made to merge the current College of Arts & Sciences and College of Education to create a College of Liberal Arts & Social Sciences (CLASS).

The new College of Liberal Arts & Social Sciences includes three distinct areas: a School of Education, a Department of Liberal Arts and a Department of Social Sciences. By combining these three areas, USF Sarasota-Manatee has created a college that provides hands-on research and learning opportunities at the undergraduate and graduate levels while allowing for content area preparation which is a foundation for higher education. In addition, the college will include programs that produce workforce-ready students.

USF Sarasota-Manatee is improving its reputation by attracting an ever-higher quality of student. The USF Sarasota-Manatee fall 2015 FTIC cohort showed an improved profile over its fall 2014 FTIC cohort in average SAT scores (2.9% increase), while average high school grade-point average was stable at 3.78 and the percentage of students in the top 10% of their high school class represented 20% of the cohort.

INCREASE DEGREE PRODUCTIVITY AND PROGRAM EFFICIENCY

The Florida Board of Governors removed USF Sarasota-Manatee's enrollment cap at the lower level, allowing the university to control its own enrollment growth. As a result, USF Sarasota-Manatee is serving a higher percentage of local, traditional students, increasing its lower-level enrollment by 18% in 2015-16 compared to 2014-15. Overall enrollment also increased year-to-year, headcounts by 7% and FTE by 11%. Program efficiency is evident by the 77% of USF Sarasota-Manatee students successful in earning their degrees without excess hours in 2015-16. This is an improvement of 5% over the previous year's rate of 72%. Additionally, access to distance learning courses increased in 2015-16 as shown by the 18% increase in FTE generated by DL courses when compared to 2014-15.

USF Sarasota-Manatee students benefit from a new personalized system of advising that includes a "career success map" and teams of professionals to guide them during their education, assist with job choices, and help as they transition toward meaningful new careers. This new career-centric approach to student advising showcases the commitment to higher levels of excellence and career preparedness that is part of the fabric of all institutions throughout the USF System. The changes follow a yearlong evaluation of USF Sarasota-Manatee's advising structure, a review of other advising models in Florida, and consultations with experts about the latest research and innovations in college advising programs. In addition to learning about educational requirements in their prospective fields, students gain access to job training, internships, and advice on how to prepare for interviews. They work closely with advisors to ensure their success in the classroom translates to the workplace. If necessary, students are matched with tutors, financial aid counselors or other advisors to help them succeed in their studies, graduate and find meaningful careers. While working toward degrees, students are equipped with additional, practical

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skills that may also prove useful in the workplace, from technology training and critical thinking to qualitative skills, such as professional communication and workplace collaboration. Some may use this opportunity to explore whether post-graduate education is right for them. Lastly, students will learn about credentials and certifications that may further advance their careers, as well as professional and networking organizations associated with their respective fields.

INCREASE THE NUMBER OF DEGREES AWARDED IN S.T.E.M. AND OTHER PROGRAMS OF STRATEGIC EMPHASIS

To place emphasis on STEM programs, USF Sarasota-Manatee planned for the establishment of the College of Science & Mathematics (CSM) as part of a realignment of its four colleges. In partnership with Mote Marine Laboratory, CSM's Biology program, launched in fall of 2014, grew in enrollment from 83 majors to 145 in Fall Semester 2015, a 75% increase. In Spring Semester 2016, CSM and USF Tampa's College of Engineering partnered to develop a 2+2 pathway for aspiring engineering students.

In addition, the College of Arts & Sciences and College of Education merged to create a College of Liberal Arts & Social Sciences (CLASS) to provide greater efficiencies in the delivery of programs of strategic emphasis.



Narrative

Scholarship, Research and Innovation

STRENGTHEN QUALITY AND REPUTATION OF SCHOLARSHIP, RESEARCH AND INNOVATION

USF Sarasota-Manatee continued the appointment of a research coordinator and hired a grant support specialist to assist in identifying, securing, and administering the scholarly, research and innovation initiatives of the university. These specialists will ensure that the quality and reputation of grant work will be strengthened.

INCREASE RESEARCH AND COMMERCIALIZATION ACTIVITY

Additional funding was identified for faculty and staff professional development that can increase USF Sarasota-Manatee's capacity for research and commercialization activity.

Additionally, USF Sarasota-Manatee entered into a consortium with New College of Florida, State College of Florida Manatee-Sarasota, Ringling College of Art and Design, and Eckerd College. This newly formed Consortium of Colleges on the Creative Coast (C4) is pursuing opportunities to collaboratively increase research and commercialization.

INCREASE COLLABORATION AND EXTERNAL SUPPORT FOR RESEARCH ACTIVITY

USF Sarasota-Manatee's College of Business regularly engages local businesses and non-profits to provide hands-on research and work experience to students. Businesses and non-profits engage the business students by bringing them a real-world problem that they need expertise on. From market studies to the development of business plans, students work side-by-side to help fill the needs of community entities while also developing connections within the community and work that they can include in their undergraduate portfolios.



Narrative

Community and Business Engagement

STRENGTHEN QUALITY AND REPUTATION OF COMMITMENT TO COMMUNITY AND BUSINESS ENGAGEMENT

USF Sarasota-Manatee established an Office of Community Engagement to build a campus-wide infrastructure. The Office is charged with cultivating strategic partnerships with government entities, schools, non-profit groups, service clubs, local businesses and community organizations. USF Sarasota-Manatee plans to submit an application to the Carnegie Foundation for classification as a community engaged university by 2020.

Also, USF Sarasota-Manatee reconstituted the Institute for Public Policy and Leadership to provide opportunities for the community to interact and exchange ideas with our faculty and students about significant policy and leadership issues.

INCREASE LEVELS OF COMMUNITY AND BUSINESS ENGAGEMENT

The Florida Legislature named the Center for Partnerships for Arts-Integrated Teaching (PAInT) at USF Sarasota-Manatee as a state-wide Center in Florida. PAInT partners with the Circus Arts Conservatory, a 501(c)3 located in Sarasota, to provide Science, Technology, Engineering, and Math (STEM) education to students in both the Manatee and Sarasota County school systems. This ongoing partnership serves approximately 4,000 students throughout our service area and strengthens STEM education through evidence-based practices that increase student motivation and achievement in the sciences. Also, the Florida Center for PAInT provides professional development for primary school teachers, higher education faculty and students via arts integration activities, curriculum innovation and resource development. We have proactively engaged the local economic development groups and chambers of commerce within the service area. In the coming year faculty plan to meet individually with CEOs of local private businesses to increase PAInT exposure in the community.

INCREASE COMMUNITY AND BUSINESS WORKFORCE

USF Sarasota-Manatee believes that leveraging community partnerships is essential in bridging that gap between the classroom and the workforce. The ongoing collaboration between Mote Marine Laboratory, a world-renowned aquarium and research center, and the USF Sarasota-Manatee Biology program focus on the discovery process and a learning environment that engages students outside of the classroom. Students in this internship program gain hands-on opportunities in the planning and implementing of scientific research while working alongside Mote's Ph.D. scientists engaged in active, ongoing marine research. These students also attended, and often reported on work, at research seminars and were able to learn more about opportunities for careers in related fields. This experience enhances the experiential knowledge and career readiness of the students that is essential to future employment.

USF Sarasota-Manatee also believes that building meaningful careers within the local community involves access to a variety of career pathways. While many partnerships involve area schools and businesses, USF Sarasota-Manatee also recently created the "County Career Connections" program

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focused on providing insight into public service opportunities. This program, geared towards students at all levels and majors, highlights the broad spectrum of career and internship opportunities available within local government. This ongoing opportunity allows students to learn more about impactful career options in both Sarasota and Manatee counties. The connection is mutually beneficial in that local governments, expecting a high retirement rate in the near future, are looking to engage and recruit graduates for future employment.

USF Sarasota-Manatee continues to creatively build capacity in the workforce beyond the classroom. The College of Hospitality and Tourism Leadership prepares students for the workforce by incorporating an active learning environment, hands on experience and community engagement. In partnership with the five-star Resort at Longboat Key Club, students have access to a “teaching hotel” that allows them to learn applicable career skills while serving in a public capacity. The Culinary Innovation Lab at Lakewood Ranch continues to serve as a teaching lab that provides a state-of-the-art facility for students to participate in restaurant management and event planning instruction. Through these types of focused, experience-based learning activities, students are learning to manage the complexity of restaurant and hotel operations to gain those critical workforce skills to analyze, execute and lead in the hospitality industry.



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Section 1 – Financial Resources

TABLE 1A. University Education and General Revenues

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Estimates
MAIN OPERATIONS					
Recurring State Funds	\$11,109,190	\$12,393,930	\$13,874,110	\$14,341,394	\$15,120,015
Non-Recurring State Funds	-\$993,867	\$882,604	\$200,000	\$1,528,769	\$2,114,773
Tuition	\$6,082,277	\$6,293,560	\$6,516,161	\$7,404,858	\$7,931,495
Tuition Differential Fee	\$1,397,116	\$1,372,963	\$1,419,335	\$1,540,945	\$1,540,300
Misc. Fees & Fines	\$61,389	\$70,589	\$105,180	\$128,404	\$127,842
Phosphate/Other TF	\$0	\$0	\$0	\$0	\$0
TOTAL	\$17,656,105	\$21,013,646	\$22,114,786	\$24,944,370	\$26,834,425

Recurring State Funds: include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums for the estimated year. This does not include technical adjustments or transfers made by universities after the appropriation. Please note: 2013-14 revenues include the non-recurring \$300M system budget reduction. *Sources: SUS Final Amendment Packages were used for actual years; and, the latest SUS University Conference Report and various workpapers were used for the estimated year.* **Non-Recurring State Funds:** include general revenue and lottery education & general appropriations and any administered funds provided by the state. This does not include technical adjustments or transfers made by Universities after the appropriation. *Source: non-recurring appropriations section of the annual Allocation Summary and Workpapers that include all other non-recurring budget amendments allocated later in the fiscal year.* **Note on Performance Funding:** the State investment piece of performance funding is reported in the 'Non-Recurring State Funds' and the Institutional investment piece is reported within 'Recurring State Funds'. **Tuition:** Actual resident & non-resident tuition revenues collected from students, net of fee waivers. *Source: Operating Budget, Report 625 – Schedule I-A.* **Tuition Differential Fee:** Actual tuition differential revenues collected from undergraduate students. *Source: Operating Budget, Report 625 – Schedule I-A.* **Miscellaneous Fees & Fines:** Other revenue collections include items such as application fees, late registration fees, library fines, miscellaneous revenues. This is the total revenue from Report 625 minus tuition and tuition differential fee revenues. This does not include local fees. *Source: Operating Budget, Report 625 – Schedule I-A.* **Phosphate/Other Trust Fund:** State appropriation for the Florida Industrial and Phosphate Research Institute at the University of South Florida (for history years through 2012-13); beginning 2013-14 the Phosphate Research Trust Fund is appropriated through Florida Polytechnic University. Other Operating Trust Funds. For UF-IFAS and UF-HSC, actual revenues from the Incidental Trust Funds and Operations & Maintenance Trust Fund are provided by the University of Florida. *Source: Final Amendment Package. This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1B. University Education and General Expenditures *(Dollars in Millions)*

	2011-12*	2012-13	2013-14	2014-15	2015-16
MAIN OPERATIONS					
Instruction/Research	\$9,923,115	\$11,126,818	\$12,313,236	\$13,472,997	\$15,159,133
Administration and Support	\$2,196,199	\$3,241,243	\$3,425,543	\$4,496,669	\$4,751,681
PO&M	\$1,135,491	\$1,071,460	\$1,127,601	\$1,202,826	\$1,276,909
Student Services	\$1,848,275	\$1,582,750	\$1,614,831	\$1,737,160	\$1,618,186
Library/Audio Visual	\$1,071,269	\$1,102,445	\$1,188,945	\$1,181,901	\$1,284,224
Other	\$0	\$0	\$0	\$0	\$0
TOTAL	\$16,174,349	\$18,124,716	\$19,670,156	\$22,091,553	\$24,090,133

The table reports actual expenditures from revenues appropriated by the legislature for each fiscal year. The expenditures are classified by Program Component (e.g., Instruction/Research, PO&M, Administration, etc...) for activities directly related to instruction, research and public service. The table does not include expenditures classified as non-operating expenditures (e.g., to service asset-related debts), and therefore excludes a small portion of the amount appropriated each year by the legislature. Note*: FY 2012-2013 reflects a change in reporting expenditures from prior years due to the new carry-forward reporting requirement as reflected in the 2013-2014 SUS Operating Budget Reports. Since these expenditures will now include carry-forward expenditures, these data are no longer comparable to the current-year revenues reported in table 1A, or prior year expenditures in table 1B. This data is not adjusted for inflation.

Instruction & Research: Includes expenditures for state services related to the instructional delivery system for advanced and professional education. Includes functions such as; all activities related to credit instruction that may be applied toward a postsecondary degree or certificate; non-project research and service performed to maintain professional effectiveness; individual or project research; academic computing support; academic source or curriculum development. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **Administration & Support Services:** Expenditures related to the executive direction and leadership for university operations and those internal management services which assist and support the delivery of academic programs. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645). **PO&M:** Plant Operations & Maintenance expenditures related to the cleaning and maintenance of existing grounds, the providing of utility services, and the planning and design of future plant expansion and modification. **Student Services:** Includes resources related to physical, psychological, and social well-being of the student. Includes student service administration, social and cultural development, counseling and career guidance, financial aid, and student admissions and records. **Other:** includes Institutes and Research Centers, Radio/TV, Museums and Galleries, Intercollegiate Athletics, Academic Infrastructure Support Organizations. Source: Operating Budget Summary - Expenditures by Program Activity (or Report 645).

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Section 1 – Financial Resources *(continued)*

TABLE 1C. Funding per Full-Time Equivalent (FTE) Student

	2011-12	2012-13	2013-14	2014-15	2015-16
State Appropriation <i>(GR & Lottery)</i>	\$7,110	\$6,359	\$8,546	\$8,783	\$8,811
Tuition & Fees <i>(State-funded Aid)</i>	\$479	\$381	\$526	\$510	\$473
Tuition & Fees <i>(from Student)</i>	\$4,063	\$4,375	\$4,637	\$4,687	\$4,565
Other Trust Funds	\$0	\$0	\$0	\$0	\$0
TOTAL	\$11,652	\$11,115	\$13,708	\$13,981	\$13,850

Notes: **Data provided by USF staff instead of BOG staff queries of SUDS due to the FTE calculations required.** **State Appropriations** includes General Revenues and Lottery funds that are directly appropriated to the university as reported in Final Amendment Package. This does not include appropriations for special units (e.g., IFAS, Health Science Centers, and Medical Schools). **Tuition and Fee** revenues include tuition and tuition differential fee and E&G fees (e.g., application, late registration, and library fees/fines) as reported on the from the Operating Budget 625 reports. Other local fees that do not support E&G activities are not included here (see Board of Governors Regulation 7.003). To more accurately report the full contribution from the State, this table reports the state-funded financial aid separately from the tuition and fee payments universities receive from students (which may include federal financial aid dollars). The state-funded gift aid includes grants and scholarships as reported by universities to Board during the academic year in the State University Database (SUDS). **Other Trust funds** (e.g., Federal Stimulus for 2009-10 and 2010-11 only) as reported in Final Amendment Package. **Full-time Equivalent enrollment** is based on actual FTE, not funded FTE; and, does not include Health-Science Center funds or FTE. This data is based on the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates. *This data is not adjusted for inflation.* Data provided by USF staff.

TABLE 1D. Cost per Bachelor's Degree

	2008-12	2009-13	2010-14	2011-15	2012-16
Cost to the Institution	REPORTED AT THE USF-SYSTEM LEVEL				
[NEW]	2011-12	2012-13	2013-14	2014-15	2015-16
Cost to the Student: Net Tuition & Fees per 120 Credit Hours	REPORTED AT THE USF-SYSTEM LEVEL				

Notes: Cost to the Institution reports the Full expenditures include direct instructional, research and public service expenditures and the undergraduate portion of indirect expenditures (e.g., academic administration, academic advising, student services, libraries, university support, and Plant Operations and Maintenance). For each year, the full expenditures were divided by undergraduate fundable student credit hours to calculate the full expenditures per credit hour, and then multiplied by 30 credit hours to represent the annual undergraduate expenditures. The annual undergraduate expenditures for each of the four years was summed to provide an average undergraduate expenditures per (120 credit) degree. **Source:** State University Database System (SUDS), Expenditure Analysis: Report IV. **Net Tuition & Fees per 120 Credit Hours** represents the average tuition and fees paid, after considering gift aid (e.g., grants, scholarships, waivers), by resident undergraduate FTICs who graduate from a program that requires 120 credit hours. This data includes an approximation for the cost of books. For more information about how this metric is calculated please see the methodology document at the Board's webpage, at: http://www.flbog.edu/about/budget/performance_funding.php. *This data is not adjusted for inflation.*

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Section 1 – Financial Resources *(continued)*

TABLE 1E. University Other Budget Entities *(Dollars in Millions)*

	2011-12	2012-13	2013-14	2014-15	2015-16
Auxiliary Enterprises					
Revenues	\$1,888,702	\$1,859,520	\$1,989,594	\$2,272,898	\$2,590,207
Expenditures	\$1,452,865	\$1,144,646	\$2,117,132	\$2,106,864	\$2,279,120
Contracts & Grants					
Revenues	\$207,283	\$38,107	-\$47,820	\$168,148	\$231,685
Expenditures	\$300,044	\$152,204	\$246,905	\$461,764	\$491,249
Local Funds					
Revenues	\$1,149,499	\$1,149,481	\$1,129,900	\$1,204,897	\$1,334,634
Expenditures	\$576,226	\$1,060,747	\$909,324	\$711,547	\$1,026,810
Faculty Practice Plans					
Revenues	\$0	\$0	\$0	\$0	\$0
Expenditures	\$0	\$0	\$0	\$0	\$0

Notes: Revenues do not include transfers. Expenditures do not include non-operating expenditures. **Auxiliary Enterprises** are self-supported through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers. **Contract & Grants** resources are received from federal, state or private sources for the purposes of conducting research and public service activities. **Local Funds** are associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee. **Faculty Practice Plan** revenues/receipts are funds generated from faculty practice plan activities. Faculty Practice Plan expenditures include all expenditures relating to the faculty practice plans, including transfers between other funds and/or entities. This may result in double counting in information presented within the annual report. Source: Operating Budget, Report 615. *This data is not adjusted for inflation.*

TABLE 1F. Voluntary Support of Higher Education

	2011-12	2012-13	2013-14	2014-15	2015-16
Endowment Value (\$1000s)					
Gifts Received (\$1000s)					
Percentage of Alumni Donors					

REPORTED AT THE USF-SYSTEM LEVEL

Notes: **Endowment value** at the end of the fiscal year, as reported in the annual NACUBO Endowment Study. **Gifts Received** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse.) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS. **Percentage of Alumni Donors** as reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Additional Details," this is the number of alumni donors divided by the total number of alumni, as of the end of the fiscal year. "Alumni," as defined in this survey, include those holding a degree from the institution as well as those who attended the institution but did not earn a degree. *This data is not adjusted for inflation.*

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Section 2 – Personnel

TABLE 2A. Personnel Headcount (in Fall term only)

	2011	2012	2013	2014	2015
Full-time Employees					
Tenured Faculty	13	14	17	23	23
Tenure-track Faculty	24	21	14	14	14
Non-Tenure Track Faculty	20	22	39	43	45
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	0	0	0	0	0
Non-Instructional Employees	95	93	102	112	117
FULL-TIME SUBTOTAL	152	150	172	192	199
Part-time Employees					
Tenured Faculty	1	0	0	0	0
Tenure-track Faculty	0	0	0	0	0
Non-Tenure Track Faculty	75	64	74	57	61
Instructors Without Faculty Status	0	0	0	0	0
Graduate Assistants/Associates	5	7	4	5	12
Non-Instructional Employees	0	0	0	0	0
PART-TIME SUBTOTAL	81	71	78	62	73
TOTAL	233	221	250	254	272

Note: This table is based on the annual IPEDS Human Resources Survey, and provides full- and part-time medical and non-medical staff by faculty status and primary function/occupational activity. **Tenured and Tenure-Track Faculty** include those categorized within instruction, research, or public service. **Non-Tenure Track Faculty** includes adjunct faculty (on annual and less than annual contracts) and faculty on multi-year contracts categorized within instruction, research, or public service. **Instructors Without Faculty Status** includes postdoctoral research associates, and individuals hired as a staff member primarily to do research on a 3-year contract without tenure eligibility categorized within instruction, research, or public service. **Non-Instructional Employees** includes all executive, administrative and managerial positions regardless of faculty status; as well as, other support and service positions regardless of faculty status. Note: The universities vary on how they classify adjuncts (some include them as non-tenure track faculty while others do not consider them faculty and report them as instructors without faculty status) and part-time non-instructional employees. Data provided by USF staff.

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Section 3 – Enrollment

TABLE 3A. Headcount Enrollment by Student Type and Level [REVISED]

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
TOTAL	1,919	1,952	1,887	1,917	2,044
UNDERGRADUATE					
FTIC (Regular Admit)	27	30	109	195	268
FTIC (Profile Admit)	0	0	0	1	3
FCS AA Transfers	943	918	826	789	781
Other AA Transfers	174	181	169	155	159
Post-Baccalaureates	0	0	0	152	127
Other Undergraduates	461	583	567	400	419
Subtotal	1,605	1,712	1,671	1,692	1,757
GRADUATE					
Master's	159	140	128	120	174
Research Doctoral	0	0	0	0	0
Professional Doctoral	0	0	0	0	0
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	0	0	0	0	0
<i>Nursing Practice</i>	0	0	0	0	0
<i>Pharmacy</i>	0	0	0	0	0
<i>Physical Therapist</i>	0	0	0	0	0
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other</i>	0	0	0	0	0
Subtotal	159	140	128	120	174
UNCLASSIFIED					
HS Dual Enrolled	0	0	0	0	0
Other	155	100	88	105	113
Subtotal	155	100	88	105	113

Note: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. The methodology for this table was revised at the June 2017 Data Administrator Workshop. The change improves how post-baccalaureate undergraduate students are counted.

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Section 3 – Enrollment *(continued)*

TABLE 3B. Full-Time Equivalent (FTE) Enrollment [REVISED]

	2011-12	2012-13	2013-14	2014-15	2015-16
RESIDENT FUNDABLE					
LOWER	143	178	274	339	393
UPPER	1,281	1,244	1,096	1,074	1,161
MASTERS (GRAD I)	142	125	127	118	145
DOCTORAL (GRAD II)	1	0	0	0	0
TOTAL	1,567	1,547	1,497	1,531	1,700
NON-RESIDENT FUNDABLE					
LOWER	4	11	16	22	31
UPPER	27	26	34	41	54
MASTERS (GRAD I)	7	7	7	7	15
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	39	44	57	71	101
TOTAL FUNDABLE					
LOWER	147	189	290	361	425
UPPER	1,308	1,269	1,130	1,116	1,216
MASTERS (GRAD I)	149	132	134	125	160
DOCTORAL (GRAD II)	2	0	0	1	1
TOTAL	1,606	1,591	1,554	1,602	1,801
TOTAL NON-FUNDABLE					
LOWER	3	3	6	4	6
UPPER	20	19	21	39	27
MASTERS (GRAD I)	1	1	1	2	2
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	24	24	27	45	35
TOTAL					
LOWER	150	192	296	365	431
UPPER	1,329	1,288	1,151	1,155	1,243
MASTERS (GRAD I)	150	134	134	127	162
DOCTORAL (GRAD II)	2	0	0	1	1
TOTAL	1,630	1,615	1,581	1,647	1,836

Notes: Data provided by USF staff instead of BOG staff queries of SUDS. Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll by course level. Note about Revision: This table now reports FTE based on the US definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Courses are reported by Universities to the Board of Governors in the Student Instruction File (SIF) as either fundable or non-fundable. In general, student credit hours are considered 'fundable' if they can be applied to a degree, and the associated faculty was paid from State appropriations. Totals are actual and may not equal the sum of reported student levels due to rounding of student level FTE. Data provided by USF staff.

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Section 3 – Enrollment *(continued)*

TABLE 3C. Full-Time Equivalent (FTE) Enrollment by Instructional Method

[REVISED]	2011-12	2012-13	2013-14	2014-15	2015-16
TRADITIONAL					
LOWER	86	88	174	230	267
UPPER	678	621	489	513	520
MASTERS (GRAD I)	117	98	97	78	110
DOCTORAL (GRAD II)	1	0	0	0	0
TOTAL	882	808	760	821	898
HYBRID					
LOWER	4	10	11	11	0
UPPER	42	36	51	22	8
MASTERS (GRAD I)	5	5	6	6	2
DOCTORAL (GRAD II)	0	0	0	0	0
TOTAL	51	51	67	39	10
DISTANCE LEARNING					
LOWER	60	94	110	124	164
UPPER	609	632	611	619	714
MASTERS (GRAD I)	28	30	31	44	50
DOCTORAL (GRAD II)	1		0	1	1
TOTAL	697	756	753	787	928
TOTAL					
LOWER	150	192	296	365	431
UPPER	1,329	1,288	1,151	1,155	1,243
MASTERS (GRAD I)	150	134	134	127	162
DOCTORAL (GRAD II)	2	0	0	1	1
TOTAL	1,630	1,615	1,581	1,647	1,836

Note: **Data provided by USF staff instead of BOG staff queries of SUDS.** Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll by course level. Note about Revision: FTE is now based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. This data includes all instructional activity regardless of funding category.

Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). In the future, this table will be able to split these FTE into two subgroups: 100% DL and 80-99% DL. **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional** refers to instruction that occurs primarily in the classroom. This designation is defined as 'less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (ie, labs, internships, practica, clinicals, labs, etc) - per SUDS data element 2052. Totals are actual and may not equal sum of reported student levels due to rounding of student level FTE. Data provided by USF staff.

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Section 3 – Enrollment *(continued)*

TABLE 3D. Headcount Enrollment by Military Status and Student Level

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
MILITARY					
Unclassified	4	1	0	1	0
Undergraduate	43	51	69	75	66
Master's (GRAD 1)	5	8	6	3	4
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	52	60	75	79	70
DEPENDENTS					
Unclassified	0	0	0	0	0
Undergraduate	10	14	9	7	11
Master's (GRAD 1)	0	1	1	0	0
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	10	15	10	7	11
NON-MILITARY					
Unclassified	151	99	88	104	113
Undergraduate	1,552	1,647	1,593	1,610	1,680
Master's (GRAD 1)	154	131	121	117	170
Doctoral (GRAD 2)	0	0	0	0	0
Subtotal	1,857	1,877	1,802	1,831	1,963
TOTAL	1,919	1,952	1,887	1,917	2,044

Note: This table provides trend data on the number of students enrolled based on their military status. **Military** includes students who were classified as Active Duty, Veterans, National Guard, or Reservist.. **Eligible Dependents** includes students who were classified as eligible dependents (dependents who received veteran's benefits). **Non-Military** includes all other students.

TABLE 3E. University Access Rate: Undergraduate Enrollment with Pell Grant

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Pell Grant Recipients	794	711	679	693	714
Percent with Pell Grant	49.91%	41.65%	40.73%	45.23%	44.43%

Note: This table reports the University's Access Rate, which is a measure of the percentage of undergraduate students who have received a federal Pell grant award during a given Fall term. The top row reports the number of students who received a Pell Grant award. The bottom row provides the percentage of eligible students that received a Pell Grant award. This metric is included in the Board of Governors Performance Based Funding Model – for more information see: http://www.flbog.edu/about/budget/performance_funding.php. Data provided by USF staff.

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Section 4 – Undergraduate Education

TABLE 4A. Baccalaureate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Comments
New Programs					
None					
Terminated Programs					
Exceptional Student Education	13.1001	Bachelors	6/4/2015	2015 FALL	
Programs Suspended for New Enrollments					
None					
New Programs Considered By University But Not Approved					
None					

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

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Section 4 – Undergraduate Education *(continued)*

TABLE 4B. Full-time, First-Time-in-College (FTIC) Retention Rates

Retained in the Second Fall Term at Same University

	2011-12	2012-13	2013-14	2014-15	2015-16
<i>Cohort Size</i>	.	.	83	89	87
Retained at USF-Sar.-Man.					
<i>with Any GPA</i>	.	.	72%	79%	85%
<i>with GPA 2.0 or higher</i>	.	.	69.88%	78.65%	74.71%
Retained within USF-System					
<i>with Any GPA</i>	.	.	81%	87%	91%
<i>with GPA 2.0 or higher</i>	.	.	77.11%	86.67%	80.46%

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** **Cohorts** are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Retained with Any GPA** is based on student enrollment in the Fall term following their first year. **Percent Retained with GPA Above 2.0** is based on student enrollment in the Fall term following their first years for those students with a GPA of 2.0 or higher at the end of their first year (Fall, Spring, Summer). The most recent year of Retention data is based on preliminary data (SIFP file) that is comparable to the final data (SIF file) but may be revised in the following years based on changes in student cohorts. The 'Percent Retained with GPA Above 2.0' is also known as the 'Academic Progress Rate' and is included in the Board of Governors Performance Based Funding Model – for more information see:

http://www.flbog.edu/about/budget/performance_funding.php.

TABLE 4C. Full-time, First-Time-in-College (FTIC) Six-Year Graduation Rates

Term of Entry	2006-12	2007-13	2008-14	2009-15	2010-16
<i>Cohort Size</i>					
% Graduated					
% Still Enrolled					
% Success Rate					

USF-SM began admitting FTICs in Fall 2013.

Notes: **Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending.** **Cohorts** are based on FTIC undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). **Percent Graduated** reports the percent of FTICs who graduated from the same institution within six years. This metric does not include students who enrolled as part-time students (in their first year), or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). **Success Rate** measures the percentage of an initial cohort of students who have either graduated or are still enrolled at the same university. This data should match the IPEDS Graduation Rate Survey data that is due in late February.



Section 4 – Undergraduate Education *(continued)*

TABLE 4E. Graduation Rates for AA Transfer Students from Florida College System

Two – Year Rates	2010-12	2011-13	2012-14	2013-15	2014-16
<i>Cohort Size</i>	278	253	243	222	228
Same University	29%	34%	25%	22%	20%

Four – Year Rates	2008-12	2009-13	2010-14	2011-15	2012-16
<i>Cohort Size</i>	272	223	278	253	243
Same University	53%	65%	63%	60%	56%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. For comparability with FTIC cohorts, AA Transfer cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within two or four years.

TABLE 4F. Graduation Rates for Other Transfer Students

5 – Year Rates	2007-12	2008-13	2009-14	2010-15	2011-16
<i>Cohort Size</i>	191	149	191	199	198
Same University	54%	56%	61%	60%	56%

Notes: Data reflected are from BOG staff queries of SUDS, yet minor reconciliation of cohort sizes are still pending. Other Transfer Students includes undergraduate students that transfer into a university who are not FTICs or AA Transfers. Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term) and graduate from the same institution within five years.

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Section 4 – Undergraduate Education *(continued)*

TABLE 4G. Baccalaureate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	514	556	490	474	464
Second Majors	7	5	2	3	1
TOTAL	521	561	492	477	465

Note: This table reports the number of degrees awarded by academic year. **First Majors** include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between “dual degrees” and “dual majors.” Also included in first majors are “dual degrees” which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a “degree fraction” of 1.0. **Second Majors** include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution’s criteria. The calculation for the number of second majors rounds each degree CIP’s fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline.

TABLE 4H. Baccalaureate Degrees in Programs of Strategic Emphasis (PSE)
[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	14	21	20	35	31
HEALTH	13	75	48	54	39
GLOBALIZATION	0	0	0	0	0
EDUCATION	63	58	40	28	30
GAP ANALYSIS	89	69	59	79	72
SUBTOTAL	179	223	167	196	172
PSE PERCENT OF TOTAL	34.36%	39.75%	33.94%	41.09%	36.99%

Notes: This is a count of baccalaureate majors for specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of baccalaureate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).

**Section 4 – Undergraduate Education** *(continued)***TABLE 4I. Baccalaureate Degrees Awarded to Underrepresented Groups**

	2011-12	2012-13	2013-14	2014-15	2015-16
Non-Hispanic Black					
Number of Degrees	24	35	16	36	36
Percentage of Degrees	5%	6%	3%	8%	8%
Hispanic					
Number of Degrees	58	65	59	71	58
Percentage of Degrees	12%	12%	12%	16%	13%
Pell-Grant Recipients					
Number of Degrees	280	296	259	237	242
Percentage of Degrees	56%	54%	54%	52%	54%

Note: **Non-Hispanic Black** and **Hispanic** do not include students classified as Non-Resident Alien or students with a missing race code. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported.

Pell-Grant recipients are defined as those students who have received a Pell grant from any SUS Institution within six years of graduation - excluding those awarded to non-resident aliens, who are only eligible for Pell grants in special circumstances. Percentage of Degrees is based on the number of baccalaureate degrees awarded to Pell recipients, as shown above, divided by the total degrees awarded - excluding those awarded to non-resident aliens.

Notes on Trends: In 2007, the US Department of Education re-classified the taxonomy for self-reported race/ethnicity categories and allowed universities a two-year phase-in process before all institutions were required to report based on the new categories for the 2011-12 academic year. This reclassification will impact trends.

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Section 4 – Undergraduate Education *(continued)*

TABLE 4J. Baccalaureate Degrees Without Excess Credit Hours

	2011-12*	2012-13	2013-14	2014-15	2015-16
FTIC	64%	.	.	54%	74%
AA Transfers	68%	73%	81%	82%	80%
Other Transfers	46%	69%	67%	58%	70%
TOTAL	60%	71.27%	75.42%	71.73%	75.69%

Notes: This table is based on statute 1009.286 (see [link](#)), and excludes certain types of student credits (e.g., accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours for transfer students in Florida, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). This metric is not the same as the Excess Hours Surcharge, which has multiple cohorts with varying fee rates. This table reports the percentage of baccalaureate degrees awarded within 110% of the catalog hours required for a degree based on the Board of Governors Academic Program Inventory. This calculation is based on Hours To Degree data submitted by universities to the Board of Governors which excludes those who previously earned a baccalaureate degree.

Note*: Improvements were made to data collection process beginning with 2012-13 data to better account for high school dual enrolled credits that are exempt from the excess hour calculation. Also, 2012-13 data marked a slight methodological change in how the data is calculated. Each CIP code's required number of 'catalog hours' was switched to the officially approved hours as reported within the Board of Governors' Academic Program Inventory – instead of the catalog hours reported by the university on the HTD files.

TABLE 4K. Undergraduate Course Offerings

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Number of Course Sections	135	127	135	160	155
Percentage of Undergraduate Course Sections by Class Size					
Fewer than 30 Students	77%	81%	85%	83%	79%
30 to 49 Students	20%	15%	11%	16%	18%
50 to 99 Students	2%	3%	4%	2%	3%
100 or More Students	1%	1%	0%	0%	0%

Notes: This data is based on Common Data Set (CDS) definitions. According to CDS, a "class section is an organized course offered for credit, identified by discipline and number, meeting at a stated time or times in a classroom or similar setting, and not a subsection such as a laboratory or discussion session. Undergraduate class sections are defined as any sections in which at least one degree-seeking undergraduate student is enrolled for credit. Exclude distance learning classes and noncredit classes and individual instruction such as dissertation or thesis research, music instruction, or one-to-one readings. Exclude students in independent study, co-operative programs, internships, foreign language taped tutor sessions, practicums, and all students in one-on-one classes.

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Section 4 – Undergraduate Education *(continued)*

TABLE 4L. Percentage of Undergraduate Credit Hours Taught by Instructor Type

	2011-12	2012-13	2013-14	2014-15	2015-16
Faculty	65%	62%	63%	62%	64%
Adjunct Faculty	34%	37%	36%	34%	31%
Graduate Students	0%	1%	0%	1%	1%
Other Instructors	1%	0%	1%	3%	3%

Note: The total number of undergraduate state fundable credit hours taught will be divided by the undergraduate credit hours taught by each instructor type to create a distribution of the percentage taught by each instructor type. Four instructor types are defined as faculty (pay plans 01, 02, and 22), OPS faculty (pay plan 06), graduate student instructors (pay plan 05), and others (all other pay plans). If a course has more than one instructor, then the university's reported allocation of section effort will determine the allocation of the course's total credit hours to each instructor. The definition of faculty varies for Tables 4L, 4M and 4N. For Faculty Teaching Undergraduates, the definition of faculty is based on pay plans 01, 02, and 22.

TABLE 4M. Student/Faculty Ratio

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Ratio	15	15	13	13	13

Note: This data is based on Common Data Set (CDS) definitions. This is the Fall ratio of full-time equivalent students (full-time plus 1/3 part time) to full-time equivalent instructional faculty (full time plus 1/3 part time). The ratio calculations exclude both faculty and students in stand-alone graduate or professional programs such as medicine, law, veterinary, dentistry, social work, business, or public health in which faculty teach virtually only graduate-level students. Undergraduate or graduate student teaching assistants are not counted as faculty.



Section 4 – Undergraduate Education *(continued)*

TABLE 40. Post-Graduation Metrics

Percent of Bachelor's Graduates Employed or Continuing their Education, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14	2014-15
Employed (\$25,000+) or Enrolled	n/a	n/a	65.52%	62.81%	69.6%
Employed (Full-time) or Enrolled	71%	72%	76%	73%	80%
<i>Percent Found</i>	91%	89%	92%	92%	91%
<i>Number of States Included</i>	1	36	38	38	41

Notes: **Enrolled or Employed (Earning \$25,000+)** is based on the number of recent baccalaureate graduates who are either employed, and earning at least \$25,000, or continuing their education within one year after graduation. **Enrolled or Employed Full-Time** is based on the number of recent baccalaureate graduates who are either employed full-time or continuing their education within one year after graduation. Full-time employment is based on those who earned at least as much as a full-time (40hrs a week) worker making minimum wage in Florida.

The employed data includes non-Florida data that is available from the Wage Record Interchange System 2 (known as "WRIS 2") and Federal employee data that is available from the Federal Employment Data Exchange System (FEDES) initiative. Military employment data was collected by the Board of Governors staff from university staff. Due to limitations in the data, the continuing enrollment data includes any enrollment the following year regardless of whether the enrollment was post-baccalaureate or not. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

For more information about the methodology see: http://www.fibog.edu/about/budget/performance_funding.php. For more information about WRIS2 see: http://www.doleta.gov/performance/wris_2.cfm. For more information about FEDES see: <http://www.ubalt.edu/jfi/fedes/>.

Median Wages of Bachelor's Graduates Employed Full-time, One Year After Graduation

	2010-11	2011-12	2012-13	2013-14*	2014-15*
5th PERCENTILE WAGE	\$16,400	\$18,100	\$18,200	\$18,800	\$19,900
25th PERCENTILE WAGE	\$25,300	\$25,800	\$26,000	\$27,700	\$28,900
MEDIAN WAGE	\$33,600	\$33,200	\$36,000	\$36,200	\$39,000
75th PERCENTILE WAGE	\$44,100	\$41,300	\$46,700	\$46,200	\$50,900
95th PERCENTILE WAGE	\$62,000	\$62,700	\$64,500	\$70,300	\$88,400
<i>Percent Found</i>	61%	62%	62%	61%	68%

Notes: **Median Wage** data is based on annualized Unemployment Insurance (UI) wage data for those graduates who earned at least as much as a full-time employee making minimum wage in the fiscal quarter a full year after graduation. This UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, or those without a valid social security number. This wage data includes graduates who were both employed and enrolled. Wages rounded to nearest hundreds. **Percent Found** refers to the percentage of graduates found in the dataset – including those that did not earn wages above the full-time threshold and those who were found outside of the one-year window.

Note*: The Board approved a change to this metric that uses wage data from all states that participate in the Wage Record Interchange System 2 (known as "WRIS 2"). This methodology change applies only to the wages for 2013-14 and 2014-15 baccalaureate recipients.



Section 5 – Graduate Education

TABLE 5A. Graduate Degree Program Changes in AY 2015-16

Title of Program	Six-digit CIP Code	Degree Level	Date of UBOT Action	Starting or Ending Term	Date of Board of Governors Action	Comments
New Programs						
none						
Terminated Programs						
Exceptional Student Education	13.1001	Masters	6/4/2015	2015 FALL		
Programs Suspended for New Enrollments						
None						
New Programs Considered By University But Not Approved						
none						

Note: This table does not include new majors or concentrations added under an existing degree program CIP Code. This table reports the new and terminated program changes based on Board action dates between May 5, 2015 and May 4, 2016.

New Programs are proposed new degree programs that have been completely through the approval process at the university and, if appropriate, the Board of Governors. Does not include new majors or concentrations added under an existing degree program CIP Code.

Terminated Programs are degree programs for which the entire CIP Code has been terminated and removed from the university's inventory of degree programs. Does not include majors or concentrations terminated under an existing degree program CIP Code if the code is to remain active on the academic degree inventory.

Programs Suspended for New Enrollments are degree programs for which enrollments have been temporarily suspended for the entire CIP Code, but the program CIP Code has not been terminated. Does not include majors or concentrations suspended under an existing degree program CIP Code if the code is to remain active on the academic degree inventory and new enrollments in any active major will be reported. Programs included in this list may have been suspended for new enrollments sometime in the past and have continued to be suspended at least one term of this academic year.

New Programs Considered by University But Not Approved includes any programs considered by the university board of trustees, or any committee of the board, but not approved for implementation. Also include any programs that were returned prior to board consideration by the university administration for additional development, significant revisions, or re-conceptualization; regardless of whether the proposal was eventually taken to the university board for approval. Count the returns once per program, not multiple times the proposal was returned for revisions, unless there is a total re-conceptualization that brings forward a substantially different program in a different CIP Code.

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Section 5 – Graduate Education *(continued)*

TABLE 5B. Graduate Degrees Awarded

	2011-12	2012-13	2013-14	2014-15	2015-16
First Majors	72	60	55	50	53
Second majors	0	0	0	0	0
TOTAL	72	60	55	50	53
Masters and Specialist (1st majors)	72	60	55	50	53
Research Doctoral (1st majors)	0	0	0	0	0
Professional Doctoral (1st majors)	0	0	0	0	0
<i>Dentistry</i>	0	0	0	0	0
<i>Law</i>	0	0	0	0	0
<i>Medicine</i>	0	0	0	0	0
<i>Nursing Practice</i>	0	0	0	0	0
<i>Pharmacy</i>	0	0	0	0	0
<i>Physical Therapist</i>	0	0	0	0	0
<i>Veterinary Medicine</i>	0	0	0	0	0
<i>Other Professional Doctorate</i>	0	0	0	0	0

Note: This table reports the total number of graduate level degrees that were awarded by academic year as well as the number by level. The table provides a breakout for some of the Professional Doctoral degrees.

TABLE 5C. Graduate Degrees Awarded in Areas of Strategic Emphasis

[Includes Second Majors]

	2011-12	2012-13	2013-14	2014-15	2015-16
STEM	0	0	0	0	0
HEALTH	0	0	0	0	0
GLOBALIZATION	0	0	0	0	0
EDUCATION	31	18	15	6	13
GAP ANALYSIS	0	0	0	0	0
SUBTOTAL	31	18	15	6	13
PSE PERCENT OF TOTAL	43.06%	30.00%	27.27%	12.00%	24.53%

Notes: This is a count of graduate degrees awarded within specific Areas of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities. This is a count of graduate degrees awarded within specific Programs of Strategic Emphasis, as determined by the Board of Governors staff with consultation with business and industry groups and input from universities – for more information see: http://www.flbog.edu/pressroom/strategic_emphasis/. The Board of Governors revised the list of Programs of Strategic Emphasis in November 2013, and the new categories were applied to the historical degrees. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Note: The denominator used in the percentage includes second majors.

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Section 6 – Research and Economic Development

TABLE 6A. Research and Development

R&D Expenditures	2010-11	2011-12	2012-13	2013-14	2014-15
Total (S&E and non-S&E) (\$ 1,000s)	\$914	\$784	\$1,041	\$1,026	\$1,595
Federally Funded (\$ 1,000s)	\$191	\$115	\$15	\$6	\$57
Percent Funded From External Sources	31%	20%	4%	1%	10%
Total R&D Expenditures Per Full-Time, Tenured, Tenure-Earning Faculty Member	\$28,563	\$21,189	\$29,743	\$33,097	\$43,108

Notes: **R&D Expenditures** are based on the National Science Foundation's annual Survey of R&D Expenditures at Universities and Colleges (data include Science & Engineering and non-Science & Engineering awards). **Percent Funded from External Sources** is defined as funds from federal, private industry and other sources (non-state and non-institutional funds). Total R&D expenditures are divided by fall, full-time tenured/tenure-track faculty as reported to IPEDS (FGCU includes both tenured/tenure-track and non-tenure/track faculty). The fall faculty year used will align with the beginning of the fiscal year (e.g., 2007 FY R&D expenditures are divided by fall 2006 faculty).

USF SYSTEM

Tampa

PERFORMANCE UPDATE

USF BOARD OF TRUSTEES

Judy Genshaft
March 9, 2017

USF

UNIVERSITY OF
SOUTH FLORIDA
SYSTEM



Student Access

- **New Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 6,419 Undergraduates/3,055 Graduates
 - Fall 2016 PLAN: 6,400 Undergraduates/2,975 Graduates
 - Fall 2016: 6,263 Undergraduates/3,272 Graduates
- **Total Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 30,287 Undergraduates/9,984 Graduates/1,920 Non-Degree
 - Fall 2016 PLAN: 30,410 Undergraduates/9,981 Graduates/1,941 Non-Degree
 - Fall 2016: 30,551 Undergraduates/10,248 Graduates/2,126 Non-Degree
- **New FTIC number and profile (mean ACT/SAT and HSGPA) against prior year and plan:**
 - Fall 2015: 2,643 students/ACT 28/SAT 1223/HSGPA 4.08
 - Fall 2016 PLAN: 2,600 students/ACT 27/SAT 1220/HSGPA 4.0
 - Fall 2016: 2,462 students/ACT 28/SAT 1226/HSGPA 4.08

Update on Future New Student Recruitment Strategy

- Collaborating with Innovative Education on digital marketing campaigns to increase enrollments of National Merit, National Hispanic and domestic high achieving students;
- Increasing out of state student leads and applications in targeted geodemographic key markets with strategically placed regional recruiters;
- Increasing national recruitment efforts by hosting events utilizing current USF alumni, leveraging athletic events, and conducting targeted high school and guidance counselor programs;
- Developing relationships with targeted high schools, community based organizations, and on campus programs to facilitate pathways for underrepresented populations.



Student Success

- **Freshman Retention Rate (IPEDS/APR/swirl) against prior year and plan:**
 - Summer/Fall 2015 to Fall 2016: IPEDS: 90%, APR: 87.9%, APR SWIRL: 88.0%
 - Summer/Fall 2016 to Fall 2017 Plan: IPEDS: 91% , APR: 87.5%, APR SWIRL: 87.6%
 - Summer/Fall 2016 to Spring 2017 (partial): IPEDS: 95.7%, APR: 91.2%, APR SWIRL: 91.3%
- **FTIC Graduation Rate (4-year and 6-year -FT/PT, swirl) against prior year and plan:**
 - 4 year rate 2012 cohort: 54.1% with swirl 54.4%
 - 4 year rate 2013 cohort PLAN: 56%
 - 4 year rate 2013 cohort (partial) –23.1% through Fall 16, with swirl 23.3%
 - 6 year rate 2010 cohort – 67.1% with swirl 67.8%
 - 6 year rate 2011 cohort PLAN: 70%
 - 6 year rate 2011 cohort – 68.1% through Fall 16, with swirl 68.6%
- **Bachelors degrees (% areas of strategic emphasis) awarded prior year and plan:**
 - 2015-16: 4,977 (62%)
 - 2016-17 Plan: 4,446 (57%)
 - Summer and Fall 2016 (partial): 2,688 (63%)
- **Bachelors degrees awarded without excess hours against prior year and plan:**
 - 2015-16: 75.5%
 - 2016-17 Plan: 70.0%
- **Graduate degrees (% areas of strategic emphasis) awarded against prior year and plan:**
 - 2015-16: 2,850 (78%)
 - 2016-17 Plan: 2,804 (76%)
 - Summer and Fall 2016 (partial): 1,792(83%)



Academic Programs

- **Programs falling below BOG/USF degree productivity threshold:**
 - 2011-2015: 10 (below BOG threshold); 20 (below USF threshold)
 - 2012-2016 Prelim: 10 (below BOG threshold); 18 (below USF threshold)
 - Engineering Science – Program Terminated
 - Real Estate – Program Suspended
- **Progress of new programs approved against plan:**
 - 09.0900 BS Public Relations, Advertising, and Applied Communications: Under internal review
 - 09.0900 MS Public Relations, Advertising, and Applied Communications: In preparation
 - 51.0306 Doctor of Occupational Therapy: Continuing needs analysis
 - 52.2099 PhD Pharmacy: Additional performance data for MS in progress
- **Program reviews and accreditation:**
 - 2015-16 Cycle: 17 academic program reviews completed; Reports submitted to BOG 12/2016.
 - 2016-17 Cycle: 18 academic program reviews (10 completed, 8 in progress); BOG report due 12/2017.
- **Online enrollment (FTE/%) against prior year and plan:**
 - AY 2015-16: 9,210 (25% of total FTE)
 - AY 2016-17 Plan: 9,487 (26% of total FTE)
 - AY 2016-17 (thru SP 2017 drop/add): 9,705 (27% of total FTE)
- **Professional licensure against prior year and plan:**
 - Medicine (Step 1): 94% (2016 Preliminary), 97% (2015)
 - Medicine (Step 2): 99% (2016 Preliminary), 97% (2015)
 - Medicine (Step 3): 96% (2016 Preliminary), 96% (2015)
 - Physical Therapy: 95% (2013-15), 97% (2012-14)
 - Nursing: 90% (2015), 86% (2014)



Research - Funding

- **Total research expenditures against prior year and plan:**
 - FY 2015: \$485 million
 - **FY 2016 Plan: \$486 million**
 - FY 2016: \$506 million
- **Federal research expenditures against prior year and plan:**
 - FY 2015: \$218 million
 - **FY 2016 Plan: \$219million**
 - FY 2016: \$228 million



Research - Commercialization

- **Patents awarded against prior year and plan:**
 - CY 2015: 91
 - **CY 2016 Plan: 92**
 - CY 2016: 112
- **Licenses/options executed against prior year and plan:**
 - FY 2016: 133
 - **FY 2017 Plan: 121**
 - FY 2017 (Q1 & Q2): 51
- **Number of start-up companies against prior year and plan:**
 - FY 2016: 9
 - **FY 2017 Plan: 9**
 - FY 2017 (Q1 & Q2): 3
- **Postdoctoral appointees against prior year and plan:**
 - Fall 2015: 277
 - **Fall 2016 Plan: 285**
 - Fall 2016: 272



Fundraising

- **Total pledges/gifts received against prior year and plan:**
 - FY 2016 Actual: \$71.5 M
 - FY 2017 Plan: \$80 M
 - FY 2017 (through 2/25/2017): \$32.9 M
- **Major gifts received (>\$100,000):**
 - FY 2017 (through 2/25/2017): 48 gifts
- **Endowment against prior year and plan:**
 - FY 2016 Actual: \$395.3 M
 - FY 2017 Plan: \$412 M
 - FY 2017 Actual (through 12/31/2016): \$408.2 M

Update on Strategic Priority Areas



Current Ongoing Facility Projects

Project	Funded	Budget	Scope	Schedule
Morsani College of Med. & Heart Inst.	Y (PECO/Phil.)	●	●	●
USF Health Student Wellness	Y (CITF/User)	●	●	●
Tampa Library Remodel	Y (CITF/User)	●	●	●
"The Village" – Residence Life	Y (Developer)	●	●	●
Grocery – Publix	Y (Owner)	●	●	●
Student Wellness Center Main Campus	N (CITF)	●	●	N/A
Honors College Site Planning	N (Philanthropy)	●	●	N/A

Leadership Talent

- **Critical hires (including Sr. VPs/VPs, Deans):**
 - *Founding Director, USF Health Heart Institute:* Dr. Sam Wickline
- **Update on open critical leadership positions (status of searches):**
 - *Dean of the Patel College of Global Sustainability:* Continuing
 - *Dean of Undergraduate Studies:* Continuing
 - *Registrar:* Continuing
 - *Dean of the College of Nursing:* Finalists are being determined with the goal of bringing those candidates back for further interviewing.
 - *Dean of the College of Education:* Search is forthcoming, particularly with the committee report having been finalized and presented.



General

- **Next 90-day strategic priorities: *(tied to strategic plan/work plan goals)***
 - Preeminence
 - Downtown Medical
 - P3
- **Success stories/institutional highlight :**
 - USF recognized as #1 in the state of Florida and #6 in the nation—for eliminating the completion gap between Black and White students (Education Trust)
 - Five USF faculty named Fellows of American Association for the Advancement of Science
 - USF ranked as the #1 producer in the U.S. for Fulbright Scholars in 2016-17, with an outstanding 12 faculty members named as scholars
 - Three USF professors have been elected to the 2017 College of Fellows of the American Institute for Medical and Biological Engineering (AIMBE): Dr. Bickford (USF MCOM) and Drs. Bhethanabotla and Goldgof (College of Engineering)



St. Petersburg
USF SYSTEM

PERFORMANCE UPDATE

Sophia Wisniewska, Regional Chancellor
March 9, 2017



Student Access

- **New Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 943 Undergraduates/165 Graduates/146 Non-Degree
 - Fall 2016 PLAN: 983 Undergraduates/170 Graduates/152 Non-Degree
 - Fall 2016: 944 Undergraduates/151 Graduates/151 Non-Degree
- **Total Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 3945 Undergraduates/540 Graduates/264 Non-Degree
 - Fall 2016 PLAN: 4141 Undergraduates/562 Graduates/275 Non-Degree
 - Fall 2016: 4028 Undergraduates/556 Graduates/221 Non-Degree
- **New FTIC number and profile (mean ACT/SAT and HSGPA) against prior year and plan:**
 - Fall 2015: 379 students/ACT 26/SAT 1142/HSGPA 3.79
 - Fall 2016 PLAN: 398 students/ACT 26/SAT 1100/HSGPA 3.80
 - Fall 2016: 396 students/ACT 26/SAT 1142/HSGPA 3.86

Update on Future New Student Recruitment Strategy: See 90-Day Priorities

Student Success

- **Freshman Retention Rate (IPEDS/APR/swirl) against prior year and plan:**
 - Summer/Fall 2015 to Fall 2016: IPEDS: 71%, APR: 66%, SWIRL: 79%
 - Summer/Fall 2016 to Fall 2017 PLAN: IPEDS: 72%, APR: 68%
 - Summer/Fall 2016 to Fall 2017: IPEDS: 93%, APR: 84%, SWIRL: 85%
- **FTIC Graduation Rate (4-year and 6-year, IPEDS/swirl) against prior year and plan:**
 - 4 year rate 2012 cohort: 19% w swirl 33%
 - 4 year rate 2013 cohort PLAN: 26%
 - 4 year rate 2013 cohort –12% thru Fall 16
 - 6 year rate 2010 cohort – 37% w swirl 51%
 - 6 year rate 2011 cohort PLAN: 44%
 - 6 year rate 2011 cohort – 34% thru Fall 16
- **Bachelors degrees (% areas of strategic emphasis) awarded prior year and plan:**
 - 2015-16: 387 (43%)
 - 2016-17 PLAN: 360 (45%)
 - Summer and Fall 2016: 249 (42%)
- **Bachelors degrees awarded without excess hours against prior year and plan:**
 - 2015-16: 77%
 - 2016-17 PLAN: 70%
- **Graduate degrees (% areas of strategic emphasis) awarded against prior year and plan:**
 - 2015-16: 60 (28%)
 - 2016-17 PLAN: 67 (30%)
 - Summer and Fall 2016: 44 (32%)

Academic Programs

Academic Program Productivity Review, All Colleges

Number of Degrees Awarded Over 5 Years

BOG Performance Threshold: Baccalaureate = 30; Masters = 20; Doctoral = 10

USF Performance Threshold: Baccalaureate = 45; Masters = 30; Doctoral = 15

Red = Below BOG productivity threshold Yellow = Below USF productivity threshold			Total Degrees Over Five Academic Years		
CIP	Title	Level	AY 2011/12 – 2015/16	Preliminary Spring 2012 - Fall 2016	
03.0104	Environmental Science & Policy	Masters	26	24	
45.0701	Geography	Bachelors	2	2	
52.0201	Business Administration & Management	Bachelors	13	7	Being terminated

Online enrollment (SCH/%) against prior year and plan:

Fall 2015: 15,671/29%

Fall 2016 PLAN: 16,266/33%

Fall 2016: 15,632/30%

Research - Funding

- **Total research expenditures against prior year and plan:**
 - Fall 2015: \$7,292,000
 - Fall 2016 PLAN: \$7,000,000
 - Fall 2016: \$7,116,000
- **Federal research expenditures against prior year and plan:**
 - Fall 2015: \$2,650,000
 - Fall 2016 PLAN: \$3,000,000
 - Fall 2016: \$3,019,000

Research - Commercialization

- **Patents awarded against prior year and plan: N/A**
- **Licenses/options executed against prior year and plan: N/A**
- **Number of start-up companies against prior year and plan: N/A**
- **Postdoctoral appointees against prior year and plan:**

The initial phase of interviews is well underway for USFSP's new Minority Post-Doctoral Fellows. Final candidates are expected to be on campus later in March.

Fundraising

Gifts/Pledges Received

FY 14 Raised	FY15 Raised	FY15 Goal	% of Goal Reached	FY16 Raised	FY16 Goal	% of Goal Reached	FY17 Raised to Date (2/18/17)	FY17 Goal	% of Goal Reached
\$756,035	\$11,557,882	\$1,000,000	1155.79%	\$7,432,128	\$1,250,000	594.57%	\$2,012,507	\$3,000,000	67.08%

Major Gifts Received (>\$100,00)

FY 15	FY16	FY17 to date (2/18/17)
5	6	2

Endowment (total principal invested)

FY14	FY15	FY16	FY17 to date (12/31/16)
\$14,527,008.42	\$14,606,145.92	\$15,276,191.01	\$16,236,702.00



Current Ongoing Facilities Projects

Project	Funded	Budget	Scope	Schedule
Warehouse Science Labs	Y (E&G)	●	●	●
Parking Lot #19 (COB Lot)	Y (Fndn/Aux)	●	●	●
FTF Building Demolition	Y (E&G)	●	●	●
P3 Housing – Residence Life	Y (Developer)	●	●	●
Coquina Club Remodel – (COQ 1 st Fl)	Y (CITF/E&G)	●	●	●
Waterfront Bldgs/Site - Master Plan	Y (E&G)	●	●	●
Poynter Library Reroof	Y (PECO)	●	●	●



Leadership Talent

- **Critical hires:**

Deborah Read joins USFSP as Regional Vice Chancellor for Advancement. Deborah comes to USFSP from California Polytechnic State University in San Luis Obispo. As Vice President for University of Advancement and CEO of the Cal Poly Foundation, Deborah served as the university's principal gifts officer.

- **Open critical leadership positions:**

USFSP's search for a new Dean of the College of Education resulted in three finalists. Interviews are expected to wrap up by mid-March, with a new dean in place by summer.



General

90-day priorities:

The following 90-day strategic priorities are associated with execution of the *Vision 20/20 Strategic Plan* and meeting Work Plan goals. They include:

- **Investment in technology**, including Schedule Planner, Civitas Aspire and Appian software, to support goals around retention and graduation rates
- **Development of new financial support** and incentives to help students facing financial challenges and facilitate re-enrollment, including completion scholarships for upcoming seniors and increased on-campus employment
- **Implementation of programmatic initiatives**, to include completion of the Master Academic Plan; evaluation of USFSP class schedules and tuition to create flexible, innovative scheduling to better meet student needs; and development of online, one-credit courses for students who have ‘stopped out’
- **Development of a Student Affairs Strategic Plan** that supports student persistence initiatives, builds a residential culture, and provides for enhancements to student resources, including the Military & Veterans Success Center, among many other objectives

Success stories/institutional highlights:

- The USFSP Coed Sailing Team continues a strong year of competition with its recent win at the Southern Collegiate Offshore Regatta in Charleston, S.C.

USF SYSTEM

Sarasota-Manatee

PERFORMANCE UPDATE

USF BOARD OF TRUSTEES

Dr. Terry Osborn
March 9, 2017



Student Access

- **New Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 458 Undergraduates/64 Graduate
 - Fall 2016 Plan: 492 Undergraduates/88 Graduate
 - Fall 2016: 446 Undergraduates/51 Graduate
- **Total Student Enrollment against prior year and plan (by level):**
 - Fall 2015: 1,757 Undergraduates/174 Graduate/113 Non-Degree
 - Fall 2016 Plan: 1,829 Undergraduates/180 Graduate/107 Non-Degree
 - Fall 2016: 1,795 Undergraduates/178 Graduate/ 108 Non-Degree
- **New FTIC number and profile (mean ACT/SAT and HSGPA) against prior year and plan:**
 - Fall 2015: 88 students/ACT 25/SAT 1151/HSGPA 3.78
 - Fall 2016 Plan: 100 students/ACT 25/SAT 1150/HSGPA 3.82
 - Fall 2016: 87 students/ACT 25/SAT 1133/HSPGA 3.90

Update on Future New Student Recruitment Strategy
Comprehensive Enrollment Management Plan



Student Success

- **Freshman Retention Rate (IPEDS/APR/swirl) against prior year and plan:**
 - *Summer/Fall 2015 to Fall 2016: IPEDS: 85%, APR: 75%, APR SWIRL: 80.5%*
 - *Summer/Fall 2016 to Fall 2017 Plan: IPEDS: 86%, APR: 82%, APR SWIRL: 83%*
 - *Summer/Fall 2016 to Spring 2017 (partial): IPEDS: 88%, APR: 80%, APR SWIRL: 81%*
- **FTIC Graduation Rate (4-year and 6-year, IPEDS/swirl) against prior year and plan:**
 - *First 4-year cohort to graduate in 2017/6-year cohort 2020*
- **Bachelors degrees (% areas of strategic emphasis) awarded prior year and plan:**
 - *2015-16: 465 (37%)*
 - *2016-17 Plan: 512 (43%)*
 - *Summer and Fall 2016 (partial): 219 (35%)*
- **Bachelors degrees awarded without excess hours against prior year and plan:**
 - *2015-16: 75.69%*
 - *2016-17 Plan: 76%*
- **Graduate degrees (% areas of strategic emphasis) awarded against prior year and plan:**
 - *2015-16: 53 (25%)*
 - *2016-17 Plan: 54 (19%)*
 - *Summer and Fall 2016: 29 (10%)*

Academic Programs

- **Programs falling below BOG/USF degree productivity threshold:**
 - Hospitality Management, MS –
 - 2011 to 2015: 29 (below USF threshold);
 - 2012 to 2016 Preliminary: 32 (above USF threshold)
 - Reading Teacher Education, MA – Program Terminated
- **Program reviews and accreditation:**
 - Program Review: History
 - Accreditation: SACS and AACSB
- **Online enrollment (FTE/%) against prior year and plan:**
 - 2015-16: 928 or 50.5%
 - 2016-17 Plan: 973 or 51.0%
 - 2016-17 (spring drop/add): 1,083 or 58.5%



Research - Funding

- **Total research expenditures against prior year and plan:**
 - FY 2015: \$2 million
 - FY 2016 Plan: \$2 million
 - FY 2016: \$2 million
- **Federal research expenditures against prior year and plan:**
 - FY 2015: \$57,000
 - FY 2016: \$31,000

Fundraising

- **Total pledges/gifts received against prior year and plan:**
 - 2015-16: \$855,594
 - 2016-17 Plan: \$2,150,000
 - 2016-17 To Date: \$1,478,284
- **Major gifts received (>\$100,000):**
 - \$944,749 for the Building Fund, an Endowed Chair, a Visiting Scholar, and Scholarships
- **Endowment against prior year and plan:**
Principal Value
 - 2015-16 (P/E June 2016): \$8,399,837
 - 2016-17 (P/E Dec. 2016): \$8,399,387
- ***Update on Strategic Priority Areas***
 - *Rowing*
 - *STEM Building*
 - *Scholarships*



Current Ongoing Facility Projects

Project	Funded	Budget	Scope	Schedule
Student Commons Retrofit	Y (CITF/User)	●	●	●
Central Plant/EOC Expansion	Y (E&G)	●	●	●
Bloomberg Finance Lab	Y (E&G/Gift)	●	●	●
Digital Maker & Collaboration Lab	Y (E&G)	●	●	●
Science Classroom Retrofit	Y (E&G)	●	●	●



Leadership Talent

- **Critical hires (including VCs, Deans):**
 - *Director of Statewide PAInT Center*
- **Update on open critical leadership positions (status of searches):**
 - *Regional Vice Chancellors*
 - *Business and Finance (CFO)*
 - *Advancement*

General

- **90-day priorities: *(tied to strategic plan/work plan goals)***
 - *Rowing Fundraising*
 - *Recruitment Strategies*
 - *Community Engagement*
 - *Marketing/Communication Study*
- **Success stories/institutional highlight**
 - *Mental Health & Wellness Counselor*
 - *Technology Job Fair*
 - *Affiliation Agreement for Housing*
 - *FUSE*
 - *Internships*
 - *\$100,000 for Accounting Scholarships*